

“Best of”

# NCOER Bullets

“Greatest Hits”

(If you cannot say at least 2 nice things in every category,  
you are not trying.)

**\*\* Denotes “Excellence” bullets. \*\***

Remember actual concert, parade, ceremonies and other jobs that you play for people are METL execution task.  
If you are practicing / rehearsing it is METL training.

#### General Rules of the Game:

Keep track of good things to say on the NCO Counseling Checklist (DA Form 2166-8-1) year round.

Keep track of quarterly counseling dates and enter them on the NCOER.

Only mention great & wondrous deeds performed within the rating period (the past year). Being NCO of the year in 1985 isn't worth mentioning in 2001.

Write at least 2 (preferably 3) bullets in each space.

Look in the soldier's records to find PT scores, weapons scores, and recent awards. Good stuff to write about.

When you use “Excellence”, have some facts for backup. “Is a heck of a guy” doesn't cut it. “Won the Nobel Prize for Literature” does.

Think up some new stuff to add to the list for next time, and borrow some of these ideas if you need them.

## **ARMY VALUES (front side)**

Does an outstanding job of always knowing exactly what it will take to accomplish the unit's goals and objectives.

Her dedication is beyond question.

Truly dedicated to the unit.

Dedication to the unit is unquestionable.

Absolutely selfless in her dedication to the unit.

A dedicated and mission-oriented soldier of considerable skill.

SGT Bilko is always in a position of leadership, either musical or military.

Very dependable, hard working NCO.

Can always be counted upon to do the right thing.

Has a code of conduct that is based on the highest standards.

Observant and dedicated; always ready to do the right thing.

Quietly does the right thing all the time.

Treats everyone with respect.

Treats others fairly and with respect.

Makes an extraordinary effort to gain enough information from many sources to make progress toward the unit's goals.

Has an excellent understanding of the principles of leadership; is sought out for fair and just advice in difficult situations.

Always speaks his mind quietly but firmly, and always looks to the greater good of the unit.

Gives 110% effort in all aspects of military life.

Very dedicated to the nation and the unit.

An extremely effective leader who sets the standard for responsibility and commitment.

A dedicated and competent musician whose first concern is the unit.

Self-discipline is evident.

Personal conduct is exemplary.

Personal conduct is an inspiration to others.

Works harmoniously with others.

Will disagree with others in a professional manner.

Is dependable in meeting schedules and deadlines.

Always eager to go the distance for the unit.

A valuable asset to the unit and the Army.

Deals honestly and effectively with soldiers of all ranks.

Very dedicated as duty bugler for the VTARNG Honor Guard.

Personal conduct is above reproach.

Extremely dedicated; travels five million miles round trip to drill.

Willingly assists with any project.

Contributes many valuable ideas to the group.

An extremely dedicated and valuable unit member.

Willingly pitches in for the good of the unit.

Always does the right thing in a diplomatic manner.

Extremely dedicated.

Takes pride in his job.

Displays positive, friendly and relaxed attitudes.

Works harmoniously with others.

Very dedicated to the unit.

Seeks every opportunity to help out.

Mission first.

Is governed by a high set of personal values grounded in sound moral character.  
An honest and trustworthy leader.  
A loyal, honest and hardworking soldier and leader.  
SGT Pepper's integrity and personable manner make him a treasured member of the unit.  
Makes many personal sacrifices to continue her military career.  
An extremely respected member of the unit who should be given every encouragement to stay.  
Has a definite perception of what is right, yet is open minded.  
This soldier exemplifies the principles of good behavior.  
Always improving herself and the other members of the unit.  
Self-disciplined, ready for any challenge.  
Puts unit members and the good of the unit first.  
An extremely capable leader.  
A versatile and valuable unit member.  
Soldier is absorbing Army values as a new NCO.  
Treats everyone in the unit fairly and equally.  
Has a strong sense of right & wrong.  
Absolutely selfless in his dedication to the unit.  
Give 110% effort in all aspects of military life.  
His extensive live performance experience shows others "how it's done".  
An excellent team player who takes great pride in the unit.  
Personal integrity and family values are an inspiration to the entire unit.  
Appreciates good order and organization.  
Always concerned with doing what is right.  
A methodical and detail-oriented soldier.  
Always honest and open in his manner.  
Always eager to go the distance for the unit.  
An extremely dedicated and valuable unit member.  
Willingly pitches in for the good of the unit.  
Willingly assists with any project.  
Always does the right thing in a diplomatic manner.  
Extremely dedicated.  
Takes pride in his job.  
Contributes many valuable ideas to the group.  
Seeks every opportunity to help out.  
Displays positive, friendly and relaxed attitudes.  
Extremely dedicated; travels 650 miles round-trip to drill.  
Looked upon as fair and just.

## COMPETENCE

Awarded the Army Commendation Medal for his performance as a jazz and Dixieland soloist. \*\*

Was awarded the Vermont Commendation Medal for his performances as a jazz soloist and a vocalist. \*\*

The section's sound made a quantum leap when she came on board. \*\*

An extremely fine player, the anchor of a short-handed and very exposed section. \*\*

Maintain excellent intonation within his section – one of the most difficult instruments for this. \*\*

Works hard at keeping playing skills up at a high level.

Performs professionally on three different, generally unrelated instruments.

Dedicated player who devotes significant time and effort to developing his skills.

Awarded the AAM for significant contributions to Joint Task Force Pelican, Belize while deployed with the 114th MPAD. \*\*

Outstanding bugler who performs flawlessly, often in inclement weather. \*\*

Received the "Top Gun" award from the State Marksmanship Coordinator for scoring a perfect 40 points on his first-ever M16A2 qualification. \*\*

A well-rounded soldier who excels at musical performance, military skills and people skills.

Others always respect his judgement even though he expresses his thoughts very quietly.

Excellent professional kazoo player, plays first parts.

A leader in his technical abilities.

The whole ensemble depends upon him to provide a musical "foundation" for ensemble sound. \*\*

Does an excellent job performing on kazoo in concert band, marching band and stage band.

Spends many hours monthly maintaining levels of musicianship.

Blends management skills with technical expertise.

Excellent preparation of assignments.

Excellent accordion player.

Always striving to achieve another level of success.

Eager to share tactical and technical knowledge with others.

Studies privately and is very committed to self-improvement.

Is an excellent shooter and coach, always helps out at the firing range.

Always looking for ways to enhance his section and the unit's performance.

Works hard to master the literature required for our theme programs.

Hand-picked by the Bandmaster to serve as assistant conductor; maintains the unit's rehearsal and performance schedule in the absence of the commander. \*\*

Skillfully demonstrates and communicates an excellent understanding of music literature and conducting technique. \*\*

Outstanding piper who performs difficult solo passages with ease. \*\*

A consummate musician whose skills have directly enhanced the unit's capabilities. \*\*

His judgement is respected, he makes things work.

A highly skilled banjo player.

An excellent bagpiper who embraces exposed solos with confidence.

Always working smart to improve mess section operations.

Has a clear understanding of all factors of duty assignment.

Success can be attributed to careful planning and preparation.

Maintains the high level of performance that has become his normal level of achievement. \*\*

A professional music educator, frequently called upon by section and unit members to share his musical knowledge.

Has a clear understanding of all factors of his job, uses a variety of techniques to get the job done.

Performs his duties with self-confidence; always stays the course to successful completion.

Works hard to master the literature required for our theme programs.

Performs professionally on three different, generally unrelated instruments.

Played a key role in the success of the Army – Air National Guard Chorus at Muster 2000.

Maintains a high degree of competence in technical and tactical skills.  
Improves knowledge through reading, listening, outside performances and private study.  
Performs many critical and exposed solo passages as the lead player in both concert and stage bands. \*\*  
Performs demanding bagpipe parts to perfection, whether in aggressive or sentimental styles. \*\*  
Carries the solo line in the section through stressful and demanding performances. \*\*  
Awarded the ARCOM for her leadership and participation in the PAD's successful deployment to Belize. \*\*  
Displays hard working, loyal and confident character.  
Constantly experimenting to improve technique of self and section.  
Eager to share tactical and technical knowledge with others.  
Studies privately and is very committed to self-improvement.  
His expertise in sound reinforcement is sometimes overlooked but is critical to the unit's success.  
Always looking for ways to enhance his section and the unit's performance.  
Demonstrates MOS competency with accuracy and dependability under both routine and stressful conditions.  
\*\*  
Considered the finest piper in the state among civilian musicians; outstanding work in concert, jazz and marching bands. \*\*  
Is an excellent shooter and coach, always helps others at the firing range.  
Fired expert in weapons qualification.  
Excellent kazoo player.  
Excellent professional kazoo player, plays many first-chair parts.  
A leader in her technical abilities.  
Blends management skills with technical expertise.  
Excellent preparation of assignments.  
Does an excellent job performing on kazoo in concert band, marching band and stage band.  
Spends many hours monthly maintaining levels of musicianship.  
Demonstrates expert musical ability as a bagpipe player.  
An extremely versatile and competent musician, both instrumentally and vocally.  
Serves with competence and reliability as assistant supply sergeant.  
Uses a high degree of musical skill in leading the accordion section.  
Brings and utilizes his many years of experience, skill and musical ability to the bagpipe section.  
Was recently awarded the ARCOM for his strong vocal and first-chair pennywhistle performances. \*\*  
Highly competent leader of the kazoo section as first-chair player even though it is a secondary instrument for him. \*\*  
Always striving to achieve another level of success.  
Has the ability and energy to perform effectively in his MOS.  
Exercises superior judgement in her decision making.  
Always looking for new ideas and techniques.  
Has excellent conceptual and practical knowledge in his MOS.  
Manifests complete authority over her area of assignment.  
One of the most accomplished jazz players in the unit. \*\*  
Performed many exposed and intricate solos at the Discover Jazz Festival. \*\*  
Was a featured soloist in the popular "Dixieland Jam" ensemble. \*\*  
Keeps current on new policies, techniques and happenings and does an excellent job of sharing his knowledge with others. \*\*  
Constantly took the initiative for additional responsibility  
Always produced commendable results  
Successfully completed all missions handling difficult assignments with ease  
Displayed and shared knowledge with all  
Focused and prepared in leading Brass Group  
Musical knowledge is unquestionable  
Successfully completed ANCOC (BNCOC, etc.)  
Currently enrolled in ANCOC (BNCOC, etc)

Extremely competent at all aspects of Army Band operations and support

Maintained high standards of performing all duties

Used sound judgment in important decisions

Accomplishes task efficiently

Always sought knowledge for personal growth

Has good working knowledge of all band MOS's

Performed on multiple instruments as needed

Successfully led band in over 15 military parades and ceremonies

Performed as soloist during AT

Received MSM for...

Chosen by SGM of the US Army Element School of Music to be a member of the Army Reserve Band NCO of the Year Board \*\*

Improved drill attendance from 75% to 95% \*\*

Conducted the concert band in "Smoke on the Water", an E7 task, on 2 summer performances \*\*

Represented the unit and VTARNG in the highest manner to over 6,000 people while performing as lead vocalist in the band

MOS proficient on two instruments

Composed a piece of music which the concert band performed

Featured soloist on ....

## PHYSICAL FITNESS & MILITARY BEARING

Highest APFT score in the unit (285). \*\*

Achieved the highest female APFT score in the unit.

Always does well on the APFT.

Always looks sharp in uniform.

Takes pride in his uniform.

Appearance and conduct project self-confidence.

Uniforms are always perfect.

Always looks professional, neat and well-groomed.

Takes pride in physical fitness and appearance.

Always confident in his abilities.

Is continually motivated to maintain physical fitness.

Maintains an excellent military image.

Always completes the mission.

Maintains exemplary levels of physical fitness.

Has the physical stamina to carry an extremely heavy instrument in long parades and ceremonies.

Made an exceptional effort to pass the APFT after knee surgery.

Has excellent endurance.

Very serious about fitness and maintains excellent motivation for his personal fitness program.

Wears the uniform with pride.

Always does well on the APFT and encourages others to excel.

Looks the part of a soldier, exudes confidence and stability.

Constantly displays physical fitness and military bearing.

Strong military bearing and presence.

Carries himself with confidence.

Has the physical stamina to survive and go the distance to meet the mission. This capacity has made him a successful leader.

Always up to the task.

Places appropriate emphasis on maintaining personal fitness.

Takes pride in his uniform and is always ready to help others look their best as well.

Always mentally ready for the mission.

Is always alert and even-tempered in stressful situations.

Maintains proper military appearance.

Places appropriate emphasis on maintaining personal fitness.

Diplomatic in his approach to situations.

Dedicated to keeping physically fit; self-motivated and always challenges herself in her workouts.

Maintains an ambitious personal fitness program as a skier and backpacker.

Maintains an effective personal fitness program.

Has worked hard to develop a personal fitness regimen and pass the APFT.

Goes the distance and displays enthusiasm even after an 18-hour day.

Consistently passes the APFT with a good score.

Takes great care with and pride in his uniform.

Takes special care to always look professional.

Takes pride in his own and others uniforms, looks for ways to improve the group's appearance.

Takes pride in her uniform, and is always ready to help others look their best as well.

Appearance and conduct project the image of a self-confident individual.

Had the unit's second – highest APFT score (274).

Maintains high standards of military appearance and fitness

Is a fine example for all soldiers in the unit.

Uses skills he gained as a competitive athlete to help unit members improve their APFT scores.

Sets high standards for himself and the unit in his military appearance.  
Maintains an excellent military image.  
Always completes the mission.  
Takes pride in personal appearance.  
Takes pride in physical fitness and appearance.  
Always confident in her abilities.  
Is continually motivated to maintain physical fitness.  
Maintains exemplary levels of physical fitness.  
Has excellent endurance.  
Keeps fit and healthy.  
Has the desire to be physically and mentally ready.  
Shows dedication to fitness and health by his healthy demeanor and effective use of unit PT periods.  
Excellent stamina, always alert and ready to go even on very long days.  
Goes the distance and displays enthusiasm even after an 18-hour day.  
Is mentally and physically able to work well past a normal 8-hour training period with enthusiasm and energy.  
Has the mental and physical stamina to perform well at the end of several long days.  
Has worked extremely hard to maintain personal health and fitness.  
Works hard to maintain a high level of personal fitness.  
Always even tempered and quietly instills enthusiasm in others.  
Selected as drum major due to his excellent bearing, appearance and grace under pressure.  
Diplomatic in his approach to situations.  
His enthusiasm affects the entire section.  
Displays confidence and enthusiasm.  
Demonstrates excellent physical health and emotional stability.  
Dress, actions and personality reflect well on the Army.  
Personal talent and commitment rivaled by few and exceeded by none  
Willingly volunteered time and effort to improve unit APFT scores  
Exhibited highest standards of military bearing and appearance, demanding same standards from subordinates  
Excellent example of how to present a professional military appearance  
Projects a confident and enthusiastic attitude  
Master Fitness Trainer  
Trained two soldiers to successfully complete the Army 10 Miler in Washington D.C.  
Excellent effort in recovering from shoulder injury



## LEADERSHIP

A driving force in unit morale.

Takes time to mentor younger soldiers.

His concern for soldiers has been instrumental in keeping a positive, healthy atmosphere in the unit despite a staggering schedule this year. \*\*

Peers and subordinates seek his counsel.

With only a two-week qualification course and a shortage of journalists, has increased the quality of the Green Mountain Guard magazine each month. \*\*

Dedication to the mission, and the results of his efforts, are seen in the continued success and growth of the Green Mountain Guard magazine despite a critical shortage of journalists. \*\*

A natural leader who inspires peers and subordinates to achieve ever-higher standards willingly.

Always first to volunteer her assistance.

Imparts a sense of pride and excitement to the whole unit.

As historian, helps maintain unit esprit by keeping traditions and “legends” alive for everyone.

Dedicated to the core values.

Routinely displays the ability to evoke smiles where none were intended, resulting in high morale and unit cohesion.

Can always be depended upon to support administrative policies while effectively working with unit members on every mission. \*\*

Always puts forth maximum effort in any endeavor; his strength challenges the unit to excel. \*\*

Leads by exceeding what he asks of others. \*\*

Always willing to set aside her duties to help others resolve problems.

Exhibits a “can do” attitude at all times.

A motivated and effective “do-er”.

An excellent example of an honest, caring person.

Frequently volunteers for assignments where others wouldn't.

Demonstrates confidence and responsibility with a charisma that draws people toward him.

Recently promoted to sergeant.

Always maintains a positive attitude under less-than-ideal conditions.

Always concerned for soldiers' welfare.

Shares his experience by assisting all section players.

Sets an excellent example.

Very dedicated.

Recently received a well-deserved promotion to Sergeant Major of the Army.

Extremely dedicated to maintaining the 40th Army Band's website, which he designed.

Contributes many positive suggestions to enhance the unit.

Commands the attention of others.

Maintains self-confidence.

Inspires the entire bagpipe section by his personal commitment to performance.

Shows respect for all military ranks and personal opinions.

Knows when to take charge and when to follow.

Leads by example in his section.

SSG Bilko's genuine concern for people has a wide-ranging positive effect on the unit.

He always maintains a positive, can-do attitude and then leads the way.

Leads the bagpipe section by positive example.

Leads the bagpipe section and achieves excellent results.

Always brings a positive attitude to rehearsals and performances.

Demonstrates strong leadership abilities in handling vehicle maintenance and safety.

Leads by positive example in personal conduct, military bearing and musical skills.

Will not take part in negativism.

Always looking for better, quicker and more efficient ways of doing things.  
Always leads by example in both performance and personal conduct.  
Always encouraging the section to excel.  
Shares his experience by assisting all section players.  
As assistant supply sergeant, takes charge of fulfilling the unit's needs in a reliable and efficient manner.  
Conducts training in equal opportunity, sexual harassment prevention and legal preparation for mobilization for the unit.  
Leads by example in performing additional duties such as truck driver.  
Frequently serves as a truck or bus driver.  
Extremely dedicated to maintaining the 40th Army Band's website, which he designed.  
Contributes many positive suggestions to enhance the unit.  
His advanced musical training enables him to lead his section in achieving high musical standards.  
Sets an excellent example.  
Very dedicated.  
Commands the attention of others.  
Maintains self-confidence.  
Shows respect for all military ranks and personal opinions.  
Imparts a sense of pride and excitement to the whole unit.  
Quietly adds his expertise and leadership to the section without being overbearing.  
Makes every effort toward his section and the unit's success.  
Effectively serves as musical section chief although 3 section players outrank him. \*\*  
His confident playing leads the section forward.  
Highly respected by unit members.  
Leads the banjo section.  
Always brings a positive attitude to rehearsals and performances.  
Displays a genuine concern for all unit members.  
Was recently awarded the ARCOM for his exceptional organizational, motivational and leadership skills. \*\*  
Possesses the most overall effective "people skills" in the entire unit. \*\*  
The unit places full confidence and trust in his leadership as pipe master/drum major/announcer. \*\*  
Easily assumes key leadership roles when called upon, and achieves excellent results. \*\*  
Always self-motivated and effectively motivates others. A prime barometer of the unit's esprit de corps. \*\*  
She makes sure that all unit members have met the mission objectives.  
Minimizes negative incidents.  
Gives extra time to counsel soldiers about work and personal problems. As needed.  
Superb leadership qualities would make him/her an excellent First Sergeant  
Continued aggressive leadership role in unit recruiting effort  
Set example by which excellence is measured  
Dedicated to the accomplishment of mission  
Possessed a real concern for soldiers' welfare  
Was the 86<sup>th</sup> Troop Command NCO of the year in 20?? \*\*  
Demanded results from Senior NCO's while encouraging them to train and lead their sections to Army Band Standards  
Performed as Drum Major during AT  
High standards led to an increased professional atmosphere in training and missions  
Directed small ensembles, and E6 task \*\*  
As NCOIC, led Nose Flute Trio in successful debut performance  
Nominated as unit NCO of the year

## TRAINING

Performs a very significant job (mess steward) under time constraints with ease and affability. \*\*  
His commitment to the band's goals has allowed the unit to achieve performance excellence during this concert season. \*\*  
Knows what it takes to get the job done as evidenced when he was selected as NCOIC of the July 4th advance party. \*\*  
Effectively works off-line with weaker players to achieve a solid banjo section for our theme programs. \*\*  
Eagerness to share skills provides continuous section improvement in both concert and stage bands. \*\*  
Is an excellent coach and always helps out with weapons training.  
A bright and knowledgeable soldier.  
Is the catalyst and chief cook for all Family Day events. \*\*  
Selected by her branch to participate in a worldwide MOS task selection board. \*\*  
Training techniques and based on detailed planning and presented in a highly effective and enthusiastic way to the unit.  
Is always one of the first to volunteer for assignments.  
Has an excellent command of the content of the training program.  
Willingly shares her knowledge and experience with others whatever the event might be.  
Always provides ample opportunity for soldiers to apply what they have learned.  
Frequently seizes the opportunity to involve others in jazz improv training.  
Seizes every opportunity to conduct section rehearsals, contributing to overall improvement in the section's and the unit's sound.  
Willingly shares his military, musical and civilian skills with others, again enhancing unit climate.  
Does an excellent job of explaining things when he directs the concert band.  
Has exceptional expertise in low brass techniques; willingly and effectively shares this knowledge.  
Has a good grasp of Army training and is always ready to help move things forward.  
Learning experiences, activities and procedures are responsibly planned, organized and presented to the unit.  
Takes an active role in unit training.  
Assists with training as needed and is an effective teacher.  
Trains at home to be prepared for all aspects of his military responsibilities.  
Constantly looking for ways to improve and expand unit training.  
Prepared to play and ready for every concert performance.  
Sustains MOS proficiency on her own at home and in civilian ensembles.  
Plays in several civilian musical organizations to maintain his MOS skills.  
Works hard to perfect his own and his section's performance.  
Is always willing to share his jazz improvisation expertise with others.  
Willing to share her knowledge and expertise with others whatever the event might be.  
Continues with private accordion lessons to achieve high levels of success.  
A skilled and professional trainer who focuses on performance.  
Team player with a positive can-do attitude.  
Always prepared, and helps others get organized.  
Have exceptional expertise in bagpiping and effectively shares techniques with others.  
Enthusiastically participates in and sometimes leads the section in "extra" training: kazoo section rehearsals.  
Uses his civilian skills as a taxidermist to provide informative briefings to the unit.  
Uses his civilian basketweaving skills to assist the unit and individual members.  
Always prepared for the mission at hand.  
Volunteers to assist in all missions.  
Takes training seriously.  
Prepared and presented an excellent class on Native American pottery which contributed greatly to the band's successful secondary mission training exercise.  
Excellent soldier skills, is "at home" in the woods. Anxious to share his knowledge with others.

Brings a high degree of musical skills to the unit, which he is always willing to share.  
Maintains and improves skills through personal practice and by attending conferences and workshops such as the VMEA conference.  
Always prepared, and helps others get organized.  
Uses his civilian computer skills to assist the unit and individual members.  
A skilled and professional trainer who focuses on performance.  
Team player with a positive can-do attitude.  
Always prepared for the mission at hand.  
Volunteers to assist in all missions.  
Takes training seriously.  
Continues with private tin whistle lessons to achieve high levels of success.  
Helps other soldiers with technical exercises to improve tone and dexterity.  
Section works and trains well together thanks to his encouraging manner.  
Spends considerable time coaching the inexperienced banjo section.  
He has taken a new young soldier "under his wing" and is training that soldier as assistant lead bagpipe player.  
Uses his expertise in basket weaving, street sweeping and banjo playing to train others.  
Contributes to the unit's overall excellence in many ways.  
Continues to refine the performance of the "Beach Boys" vocal ensemble.  
Consistently works to improve section performance by getting together sectional rehearsals at every opportunity.  
Ensures that he and his soldiers are constantly ready to tackle any mission.  
Provides soldiers with opportunities to apply what they have learned.  
Gave excellent, well-organized and enjoyable classes during overnight training this spring.  
Well organized and well respected as a trainer.  
Works hard to perfect his own and his section's performance.  
Provides ongoing motivation for soldiers to become involved in the training process. \*\*  
Has an excellent command of the content of the training at hand. \*\*  
Does an excellent job at making instructions clear to soldiers. \*\*  
Uses a variety of teaching techniques to get the most out of his section. \*\*  
Chose an incredibly demanding program and effectively prepared the jazz band to perform it at the Discover Jazz Festival. \*\*  
SSG Bilko was absolutely pivotal in the success of unit rear area security training this spring. \*\*  
Is primarily responsible for unit common task training and mandatory briefings. Excellent at integrating these activities with musical missions and training. \*\*  
Uses the spirit of teamwork to motivate soldiers to learn.  
Creates and uses a variety of materials to challenge members of the unit.  
Her training exercises are purposeful and functional in nature.  
Training plans are always detailed and well thought out.  
Scored expert at range qualification on M16A2  
Positive motivation was equaled by few  
Training classes are always interesting and informative  
Best instructor in unit  
Delegates well  
Used a variety of methods to challenge and train her group  
Ensured that soldiers had opportunities to apply what they had learned  
Kept Brass Group at highest level of readiness  
Helped train unit to a higher musical level  
Developed and executed a dynamic training program integrating rehearsal, performance, and tactical/soldier s skills  
Developed and implemented a training program for unit secondary mission of post security  
Placed priority on career advancement resulting in 9 soldiers attending NCOES  
Trained others to perform at higher levels

Developed driver training program within unit

Ensured soldiers were proficient, trained, and qualified in CTT and Weapons Qualification

Trained and led 1 soldier to become the Army reserve Band NCO of the Year \*\*

Trained and led 8 soldiers through NCOES with one exceeding course standards and one as honor graduate \*\*

Clearly established performance objectives towards the completion of missions

100% of conditionally promoted soldiers have completed or are enrolled in necessary schools

Supervised operations, training, supply administration, librarians master fitness NCOs

Performed excellent flute solo in "Take Five" during AT period

Volunteered to function as unit marksmanship coordinator and attended required training

Volunteered for and successfully completed Combat Life Saver course

Selected to give 2 training briefs to unit

Completed Phase II BNCOC and slotted for Phase III

## RESPONSIBILITY & ACCOUNTABILITY

Spends much personal time maintaining and organizing custom-designed music folders for our theme concerts. \*\*

Her efforts ensured that every concert was performed within time limits and without page-fumbling. \*\*

Maintains an extensive library database by dedicating many hours of her own time to the project. \*\*

Is always on time with the correct equipment and uniforms.

Resident expert in vehicle maintenance and safety. \*\*

Frequent counseling and instructions to drivers has resulted in no accidents or injuries for many years. \*\*

Has frequently performed roadside repairs to get disabled vehicles to band performances on time. \*\*

Uses clear and sensible instructions when giving out safety information.

Always gives clear and sensible instructions to protect soldiers from injury and equipment from damage.

The unit is prepared to complete all mission tasks due to careful administration of equipment and funds.

A very reliable player on the banjo and mandolin.

Demonstrates responsibility when accounting for the location and safety of his section's concert and parade instruments; ensures they are packed to avoid damage.

Received the Army Achievement Medal for his efforts as Lead generation NCO. \*\*

Maintains an excellent program of personal follow up with prospective members that has led to several enlistments. \*\*

SSG Bilko's actions have a direct and measurable effect on unit strength (115%). \*\*

Concerned with safety issues and makes many helpful suggestions.

Always volunteers for loading & unloading responsibilities.

Assumes responsibility for loading & unloading.

An excellent driver of all military and rental vehicles.

Shares the responsibility for driving vehicles.

Willingly continues to serve as a vehicle driver after many, many years.

Accepts all assignments willingly and can be counted upon to complete them.

Orders and distributes clothing and equipment to the unit reliably and efficiently, with minimal disruption to the unit's primary musical mission.

Treats soldiers with respect.

Always available to unit members to answer questions.

Works to establish a positive environment for the unit.

Loyalty and integrity beyond reproach.

As a truck driver, displays a strong sense of responsibility for the safety of unit equipment.

Assumes responsibility for loading and unloading.

Shares the responsibility for driving vehicles.

Willingly continues to serve as a vehicle driver after many, many years.

Accepts all assignments willingly and can be counted upon to complete them.

Continues to commute from the North Pole – 650 miles round trip.

Rarely late or absent from drill despite a 3 – hour commute.

Thinks ahead to solve problems before they happen.

Materials are always well organized and efficiently used.

One of the mainstays of loading and unloading operations.

Instrumental in developing a unit atmosphere which has resulted in a high level of responsibility and accountability among unit members.

Responsible for packing \$100,000 worth of equipment for safe transit over rural Vermont roads as assistant loadmaster. \*\*

Has developed load plans to effect little or no slippage during transit.

Has created an environment where all soldiers actively participate in the learning process.

Uses spare or down time to keep his assigned instruments in clean, well-oiled condition.

Is always first in/last out for performance setup, ensuring efficient setup and teardown. \*\*

Unit members never lack spare parts or expendable supplies due to his vigilance over the inventory and diligent follow-up on ordering. \*\*

Never misses a drill or AT day. Exceptionally conscientious about travel, work and home arrangements to make this happen. \*\*

Completely dependable as a soldier, musician and human being.

Takes responsibility in stride as kazoo section leader, mess kit repair NCO and band whipping boy.

Personal values allow him to deal effectively with good and bad.

A very supportive and encouraging section member.

Unit depends upon her creative skills for family events.

Takes excellent care of his assigned, and the unit's overall, equipment.

Takes good care of section and unit equipment.

Creates a positive environment where soldiers can participate in the learning process.

Frequently serves as driver for the sound truck laden with delicate and expensive equipment.

Faithfully assists the percussion section with setup and storage of equipment on the road.

Maintains control and accountability over a large inventory of sound equipment which is frequently transported and subject to loss or theft.

Assists with administrative tasks as an additional duty.

Maintains very accurate records as hand receipt holder for the unit's violin and washtub section equipment.

Saves the Army many hundreds of dollars each year by repairing musical instruments as an additional duty.

Always helping others to learn and improve in their technical specialties.

As hand receipt holder for all the unit's banjos, maintains excellent property accountability while ensuring that soldiers have the equipment they need. \*\*

Unit depends upon her creative skills for family events.

Assists with administrative tasks as an additional duty.

Maintains a healthy respect for and always takes care of the Army's equipment.

Concerned with safety issues and makes many helpful suggestions.

Sought and found several creative solutions to storage challenges, thus improving equipment security and accountability. \*\*

Always shows and fosters respect for the unit's equipment.

Never misses a drill or AT day. Exceptionally conscientious about travel, work and home arrangements to make this happen. \*\*

Spends a great deal of his own time and money on projects to better the unit and enhance morale. \*\*

As loadmaster, maintains a detailed checklist to ensure all necessary equipment is taken to the jobsite. \*\*

Oversees the effective and safe loading of over \$100,000 worth of Army equipment with routine excellence. \*\*

Effectively encourages soldiers to do their best in every type of activity; promoting safety, excellence and high morale. \*\*

Superb performance as Range NCOIC

Responsible leadership as Safety NCO helped achieve an incident free year

Always accountable for his soldiers

Well defined expectations for subordinates' maintenance of equipment

Flawless coordination of all support requirements for a cross state concert tour during AT

Developed a comprehensive recruiting plan to draw quality musicians to the band

Supported CSDP through responsible actions and inspections

Sacrificed many hours of personal time to ensure the well being of unit members

Volunteered for 4 recruiting missions at local schools resulting in 6 recruiting leads for RRO

Motivated subordinates to be responsible for all deeds good and bad

Took responsibility and accountability of over \$300,000 worth of equipment

Excelled in assigning responsibilities, building soldier skills and maximizing organizational strength

Encouraged new members of section to play solos he was eligible to play

Continued to travel 800 mile round trip to attend drill and AT after receiving 20 year letter

Developed 3 new leads for unit recruiting resulting in 1 enlistment

## SENIOR RATER COMMENTS

SGT Pepper brings a great deal of practical experience to the table, and is always willing to share. High personal values are evident.

SGT Pepper is a friend to all and a fine asset to the unit.

SGT Pepper has excellent leadership potential.

Extremely capable player and a strong asset to the band.

Always displays enthusiasm and a positive attitude. Outgoing and affable.

An excellent example of personal commitment to physical fitness.

Needs to develop a personal fitness plan so he can pass the APFT.

Exercises sound judgement in all decisions.

An extremely valuable member of the ensemble.

Always willing to assist with additional duties.

Is sax section leader for both the concert band and the stage band.

SGT Pepper contributes in a very positive way to unit morale.

SGT Pepper is always there to help others.

He dedicates many off-duty hours to improving himself in general musical and MOS skills.

A well-trained professional who is dedicated to achieving a unified, balanced and proficient section.

Selfless; always eager to share her time and talent to improve both her section and the unit.

A mission-oriented soldier, devoted and loyal to the unit.

Always contributes 110% to the success of the unit and the needs of its soldiers.

Sets personal and professional goals and attains them.

SSG Bilko has a very positive attitude that affects all members of the unit.

SGT Pepper is one of the most respected members of the unit, as an exceptional musician and a superior leader.

SSG Bilko has sound character and a wholesome personality.

A competent soldier who always displays concern, courtesy and good manners.

Takes extra care to mentor and assist younger soldiers, to advance the overall capability of his section and the unit as a whole.

SGT Pepper is a very important member of the unit.

A competent soldier who always meets obligations and helps others to improve themselves.

A valuable member and a friend to all, always helpful and encouraging to others.

Has had a positive effect on recruiting, logistics, musicianship and esprit in this unit.

An exceptionally dedicated and hard working soldier.

Totally outstanding duty performance.

Outstanding solo vocal performance in concert.

Excellent kazoo and accordion player.

Leads by example – a positive, solid role model.

A strong musician. Is the lead harmonica player in the stage band.

Assists in various unit briefings.

Travels a long distance to training.

Can always be relied upon to accept extra duty without objection.

AN outstanding harmonica player who performs many solo passages in the concert band.

An extremely reliable performer.

Effective and efficient operation of supply functions for the band.

Spent many hours of personal time developing and maintaining the band's website, and continues to enhance its capabilities.

An excellent rifle marksman. Consistently scores "expert" in weapons qualification.

Always concerned for the health and welfare of others.

Years of experience as mess kit repairman make him an extremely capable and valuable resource

One of the top NCOs I have worked with in 21 years of service.

Truly exemplifies selfless service.



A skilled weapons trainer whose focus on range safety has kept the unit accident-free.  
Embraces the challenge to remain physically fit.  
A solid and dedicated musician with excellent technical abilities.  
Spent much of his own time organizing the section's looseleaf folders, insuring correct and smooth transitions.  
Always willing to share his expertise.  
Responsible and motivated; select for BNCOC.  
Should consider attending BNCOC.  
Select for BNCOC ASAP.  
Dedicated player with a positive attitude; always quick to accept the next challenge.  
Mission-oriented; driven by loyalty and esprit.  
An excellent steward of the band's property; cautious and protective.  
Consistently gets the job done, renowned as a solid performer and contributor.  
SSG Bilko is one of the most committed and dedicated members of the unit.  
Personal initiative, integrity and attention to detail have contributed greatly to several high profile events throughout this year.  
His mentoring of soldiers is greatly admired by other senior leaders.  
Devotion to duty is truly exceptional.  
Admired and respected by all of his peers and subordinates; a credit to the unit and the Vermont National Guard.  
SFC Pepper is an exceptional soldier with sound character and a positive attitude.  
Works hard to develop the characteristics of a seasoned senior leader.  
Effectively led his section through one of the most prolific concert and training years ever. Outstanding effort and results.  
SFC Pepper is truly an asset to the 40th Army Band and the Vermont National Guard.  
SFC Pepper is an outstanding soldier who is in control of the unit's activities to assure training and workload are always effectively completed.  
His attention to detail and proactive work ethic have helped make the past year one of the unit's most productive ever.  
SFC Bilko's dedication and loyalty make him one of the unit's greatest assets.  
SGT Bilko is an excellent soldier who shares his skills and knowledge with others.  
This soldier is capable and deserving of increased responsibilities.  
Motivational leadership would make him an excellent First Sergeant  
Always sought ways to lead the unit to higher goals  
Work was marked by imagination intelligence, and initiative  
Extremely competent NCO who's potential knows no bounds  
Outstanding leader, coach, and mentor  
Consummate professional, promote ahead of peers  
Consistently a valuable and highly productive member of the unit  
Encouraged individual growth and development of subordinates  
Exceeds expectations on all assigned tasks  
Selected as 86<sup>th</sup> Troop Command NCO of the Year  
Distinguished graduate of ANCOG  
Selected to serve as interim commander of unit  
Completed duties using innovation, dedication, and professionalism producing positive outcomes  
Soldier care is top priority  
Expertise and passion for excellence was key to the success of the unit  
Achieved success when confronted with limited resources  
Displayed energy and vitality in the performance of assigned duties  
Always willing to accept additional leadership challenges  
Ready to assume more responsible position such as...  
Used exceptionally sound judgement when faced with difficult situations  
Technically proficient, discharged duties with complete professionalism

Demonstrated the potential for higher levels of responsibility

Always professional when dealing with soldiers or public

Unlimited leadership potential

Always excelled in priority determinations

Achieved results with accuracy and precision

Displayed great potential, capable of distinguished performance in a higher level position