

CAUTION: NOT TO BE USED FOR  
IDENTIFICATION PURPOSES

THIS IS AN IMPORTANT RECORD.  
SAFEGUARD IT.

ANY ALTERATIONS IN SHADED AREAS  
RENDER FORM VOID

CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY

1. NAME (Last, First, Middle) ZINKE, RYAN KEITH		2. DEPARTMENT, COMPONENT AND BRANCH NAVY-USN		3. SOCIAL SECURITY NUMBER	
4a. GRADE, RATE OR RANK CDR	b. PAY GRADE OS	5. DATE OF BIRTH (YYYYMMDD)	6. RESERVE OBLIGATION TERMINATION DATE (YYYYMMDD) N/A		
7a. PLACE OF ENTRY INTO ACTIVE DUTY OR		b. HOME OF RECORD AT TIME OF ENTRY (City and state, or complete address if known) MT			
8a. LAST DUTY ASSIGNMENT AND MAJOR COMMAND COMNAVSPECWARCOM NAB CORONADO, CA		b. STATION WHERE SEPARATED PERSUPP DET NORTH ISLAND, CA			
9. COMMAND TO WHICH TRANSFERRED N/A				10. SGU COVERAGE AMOUNT: \$	
11. PRIMARY SPECIALTY (List number, title and years and months in specialty. List additional specialty numbers and titles involving periods of one or more years.) DESIGNATOR - 1130 SPECIAL WARFARE (SEAL) (22YRS); NOBC-9436 EXECUTIVE OFFICER, SHORE ACTIVITY (04YRS, 01MO); NOBC-9293 SEA-AIR-LAND OFFICER (SEAL) (22YRS); COMMANDER, CJSTOF-AP COMBINED JOINT SPECIAL OPERATIONS TASK FORCE ARABIAN PENNISULA - 6 MONTHS.				12. RECORD OF SERVICE a. DATE ENTERED AD THIS PERIOD 85 FEB 08 b. SEPARATION DATE THIS PERIOD 08 JAN 31 c. NET ACTIVE SERVICE THIS PERIOD 22 11 23 d. TOTAL PRIOR ACTIVE SERVICE 00 00 00 e. TOTAL PRIOR INACTIVE SERVICE 00 00 09 f. FOREIGN SERVICE 03 00 00 g. SEA SERVICE 00 06 00 h. EFFECTIVE DATE OF PAY GRADE 01 MAR 01	
13. DECORATIONS, MEDALS, BADGES, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED (All periods of service) BRONZE STAR MDL (2); DEFENSE MERITORIOUS SVC MDL (2); MERITORIOUS SVC MDL (4); JOINT SVC COMMENDATION MDL (2); ARMY COMMENDATION MDL; NAVY/MARINE CORPS COMMENDATION MDL (2); NAVY/MARINE CORPS ACHIEVEMENT MDL (3); (CONT BLK 18):				14. MILITARY EDUCATION (Course title, number of weeks, and month and year completed) OFFICER CANDIDATE SCOL, 15WKS, MAY85; NAVY LEADER DEVELOPMENT PROGRAM DIVISION OFFICER BASIC CRS, 2WKS, JUL85; EXPEDITIONARY WARFARE STAFF PLANNING, 2WKS, JUL85; BASIC UNDERWATER DEMOLITION/SEAL TRNG 24WKS, FEB86; ADVANCED OFFICER (CONT BLK 18):	
15a. MEMBER CONTRIBUTED TO POST-VIETNAM ERA VETERANS' EDUCATIONAL ASSISTANCE PROGRAM b. HIGH SCHOOL GRADUATE OR EQUIVALENT				YES	NO
16. DAYS ACCRUED LEAVE PAID		17. MEMBER WAS PROVIDED COMPLETE DENTAL EXAMINATION AND ALL APPROPRIATE DENTAL SERVICES AND TREATMENT WITHIN 90 DAYS PRIOR TO SEPARATION			
18. REMARKS "BLK 13 CONT" COMBAT ACTION RBN; JOINT MERITORIOUS UNIT COMMENDATION; MERITORIOUS UNIT COMMENDATION; NAITONAL DEFENSE SVC MDL (2); ARMED FORCES EXPEDITIONARY MDL; GLOBAL WAR ON TERRORISM EXPEDITIONARY MDL; KOSOVO CAMPAIGN MDL; IRAQ CAMPAIGN MDL; ARMED FORCES SVC MDL; HUMANITARIAN SVC MDL; NAVY/MARINE CORPS DEPLOYMENT MDL (3); NAVY/MARINE CORPS OVERSEAS SVC RBN; NATO MDL; EXPERT RIFLEMAN MDL; EXPERT PISTOL MDL; SPECIAL WARFARE INSIGNIA (SEAL). "BLK 14 CONT" LDRSHP (XO), 2WKS, MAY99; MILITARY FREE FALL SCOL, 4WKS, NOV91; NAVAL SPECIAL WARFARE PROSPECTIVE CO/PROSPECTIVE XO, 32WKS, FEB99. "EFFECTIVE DATE OF RETIREMENT: (08FEB01)." Ser: 42827-08-16230-KAN.					
X X X X The information contained herein is subject to computer matching within the Department of Defense or with any other affected Federal or non-Federal agency for verification purposes and to determine eligibility for, and/or continued compliance with, the requirements of a Federal benefit program.					
19a. MAILING ADDRESS AFTER SEPARATION (Include ZIP Code)		b. NEAREST RELATIVE (Name and address - include ZIP Code)			
20. MEMBER REQUESTS COPY BE SENT TO		DIRECTOR OF VETERANS AFFAIRS			
21. SIGNATURE OF MEMBER BEING SEPARATED		22. OFFICIAL AUTHORIZED TO SIGN (Name, grade, title and signature)			
J. J. WALKER, PSC(SW/AW), USN LCPO BYDIR OIC					
SPECIAL ADDITIONAL INFORMATION (For use by authorized agencies only)					
23. TYPE OF SEPARATION RETIR		24. CHARACTER OF SERVICE (Include upgrades)			
25. SEPARATION AUTHORITY		26. SEPARATION CODE		27. REENTRY CODE	
28. NARRATIVE REASON FOR SEPARATION					
29. DATES OF TIME LOST DURING THIS PERIOD (YYYYMMDD)		30. ME (Init)			
DD FORM 214, FEB 2000		PREVIOUS EDITION IS OBSOLETE.			

**CAUTION - NOT TO BE USED  
FOR ACTION PURPOSES**

**THIS IS AN IMPORTANT RECORD  
SAFEGUARD IT**

**ANY ALTERATIONS IN SHADeD AREAS RENDER FORM VOID**

三

FORM  
1 JUL 72

PREVIOUS EDITIONS OF THIS  
FORM ARE OBSOLETE.

**CERTIFICATE OF RELEASE OR DISCHARGE  
FROM ACTIVE DUTY**

1. NAME (Last, first, middle) RYAN KEITH		2. DEPARTMENT, COMPOUND AND BRANCH NAVY - USNR		3. SOCIAL SECURITY NO.	
4. GRADE, RATE OR RANK E5		5. PAY GRADE E-5		6. PLACE OF BIRTH AT	
7. LAST DUTY ASSIGNMENT AND MAJOR COMMAND NSD PORTLAND, OR		8. STATION WHERE SEPARATED PSD NETC NEWPORT, RI		9. SGU COVERAGE AMOUNT 1	
10. COMMAND TO WHICH TRANSFERRED NA				11. PRIMARY SPECIALTY NUMBER, TITLE, AND YEARS AND MONTHS IN SPECIALTY (Additional specialty numbers and titles involving periods of one or more years) 1100	
12. RECORD OF SERVICE		YEAR(s)	MONTH(s)	DAY(s)	
a. Date Entered AD This Period		85	FEB	06	
b. Separation Date This Period		85	MAY	30	
c. Not Active Service This Period		00	00	00	
d. Total Prior Active Service		00	00	00	
e. Total Prior Inactive Service		00	00	00	
f. Foreign Service		00	00	00	
g. Sea Service		00	00	00	
h. Effective Date of Pay Grade		85	JAN	25	
i. Reserve Utilg. Form. Date		NA			
13. DECORATIONS, MEDALS, BADGES, CRAVOLS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED (All periods of service)					
X	X	X	X	X	X
X	X	X	X	X	X
X	X	X	X	X	X
14. MILITARY EDUCATION (Course Title, number units, and month and year completed)					
OFFICER CANDIDATE SCHOOL 11MCS MAY 25					
X	X	X	X	X	X
X	X	X	X	X	X
15. MEMBER CONTRIBUTED TO POST-VIETNAM ERA VETERANS EDUCATIONAL ASSISTANCE PROGRAM		YES	NO	16. HIGH SCHOOL GRADUATE OR EQUIVALENT	
17. DAYS ACCRUED (LEAVE PAY)					
18. REMARKS					
X	X	X	X	X	X
X	X	X	X	X	X
X	X	X	X	X	X
X	X	X	X	X	X
X	X	X	X	X	X
19. MAILING ADDRESS AFTER SEPARATION				20. MEMBER RECEIVES COPY & SEE	
21. SIGNATURE OF OFFICIAL AND SIGNATURE		22. SIGNATURE OF OFFICIAL AND SIGNATURE		23. MEMBER RECEIVES COPY & SEE	
24. GRADE, TITLE AND SIGNATURE OF OFFICIAL CPT HESTON, CHIEF, USNR, STUPERSOFF BY DIRECTION		25. GRADE, TITLE AND SIGNATURE OF OFFICIAL CPT HESTON, CHIEF, USNR, STUPERSOFF BY DIRECTION		26. SIGNATURE OF OFFICIAL AND SIGNATURE	

**SPECIAL ADDITIONAL INFORMATION (For use by authorized agencies only)**

23. TYPE OF SEPARATION <b>DISCHARGE</b>	24. CHARACTER OF SERVICE (Indicate length of service)	
25. SEPARATION AUTHORITY	26. SEPARATION CODE	27. REINSTATEMENT CODE
28. SEPARATION REASON AND SEPARATION DATE	29. DATES OF SERVICE DURING THIS PERIOD	

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>				2. Grade/Rate <b>CDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]
5. ACT <b>X</b>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ 265	6. UIC <b>00074</b>	7. Ship/Station <b>CNSWC CORONADO CA</b>	8. Promotion Status <b>REGULAR</b>
Occasion for Report 10. Periodic <input checked="" type="checkbox"/>				Detachment <input type="checkbox"/>	Detachment of <input type="checkbox"/>	Period of Report 14. From: <b>06DEC29</b> 15. To: <b>07APR30</b>
16. Not Observed Report [REDACTED]	Type of Report 17. Regular <input checked="" type="checkbox"/>	18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness [REDACTED]	21. Billet Subcategory (if any) NA	
22. Reporting Senior (Last, FI MI) [REDACTED]	23. Grade 1130	24. Desig 1130	25. Title [REDACTED]	26. UIC <b>00074</b>	27. SSN [REDACTED]	
28. Command employment and command achievements. Naval Special Warfare Command (Echelon II) manages seven major subordinate commands and develops strategy, doctrine, and tactics for Naval Special Warfare forces supporting Fleet and Joint Special Operations world wide.						
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <b>PROGRAM MNGR</b> Program Manager - 4. Plans, develops and manages resources for NSW classified programs, technology development, and training ranges. LV/TT: 06DEC27 - 07JAN08						
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling worksheet, sign 32.)		30. Date Counseled [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counselor [REDACTED]		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.						
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional knowledge proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>			
NOB [REDACTED]						
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.	<ul style="list-style-type: none"> <li>- Actions counter to Navy's retention/re-enlistment goals.</li> <li>- Uninvolved with mentoring or professional development of subordinates.</li> <li>- Actions counter to good order and discipline and negatively affect Command/Organizational climate.</li> </ul>	<ul style="list-style-type: none"> <li>- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition.</li> <li>- Actions adequately encourage/support subordinates' personal/professional growth.</li> <li>- Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.</li> <li>- Values differences as strengths. Fosters atmosphere of acceptance/inclusion per EO/EEO policy.</li> </ul>	<ul style="list-style-type: none"> <li>- Measurably contributes to Navy's increased retention and reduced attrition objectives.</li> <li>- Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment.</li> <li>- Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.</li> <li>- The model of achievement. Develops unit</li> </ul>			
NOB [REDACTED]						
35. MILITARY BEARING/CHARACTER Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>			
NOB [REDACTED]						
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>			
NOB [REDACTED]						
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>			
NOB [REDACTED]						

# FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>		2. Grade/Rate <b>CDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Neglects growth/development or welfare of subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission and vision.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> </ul>	<ul style="list-style-type: none"> <li>- Effectively stimulates growth/development in subordinates.</li> <li>- Organizes successfully, implementing process improvements and efficiencies.</li> <li>- Sets/achieves useful, realistic goals that support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, subordinates reach highest level of growth and development.</li> <li>- Superb organizer, great foresight, develops process improvements and efficiencies.</li> <li>- Leadership achievements dramatically further command mission and vision.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> </ul>	<ul style="list-style-type: none"> <li>- Greatly Exceeds Standards</li> </ul>
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- [REDACTED]</li> <li>- [REDACTED]</li> </ul>
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.				
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. 10 - 12 Points 10 - 12 Points Only Use upper and lower case.				

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMNAVSPECWARCOM 2000 TRIDENT WAY BLDG 624 SAN DIEGO CA 92155-5599
42. INDIVIDUAL	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
43. SUMMARY	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
5/21/07							46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement.
							CERTIFIED, copy produced Date:
47. Typed name, grade, command, UIC, and signature of Reporting Senior on Concurrent Report							



DEPARTMENT OF THE NAVY  
NAVAL SPECIAL WARFARE COMMAND  
2000 TRIDENT WAY  
SAN DIEGO, CALIFORNIA 92155-5599

1610

12 JUN 07

From: [REDACTED] USN, Naval Special Warfare Command  
To: Commander, Navy Personnel Command (Pers 311)

Subj: FITNESS REPORT EXTENSION / SUPPLEMENT

1. Identification of original report

- a. Blocks 1-4: ZINKE, RYAN K, CDR, 1130, [REDACTED]
- b. Blocks 14-15: 06DEC29 - 07APR30
- c. Blocks 17-19: REGULAR
- d. Block 22: [REDACTED]

2. Extension data

- a. Blocks 12: Detachment of Reporting Senior
- b. Blocks 14-15: Change to 06DEC29 - 07JUN12

3. If there are any questions, I can be reached at commercial

Copy to:  
CDR ZINKE

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>				2. Grade/Rate <b>CDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ [REDACTED] 265	6. UIC <b>68869</b>	7. Ship/Station <b>NAVSPECWARCEN</b>	8. Promotion Status <b>REGULAR</b>	9. Date Reported <b>01JAN16</b>
Occasion for Report 10. Periodic		Detachment 11. of Individual	Detachment of 12. Reporting Senior	13. Special [REDACTED]	Period of Report 14. From: <b>06AUG12</b>	15. To: <b>06DEC29</b>	
16. Not Observed Report		Type of Report 17. Regular	18. Concurrent [REDACTED]	19. Ops Cdr [REDACTED]	20. Physical Readiness [REDACTED]	21. Billet Subcategory (if any) NA	
22. Reporting Senior (Last, FI MI)		23. Grade [REDACTED]	24. Desig <b>1130</b>	25. Title [REDACTED]	26. UIC <b>68869</b>	27. SSN [REDACTED]	
28. Command employment and command achievements. Trains United States and Foreign Armed Forces in Naval Special Warfare (NSW) Tactics, Techniques, Procedures, and Equipment.							
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <b>PCO</b> Pre-commissioning Officer responsible for organizing personnel, training curriculum, fiduciary requirements, equipment, and supporting resources in support of the establishment of NSW Advanced Training Command (ATC).							
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling worksheet, sign 32.)		30. Date Counseled [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counselor [REDACTED]			
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.							
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards		
33. PROFESSIONAL EXPERTISE: Professional knowledge proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>		
NOB	[REDACTED]						
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.	<ul style="list-style-type: none"> <li>- Actions counter to Navy's retention/reenlistment goals.</li> <li>- Uninvolved with mentoring or professional development of subordinates.</li> <li>- Actions counter to good order and discipline and negatively affect Command/Organizational climate.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition.</li> <li>- Actions adequately encourage/support subordinates' personal/professional growth.</li> <li>- Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Measurably contributes to Navy's increased retention and reduced attrition objectives.</li> <li>- Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment.</li> <li>- Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.</li> <li>- The model of achievement. Dual-role unit.</li> </ul>		
NOB	[REDACTED]						
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		
NOB	[REDACTED]						
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>		
NOB	[REDACTED]						
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>		
NOB	[REDACTED]						

# FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K		2. Grade/Rate CDR	3. Desig 1130	4. SSN [REDACTED]
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Neglects growth/development or welfare of subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission and vision.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> </ul>	<ul style="list-style-type: none"> <li>- Effectively stimulates growth/development in subordinates.</li> <li>- Organizes successfully, implementing process improvements and efficiencies.</li> <li>- Sets/achieves useful, realistic goals that support command mission.</li> <li>- Perform well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, subordinates reach highest level of growth and development.</li> <li>- Superb organizer, great foresight, develops process improvements and efficiencies.</li> <li>- Leadership achievements dramatically further command mission and vision.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> </ul>	5.0 Greatly Exceeds Standards
NOB [REDACTED]				
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Aims qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>	
NOB [REDACTED]				
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.				
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.				

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER NAVAL SPECIAL WARFARE CENTER 2446 TRIDENT WAY SAN DIEGO, CA, 92155-5494
42. INDIVIDUAL							
43. SUMMARY							
45. Signature of Reporting Senior				46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement			
Date: 1/12/07							
M	Group Average			Date: 12 Jan 07			
47. Typed name, grade, command, OIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate CDR	3. Desig 1130	4. SSN
5. ACT <input checked="" type="checkbox"/>	TAR <input type="checkbox"/>	INACT AT/ADSW/ <input type="checkbox"/> 265	6. UIC 68869	7. Ship/Station NAVSPECWARCEN	8. Promotion Status REGULAR	9. Date Reported 01JAN16
Occasion for Report 10. Periodic		Detachment <input type="checkbox"/>	Detachment of 11. of Individual <input type="checkbox"/>	12. Reporting Senior <input checked="" type="checkbox"/>	13. Special <input type="checkbox"/>	Period of Report 14. From: 06MAY01 15. To: 06AUG11
16. Not Observed Report		Type of Report 17. Regular <input checked="" type="checkbox"/>	18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness	21. Billet Subcategory (if any) SPECIAL01
22. Reporting Senior (Last, FI MI)		23. Grade 1130	24. Desig 1130	25. Title <input type="checkbox"/>	26. UIC 68869	27. SSN <input type="checkbox"/>
28. Command employment and command achievements. Trains United States and Foreign Armed Forces in Naval Special Warfare (NSW) Tactics, Techniques, Procedures and Equipment.						
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) PCO Prospective Commander for NSW Advanced Training Command-3. Responsible for the administration, operations, facilities, and budgeting for over 150 staff personnel, 2,000 advanced students and seven detachments conducting training in 15 different geographical areas.						
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling worksheet, sign 32.)		30. Date Counselor	31. Counselor	32. Signature of Individual Counselor		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.						
PERFORMANCE TRAITS	1.0° Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional knowledge proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>	
NOB						
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.	<ul style="list-style-type: none"> <li>- Actions counter to Navy's retention/reenlistment goals.</li> <li>- Uninvolved with mentoring or professional development of subordinates.</li> <li>- Actions counter to good order and discipline and negatively affect Command/Organizational climate.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition.</li> <li>- Actions adequately encourage/support subordinates' personal/professional growth.</li> <li>- Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.</li> <li>- Values differences as strengths. Fosters atmosphere of acceptance/inclusion per EO/EEO policy.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Measurably contributes to Navy's increased retention and reduced attrition objectives.</li> <li>- Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment.</li> <li>- Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.</li> <li>- Standard of achievement. Develops unit.</li> </ul>	
NOB						
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	
NOB						
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>	
NOB						
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>	
NOB						

**FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd)**

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K		2. Grade/Rate CDR	3. Desig 1130	4. SSN	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
38. <b>LEADERSHIP:</b> Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Neglects growth/development or welfare of subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission and vision.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> </ul>		<ul style="list-style-type: none"> <li>- Effectively stimulates growth/development in subordinates.</li> <li>- Organizes successfully, implementing process improvements and efficiencies.</li> <li>- Sets/achieves useful, realistic goals that support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> </ul>		<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, subordinates reach highest level of growth and development.</li> <li>- Superb organizer, great foresight, develops process improvements and efficiencies.</li> <li>- Leadership achievements dramatically further command mission and vision.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> </ul>
NOB					
39. <b>TACTICAL PERFORMANCE:</b> (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> </ul>	<ul style="list-style-type: none"> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
NOB					
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.					
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable.					

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPC, SEA, CMC, CWO, LDO, Dent Head, XO, OIC, CO, Major Command, War College, PG School.

41. COMMENTS ON PERFORMANCE: All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL							COMMANDING OFFICER NAVSPECWARCEN 2446 TRIDENT WAY SAN DIEGO, CA 92155-5494
43. SUMMARY							
45. Signature of Reporting Senior							46. Signature of Individual/Evaluated. I have seen this report, been apprised of my performance, and understand my right to make a statement. I intend to submit a statement
Memb							Date: 20 Oct 06
47. Ty							Date: 20 Oct 06

# FITNESS REPORT & COUNSELING RECORD (E7-O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate CDR	3. Desig 1130	4. SSN	
5. ACT <input checked="" type="checkbox"/>	TAR <input type="checkbox"/>	INACT AT/ADSW/ 265	6. UIC 68869	7. Ship/Station NAVSPECWARCEN	8. Promotion Status REGULAR	9. Date Reported 01 JAN 16	
10. Periodic <input checked="" type="checkbox"/>		Detachment <input type="checkbox"/>	Detachment of <input type="checkbox"/>	13. Special <input type="checkbox"/>	Period of Report 14. From: 05SEP01 15. To: 06APR30		
16. Not Observed Report		Type of Report <input type="checkbox"/>	17. Regular <input checked="" type="checkbox"/>	18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness <input type="checkbox"/>	21. Billet Subcategory (if any) SPECIAL01
22. Reporting Senior (Last, FI MI)		23. Grade <input type="checkbox"/>	24. Desig 1130	25. Title <input type="checkbox"/>	26. UIC 68869	27. SSN <input type="checkbox"/>	

28. Command employment and command achievements.

Trains United States and Foreign Armed Forces in Naval Special Warfare (NSW) Tactics, Techniques, Procedures and Equipment.

29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)

PCO

Prospective Commander for the new Advanced Training Command-7. Chief Staff Officer-7; Advanced Training Officer-7. Responsible for the administration, operations, facilities, and budgeting for over 150 staff personnel, 2,000 advanced students and seven detachments conducting training in 15 different geographical areas.

For Mid-term Counseling Use. (When completing FITREP. enter 30 and 31 from counseling worksheet, sign 32.)

30. Date Counselor

31. Counselor

32. Signature of Individual Counselor

PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0/standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.

PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro-gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
33. PROFESSIONAL EXPERTISE: Professional knowledge proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieves timely qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Stably improves skills, achieves timely qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>
NOB					
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.	<ul style="list-style-type: none"> <li>- Actions counter to Navy's retention/reenlistment goals.</li> <li>- Uninvolved with mentoring or professional development of subordinates.</li> <li>- Actions counter to good order and discipline and negatively affect Command/Organizational climate.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition.</li> <li>- Actions adequately encourage/support subordinates' personal/professional growth.</li> <li>- Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Measurably contributes to Navy's increased retention and reduced attrition objectives.</li> <li>- Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment.</li> <li>- Initiated support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.</li> </ul>
NOB					
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>
NOB					
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>
NOB					
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>
NOB					

# FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>		2. Grade/Rate <b>CDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	
38. <b>LEADERSHIP:</b> Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Neglects growth/development or welfare of subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission and vision.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> </ul>		<ul style="list-style-type: none"> <li>- Effectively stimulates growth/development in subordinates.</li> <li>- Organizes successfully, implementing process improvements and efficiencies.</li> <li>- Sets/achieves useful, realistic goals that support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, subordinates reach highest level of growth and development.</li> <li>- Superb organizer, great foresight, develops process improvements and efficiencies.</li> <li>- Leadership achievements dramatically further command mission and vision.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> </ul>	
NOB	[REDACTED]				
39. <b>TACTICAL PERFORMANCE:</b> (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>	
NOB	[REDACTED]				
<p>40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.</p>					
<p>41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable.</p> <div style="background-color: black; height: 150px; width: 100%;"></div>					

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL	[REDACTED]						COMMANDING OFFICER NAVAL SPECIAL WARFARE CENTER 2446 TRIDENT WAY SAN DIEGO, CA 92155-5494
43. SUMMARY	[REDACTED]						
45. Signature of Reporting Senior				46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand [REDACTED] to make a statement." I intend to submit a statement.			
Date: 31 May 06				Date: 31 May 06			
Member Tr				Group Average: [REDACTED]			
47. Typed:				Signature of Regular Reporting Senior on Concurrent Rating			
Date: [REDACTED]							

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate CDR	3. Desig 1130	4. SSN [REDACTED]
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ 265	6. UIC 68869	7. Ship/Station NAVSPECWARCEN	8. Promotion Status REGULAR
Occasion for Report 10. Periodic <input checked="" type="checkbox"/>				11. of Individual <input type="checkbox"/>	12. Reporting Senior <input type="checkbox"/>	13. Special <input type="checkbox"/>
16. Not Observed Report 17. Regular <input checked="" type="checkbox"/>				18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness [REDACTED]
22. Reporting Senior (Last, F/L/M/D) [REDACTED]		23. Grade 1130	24. Desig 1130	25. Title [REDACTED]	26. UIC 68869	27. SSN [REDACTED]
28. Command employment and command achievements. Conducts training and educates United States Armed Forces, Foreign Armed Forces, Special Operations Forces and other designated personnel in Naval Special Warfare (NSW) Tactics, Techniques, Procedures and Equipment (TTP&E).						
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) PCO Prospective Commander for the new Advanced Training Command. Chief Staff Officer-11. Responsible for the administration, operations, facilities, and budgeting for 150+ staff personnel, 2000 advanced students and seven detachments conducting training in 15 different geographical areas.						
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling worksheet, sign 32.)		30. Date Counselor [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counselor [REDACTED]		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.						
PERFORMANCE TRAITS	1.0° Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional knowledge proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>	
NOB [REDACTED]						
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.	<ul style="list-style-type: none"> <li>- Actions counter to Navy's retention/re-enlistment goals.</li> <li>- Uninvolved with mentoring or professional development of subordinates.</li> <li>- Actions counter to good order and discipline and negatively affect Command/Organizational climate.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition.</li> <li>- Actions adequately encourage/support subordinates' personal/professional growth.</li> <li>- Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Measurably contributes to Navy's increased retention and reduced attrition objectives.</li> <li>- Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment.</li> <li>- Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.</li> </ul>	
NOB [REDACTED]						
35. MILITARY BEARING/CHARACTER Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	
NOB [REDACTED]						
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>	
NOB [REDACTED]						
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>	
NOB [REDACTED]						

# FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K			2. Grade/Rate CDR	3. Desig 1130	4. SSN [REDACTED]
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro-gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Neglects growth/development or welfare of subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission and vision.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> </ul>		<ul style="list-style-type: none"> <li>- Effectively stimulates growth/development in subordinates.</li> <li>- Organizes successfully, implementing process improvements and efficiencies.</li> <li>- Sets/achieves useful, realistic goals that support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> </ul>		<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, subordinates reach highest level of growth and development.</li> <li>- Superb organizer, great foresight, develops process improvements and efficiencies.</li> <li>- Leadership achievements dramatically further command mission and vision.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Communicates the personal and</li> </ul>
NOB					
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
NOB					
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.					
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.					
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote
42. INDIVIDUAL					
43. SUMMARY					
45. Signature of Reporting Senior	<p>Date: 25 Oct 85</p> <p>[REDACTED]</p>				
Member Trait	<p>Primary Group Average</p> <p>[REDACTED]</p>				
47. Typed name	<p>[REDACTED]</p> <p>and signature of Regular Reporting Senior on Concurred Report</p>				
46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement.					
<p>[REDACTED]</p> <p>[Signature]</p> <p>Date: 25 Oct 85</p>					
48. Signature of Reporting Senior					
<p>[REDACTED]</p> <p>[Signature]</p> <p>Date: 25 Oct 85</p>					

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate CDR	3. Desig 1130	4. SSN		
5. ACT <input checked="" type="checkbox"/>	TAR <input type="checkbox"/>	INACT <input type="checkbox"/>	AT/ADSW/ 265	6. UIC 68869	7. Ship/Station NAVSPECWARCEN	8. Promotion Status REGULAR		
10. Periodic <input type="checkbox"/>				11. Detachment of Individual <input type="checkbox"/>	12. Reporting Senior <input checked="" type="checkbox"/>	13. Special <input type="checkbox"/>	14. Period of Report From: 03SEP01	To: 04JUL09
16. Not Observed Report <input type="checkbox"/>				Type of Report 17. Regular <input checked="" type="checkbox"/>	18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness	21. Billet Subcategory INSTRUCTOR
22. Reporting Senior (Last, FI MI)		23. Grade 1130	24. Desig 1130	25. Title	26. UIC 68869	27. SSN		

28. Command employment and command achievements.

To train and educate United States Armed Forces, Allied Armed Forces, and other designated personnel in basic and advanced Naval Special Warfare tactics, techniques, procedures, and equipment.

29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)

CSO

Chief Staff Officer-11. Responsible for the administration operations, facilities, and budgeting for 575 PCS personnel, 1250 basic and 5200 advanced students assigned to 22 UICs, two commands, and eight detachments conducting training in 15 different geographic areas.

For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling worksheet, sign 32.)

30. Date Counseled

31. Counselor

32. Signature of Counselor

PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive

PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
33. PROFESSIONAL EXPERTISE: Professional knowledge proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>
NOB					
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.	<ul style="list-style-type: none"> <li>- Actions counter to Navy's retention/reenlistment goals.</li> <li>- Uninvolved with mentoring or professional development of subordinates.</li> <li>- Actions counter to good order and discipline and negatively affect Command/Organizational climate.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition.</li> <li>- Actions adequately encourage/support subordinates' personal/professional growth.</li> <li>- Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Measurably contributes to Navy's increased retention and reduced attrition objectives.</li> <li>- Proactive leader/exemplary mentor. Involved in subordinates' personal development/leading to professional growth/sustained commitment.</li> <li>- Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.</li> <li>- The model of achievement. Develops, motivates, and leads others to success.</li> </ul>
NOB					
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>
NOB					
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>
NOB					
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>
NOB					

# FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>			2. Grade/Rate <b>CDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards	
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Neglects growth/development or welfare of subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission and vision.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> </ul>		<ul style="list-style-type: none"> <li>- Effectively stimulates growth/development in subordinates.</li> <li>- Organizes successfully, implementing process improvements and efficiencies.</li> <li>- Sets/achieves useful, realistic goals that support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> </ul>		<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, subordinates reach highest level of growth and development.</li> <li>- Superb organizer, great foresight, develops process improvements and efficiencies.</li> <li>- Leadership achievements dramatically further command mission and vision.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> </ul>	
NOB						
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapon systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>	
NOB						
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						
41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.						
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote Early Promote	44. Reporting Senior Address <b>COMMANDING OFFICER NAVAL SPECIAL WARFARE CENTER 2446 TRIDENT WAY SAN DIEGO CA 92155-5494</b>
42. INDIVIDUAL						
43. SUMMARY						
45. Signature of Reporting Senior [REDACTED]						46. Signature of individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement [REDACTED]
Member Trait Average: [REDACTED]	Summary Group Average: [REDACTED]					Date: <i>7Jul04</i>
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report						Date: <i>8Jul04</i>
						Date: [REDACTED]

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate CDR	3. Desig 1130	4. SSN [REDACTED]		
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ 265	6. UIC 68869	7. Ship/Station NAVSPECWARCEN	8. Promotion Status REGULAR		
Occasion for Report 10. Periodic <input checked="" type="checkbox"/>				Detachment 11. of Individual <input type="checkbox"/>	Detachment of 12. Reporting Senior <input type="checkbox"/>	13. Special <input type="checkbox"/>	Period of Report 14. From: 02SEP01	15. To: 03AUG31
16. Not Observed Report				Type of Report 17. Regular <input checked="" type="checkbox"/>	18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness	21. Billet Subcategory (if any) INSTRUCTOR
22. Reporting Senior (Last, FI MI)		23. Grade [REDACTED]	24. Desig 1130	25. Title [REDACTED]	26. UIC 68869	27. SSN [REDACTED]		
28. Command employment and command achievements. To train and educate United States Armed Forces, Allied Armed Forces, and other designated personnel in basic and advanced Naval Special Warfare tactics, techniques, procedures, and equipment.								
29. Primary/Colateral/Watchstanding duties. (Enter primary duty abbreviation in box.) XO Executive Officer-12. Responsible for the administration of operations, facilities, and budgeting for 430 PCS military and civilian personnel and over 1500 Basic and Advanced NSW students assigned to 19 UICs, eight detachments and two commands.								
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling worksheet, sign 32.)		30. Date C counseled	31. Counselor [REDACTED]	32. Signature of Individual Counselor [REDACTED]				
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.								
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards			
33. PROFESSIONAL EXPERTISE: Professional knowledge proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>		<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>		<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>			
NOB								
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.	<ul style="list-style-type: none"> <li>- Actions counter to Navy's retention/reenlistment goals.</li> <li>- Uninvolved with mentoring or professional development of subordinates.</li> <li>- Actions counter to good order and discipline and negatively affect Command/Organizational climate.</li> </ul>		<ul style="list-style-type: none"> <li>- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition.</li> <li>- Actions adequately encourage/support subordinates' personal/professional growth.</li> <li>- Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.</li> </ul>		<ul style="list-style-type: none"> <li>- Measurably contributes to Navy's increased retention and reduced attrition objectives.</li> <li>- Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment.</li> <li>- Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.</li> </ul>			
NOB								
35. MILITARY BEARING/CHARACTER Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT</li> </ul>			
NOB								
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>		<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>		<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>			
NOB								
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>		<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>		<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>			
NOB								

# FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>		2. Grade/Rate <b>CDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]		
PERFORMANCE TRAITS		1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
38 LEADERSHIP: Organizing, motivating and developing others to accomplish goals.		<ul style="list-style-type: none"> <li>- Neglects growth/development or welfare of subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission and vision.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> </ul>				
NOB [REDACTED]		<ul style="list-style-type: none"> <li>- Effectively stimulates growth/development in subordinates.</li> <li>- Organizes successfully, implementing process improvements and efficiencies.</li> <li>- Sets/achieves useful, realistic goals that support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> </ul>				
39 TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.		<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank and experience.</li> <li>- Has difficulty in ship(s), aircraft, or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>				
NOB [REDACTED]		<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>				
<p>40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.</p>						
<p>41. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.</p>						

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address	
42. INDIVIDUAL		[REDACTED]					COMMANDING OFFICER NAVAL SPECIAL WARFARE CENTER 7446 TRIDENT WAY SAN DIEGO CA 92155-5494	
43. SUMMARY		[REDACTED]					[REDACTED]	
45. Signature of Reporting Senior [REDACTED]							46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement.	
Date: <i>30 May 03</i>							[REDACTED]	
Member Trait Average				Summary Group Average:			Date: <i>26 May 03</i>	
47. Typed name, grade, command, OIC, and signature of Regular Reporting Senior on Concurrent Report								
[REDACTED]								

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RC'S BLURRS 16101

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>				2. Grade/Rank: <b>CDR</b>	3. Duty: <b>1130</b>	4. <b> </b>		
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ <input type="checkbox"/> 265	6. UIC <b>68869</b>	7. Ship/Station <b>NAVSPECWARCEN</b>			8. Promotion Status: <b>REGULAR</b>	9. Date Reported: <b>01JAN16</b>		
10. Periodic <input checked="" type="checkbox"/> 11. Detachment <input type="checkbox"/> 12. Detachment of Individual <input type="checkbox"/> 13. Reporting Senior <input type="checkbox"/> 14. Special <input type="checkbox"/>		15. Period of Report 14 From <b>01SEP01</b> To <b>02AUG31</b>			16. Not Observed Report <input type="checkbox"/> 17. Type of Report <input checked="" type="checkbox"/> Regular 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20. Financial Resources <input type="checkbox"/> 21. Belief Subcategory (if any) <b>INSTRUCTOR</b>	
22. Reporting Senior (Last, Fi MI)		23. Grade <b>1130</b>	24. Duty <b>1130</b>	25. Title <b> </b>	26. UIC <b>68869</b>	27. <b> </b>		

28. Command employment and command achievements  
To train and educate United States Armed Forces, Allied Armed Forces, and other designated personnel in basic and advanced Naval Special Warfare tactics, techniques, procedures, and equipment.

29. Primary/Command/Watchstanding duties (Enter primary duty abbreviation in box)  
**XO** Executive Officer-12. Responsible for the administration, operations, facilities, and budgeting for 430 PCS military and civilian personnel and over 1500 Basic and Advanced NSW students assigned to 13 UICs, eight detachment, and two commands.

For Mid-term Counseling Use. (When completing PRTREP, enter 30 and 31 from counseling record, sign 32.)

30. Date Completed

31. Counselor

32. Signature of Individual Counselor

PERFORMANCE TRAITS: 1.0 - Below standard/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive

PERFORMANCE TRAITS	1.0 <sup>a</sup> Below Standards		2.0 Progressing		3.0 Meets Standards		4.0 Above Standards		5.0 <sup>a</sup> Greatly Exceeds Standards	
	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0
33. PROFESSIONAL EXPERTISE: Professional proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>		<ul style="list-style-type: none"> <li>- Has thorough professional knowledge</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications</li> </ul>				<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>			
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Teaches bias, unfairness or harassment to subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interfaces with order and discipline by disregarding rights of others.</li> </ul>		<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives</li> <li>- Contributes to unit cohesiveness and morale.</li> </ul>				<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Shows a climate of fairness and respect for human worth</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit cohesiveness and morale.</li> </ul>			
35. MILITARY BEARING/CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values. NOS	<ul style="list-style-type: none"> <li>- Consistently unsat appearance.</li> <li>- Unsatisfactory demeanor/conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT</li> </ul>		<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct</li> <li>- Complies with physical readiness programs, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT</li> </ul>				<ul style="list-style-type: none"> <li>- Exemplary personal appearance</li> <li>- Exemplary representative of Navy</li> <li>- Excellent or outstanding PRT A leader in physical readiness</li> <li>- Represents Navy Core Values: HONOR, COURAGE, COMMITMENT</li> </ul>			
36. TEAMWORK: Contributions to team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take directions well.</li> </ul>		<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personnel commitments to team</li> <li>- Understands team goals, employs good teamwork techniques</li> <li>- Accepts and offers team directions</li> </ul>				<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Trusted mentor, focuses goals and techniques for team.</li> <li>- The last to excepting and offering team direction.</li> </ul>			
37. MISSION AC-COMPLIMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission. NOS	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>		<ul style="list-style-type: none"> <li>- Takes initiative to meet goals</li> <li>- Plans/prioritizes effectively</li> <li>- Maintains high state of readiness</li> <li>- Always gets the job done</li> </ul>				<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected</li> </ul>			

**FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont'd)**

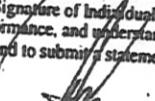
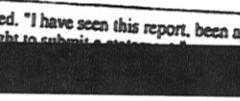
RCS BUPERS 161D-1

COUNSELING RECORD (E7-O6) (cont'd)					RCS BUPERS 1610-1
1. Name (Last, First MI Suffix) ZINKE, RYAN K		2. Grade/Rate CDR	3. Desig 1130	4. SSN	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>		<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> </ul>		<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer. consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, EA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.					
1. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments old, underlined, italic, or other highlighted type is prohibited.					

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School

41. **COMMENTS ON PERFORMANCE:** \* All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable, bold, underlined, italic, or other highlighted type is prohibited. Font must be 10-12 pt. Pitch (10 or 12 Points) only. Use upper and lower case.

<p><b>! Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10-12 Pitch (10 or 12 Points) only. Use upper and lower case.</b></p>							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must	Early	44 Reporting Series A-1a

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL							COMMANDING OFFICER NAVSPECWARCEN 2446 TRIDENT WAY SAN DIEGO, CA 92155-5494
43. SUMMARY							
45. Signature of Reporting Senior							46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement.
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report	<p>Date: 30 Aug 01</p> 						<p>Date: 30 Aug 01</p> 

47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement.

Date: 30AUG01

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>				2. Grade/Rate <b>CDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]			
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ 265	6. UIC <b>68869</b>	7. Ship/Station <b>NAVSPECWARCEN</b>	8. Promotion Status <b>REGULAR</b>	9. Date Reported <b>01JAN16</b>		
Occasion for Report 10. Periodic <input checked="" type="checkbox"/>				Detachment <input type="checkbox"/>	Detachment of 11. of Individual <input type="checkbox"/>	12. Reporting Senior <input type="checkbox"/>	13. Special <input type="checkbox"/>	Period of Report 14. From: <b>01AUG04</b>	15. To: <b>01AUG31</b>
16. Not Observed Report <input type="checkbox"/>	Type of Report 17. Regular <input checked="" type="checkbox"/>				18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness [REDACTED]	21. Billet Subcategory (if any) <b>INSTRUCTOR</b>	
22. Reporting Senior (Last, FI MI)		23. Grade [REDACTED]	24. Desig <b>1130</b>	25. Title [REDACTED]	26. UIC <b>68869</b>	27. SSN [REDACTED]	28. Command employment and command achievements. To train and educate United States Armed Forces, Allied Armed Forces, and other designated personnel in basic and advanced Naval Special Warfare tactics, techniques, procedures, and equipment.		
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <b>XO</b> Executive Officer-1. Responsible for the administration, operations, facilities, and budgeting for 430 PCS military and civilian personnel and over 1500 Basic and Advanced NSW students assigned to 13 UICs, eight detachment, and two commands.									
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date C counseled [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counseled					
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.									
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro-gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards				
33. PROFESSIONAL EXPERTISE: Professional proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>				
NOB [REDACTED]									
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Tolerates bias, unfairness or harassment in subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interferes with order and discipline</li> </ul>	-	<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives.</li> <li>- Contributes to unit cohesiveness and morale.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Ensures a climate of fairness and respect for human worth.</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit</li> </ul>				
NOB [REDACTED]									
35. MILITARY BEARING/CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values. NOB	<ul style="list-style-type: none"> <li>- Consistently unsat appearance.</li> <li>- Unsatisfactory demeanor/conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fail to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- Excellent or outstanding PRT. A leader in physical readiness.</li> <li>- Exemplified Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>				
NOB [REDACTED]									
36. TEAMWORK: Contributions to team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take directions well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>				
NOB [REDACTED]									
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission. NOB	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far</li> </ul>				
NAVPERS 1610/2 (7-95)									

# FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K			2. Grade/Rate CDR	3. Desig 1130	4. SSN [REDACTED]	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards	
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' personal and professional welfare</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>	
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>	
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	
<p>40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.</p>						
<p>41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is Prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.</p>						
<p style="text-align: center;"><i>REVIEWED</i></p>						
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	
42. INDIVIDUAL						44. Reporting Senior Address COMMANDING OFFICER NAVSPECWARCEN 2446 TRIDENT WAY SAN DIEGO, CA 92155-5494
43. SUMMARY						
45. Signature of Reporting Senior				46. Signature of Individual evaluated. "I have seen this report, been apprised of my performance, and understand I intend to submit a statement."		
Date: <i>10 Sep 01</i>			Date: <i>12 Sep 01</i>			Date: <i> </i>
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report						

# FITNESS REPORT & COUNSELING RECORD (E7-06)

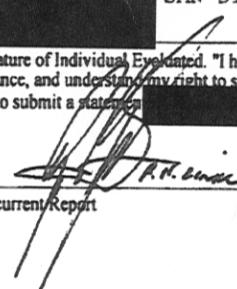
RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate CDR	3. Desig 1130	4. SSN [REDACTED]
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ 265	6. UIC 68869	7. Ship/Station NAVSPECWARCEN	8. Promotion Status REGULAR
10. Periodic [REDACTED]		11. of Individual [REDACTED]		12. Reporting Senior <input checked="" type="checkbox"/>		13. Special [REDACTED]
14. From: 01JAN16		15. To: 01AUG03		Period of Report		
16. Not Observed Report [REDACTED]	Type of Report [REDACTED]	17. Regular <input checked="" type="checkbox"/>	18. Concurrent [REDACTED]	19. Ops Cdr [REDACTED]	20. Physical Readiness [REDACTED]	21. Billet Subcategory (if any) INSTRUCTOR
22. Reporting Senior (Last, FLMID) [REDACTED]	23. Grade [REDACTED]	24. Desig 1130	25. Title [REDACTED]	26. UIC 68869	27. SSN [REDACTED]	
28. Command employment and command achievements. To train and educate United States Armed Forces, Allied Armed Forces, and other designated personnel in basic and advanced Naval Special Warfare tactics, techniques, procedures, and equipment.						
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) XO Executive Officer-5; Acting Commanding Officer-3. Responsible for the administration, operations, facilities, and budgeting for 430 PCS military and civilian personnel and over 1500 Basic and Advanced NSW students assigned to 13 UICs, eight detachments, and two commands.						
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date Counseled [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counselor		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.						
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional proficiency, and qualifications.	<ul style="list-style-type: none"> <li>-Lacks basic professional knowledge to perform effectively.</li> <li>-Cannot apply basic skills.</li> <li>-Fails to develop professionally or achieve timely qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Has thorough professional knowledge.</li> <li>-Competently performs both routine and new tasks.</li> <li>-Steadily improves skills, achieves timely qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Recognized expert, sought after to solve difficult problems.</li> <li>-Exceptionally skilled, develops and executes innovative ideas.</li> <li>-Achieves early/highly advanced qualifications.</li> </ul>	
NOB						
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>-Displays personal bias or engages in harassment.</li> <li>-Tolerates bias, unfairness or harassment in subordinates.</li> <li>-Lacks respect for EO objectives.</li> <li>-Interferes with order and discipline by disregarding rights of others.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Always treats others with fairness and respect.</li> <li>-Does not condone bias or harassment in or outside of workplace.</li> <li>-Supports Navy EO objectives.</li> <li>-Contributes to unit cohesiveness and morale.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Admired for fairness and human respect.</li> <li>-Ensures a climate of fairness and respect for human worth.</li> <li>-Pro-active EO leader, achieves concrete EO objectives.</li> <li>-Leader and model contributor to unit cohesiveness and morale.</li> </ul>	
NOB						
35. MILITARY BEARING/CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values. NOB	<ul style="list-style-type: none"> <li>-Consistently unsat appearance.</li> <li>-Unsatisfactory demeanor/conduct.</li> <li>-Unable to meet one or more physical readiness standards.</li> <li>-Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Excellent personal appearance.</li> <li>-Excellent demeanor or conduct.</li> <li>-Complies with physical readiness program, within all standards.</li> <li>-Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Exemplary personal appearance.</li> <li>-Exemplary representative of Navy.</li> <li>-Excellent or outstanding PRT. A leader in physical readiness.</li> <li>-Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	
NOB						
36. TEAMWORK: Contributions to team building and team results.	<ul style="list-style-type: none"> <li>-Creates conflict, unwilling to work with others, puts self above team.</li> <li>-Fails to understand team goals or teamwork techniques.</li> <li>-Does not take directions well.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Reinforces others' efforts, meets personal commitments to team.</li> <li>-Understands team goals, employs good teamwork techniques.</li> <li>-Accepts and offers team direction.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Team builder, inspires cooperation and progress.</li> <li>-Talented mentor, focuses goals and techniques for team.</li> <li>-The best at accepting and offering team direction.</li> </ul>	
NOB						
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission. NOB	<ul style="list-style-type: none"> <li>-Lacks initiative.</li> <li>-Unable to plan or prioritize.</li> <li>-Does not maintain readiness.</li> <li>-Fails to get the job done.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Takes initiative to meet goals.</li> <li>-Plans/prioritizes effectively.</li> <li>-Maintains high state of readiness.</li> <li>-Always gets the job done.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Develops innovative ways to accomplish mission.</li> <li>-Plans/prioritizes with exceptional skill and foresight.</li> <li>-Maintains superior readiness, even with limited resources.</li> <li>-Gets jobs done earlier and far</li> </ul>	
NAVPER 1610/2 (7-95)						

# FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>		2. Grade/Rate <b>CDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' personal and professional welfare.</li> </ul>	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>		
NOB [REDACTED]					
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>		
NOB [REDACTED]					
<p>40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.</p>					
<p>41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is Prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.</p>					

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address <b>COMMANDING OFFICER NAVSPECWARCEN 2446 TRIDENT WAY SAN DIEGO, CA 92155-5494</b>
42. INDIVIDUAL							
43. SUMMARY							
45. Signature of Reporting Senior				46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement.			
Date: <b>JUL 30 2001</b>				 <b>P.A. Enar</b>			
<p>47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report</p> <p style="text-align: right;">Date: <b>30JUL01</b></p>							

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE RYAN KEITH</b>				2 Grade/Rate <b>LCDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
5. ACT <b>X</b>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ <b>265</b>	6. UIC <b>53991</b>	7. Ship/Station <b>NAVSPECWARUNIT TWO</b>	8. Promotion Status <b>SELECTED</b>	9. Date Reported <b>99JUL09</b>
Occasion for Report 10. Periodic		Detachment 11. of Individual <b>X</b>		Detachment of 12. Reporting Senior 13. Special [REDACTED]		Period of Report 14. From: 00JUN28 15. To: 01JAN15	
16. Not Observed Report		Type of Report 17. Regular <b>X</b>		18. Concurrent 19. Ops Cdr [REDACTED]		20. Physical Readiness 21. Billet Subcategory (if any) [REDACTED] N/A	
22. Reporting Senior (Last, FI MI)		23. Grade [REDACTED]		24. Desig <b>1130</b>	25. Title [REDACTED]	26. UIC <b>53991</b>	27. SSN [REDACTED]
28. Command employment and command achievements. Naval Special Warfare (NSW) component of Special Operations Command, U.S. European Command. Provides Command and Control, planning, intelligence and logistics support for multiple deployed SEAL platoons and Special Boat detachments supporting USCINCEUR.							
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box) <b>EXECUTIVE OFF</b> PRIM: Executive Officer-7. Administers organization, operations, performance, good order and discipline of 100 personnel from four separate commands. Directs eight Department Heads and advises Commanding Officer. COLL: Deploys and conducts joint mission planning and serves as designated NAVSOF Mission CDR.							
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date Counselor		31. Counselor		32. Signature of Individual Counselor	
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.							
PERFORMANCE TRAITS	1.0 <sup>o</sup> Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 <sup>o</sup> Greatly Exceeds Standards		
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>		
NOB							
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Tolerates bias, unfairness or harassment in subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interferes with order and discipline</li> </ul>	-	<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives.</li> <li>- Contributes to unit cohesiveness</li> </ul>	-	<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Ensures a climate of fairness and respect for human worth.</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit</li> </ul>		
NOB							
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values	<ul style="list-style-type: none"> <li>- Consistently unsat appearance.</li> <li>- Unsatisfactory demeanor/conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- Excellent if outstanding PRT. A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		
NOB							
36. TEAMWORK: Contributions to team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take directions well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>		
NOB							
37. MISSION AC-COMPLIMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission.	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>		
NOB							

# FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE RYAN KEITH</b>			2. Grade/Rate <b>LCDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
38. <b>LEADERSHIP:</b> Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of</li> </ul>	-	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates'</li> </ul>	-	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and</li> </ul>
NOB [REDACTED]	-	-	-	-	-
39. <b>TACTICAL PERFORMANCE:</b> (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and</li> </ul>	-	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to other of same rank and experience.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
NOB [REDACTED]	-	-	-	-	-
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.					
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.					
[REDACTED]					
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote      Early Promote
42. INDIVIDUAL	[REDACTED]				44. Reporting Senior Address <b>Commanding Officer NSWU-2 CMR 445 APO AE 09046</b>
43. SUMMARY	[REDACTED]				45. Signature of Reporting Senior [REDACTED]
				46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement.	
				Date: <i>14 JAN 01</i>	
				Date: <i>14 JAN 01</i>	
47. Signature of Regular Reporting Senior on Concurrent Report [REDACTED]					
Date: [REDACTED]					

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS EUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE RYAN K</b>				2 Grade/Rate <b>LCDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ 265	6. UIC <b>53991</b>	7. Ship/Station <b>NAVSPECWARUNIT TWO</b>	8. Promotion Status <b>REGULAR</b>	9. Date Reported <b>99JUL09</b>
Occasion for Report 10. Periodic		Detachment 11. of Individual		Detachment of 12. Reporting Senior <input checked="" type="checkbox"/>		13. Special [REDACTED]	Period of Report 14. From: <b>99DEC01</b> 15. To: <b>00JUN27</b>
16. Not Observed Report		Type of Report 17. Regular <input checked="" type="checkbox"/>		18. Concurrent [REDACTED]		19. Ops Cdr [REDACTED]	20. Physical Readiness 21. Billet Subcategory (if any) <b>NA</b>
22. Reporting Senior (Last, FI MI)		23. Grade <b>1130</b>	24. Desig <b>1130</b>	25. Title [REDACTED]	26. UIC <b>53991</b>	27. SSN [REDACTED]	

28. Command employment and command achievements.

Naval Special Warfare (NSW) component of Special Operations Command, U.S. European Command. Provides command and control, planning, intelligence and logistics support for multiple deployed SEAL platoons and Special Boat detachments in support of USCINCEUR.

29. Primary/Colateral/Watchstanding duties. (Enter primary duty abbreviation in box.)

**EXECUTIVE OFF** Executive Officer-7. Administers the organization, performance, and good order and discipline of 100 personnel. Directs eight Department Heads and advises Commanding Officer. Conducts mission planning and directs NSW operations as required. Member/Leader of QOL Team, Safety Council, Crisis Action Team. Administers \$1M budget.

For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)

PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.

PERFORMANCE TRAITS	1.0° Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0° Greatly Exceeds Standards
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Tolerates bias, unfairness or harassment in subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interferes with order and discipline by disregarding rights of others</li> </ul>	-	<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives.</li> <li>- Contributes to unit cohesiveness and morale.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Ensures a climate of fairness and respect for human worth.</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit cohesiveness and morale.</li> </ul>
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values	<ul style="list-style-type: none"> <li>- Consistently unsat appearance.</li> <li>- Unsatisfactory demeanor/conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- Excellent or outstanding PRT. A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
36. TEAMWORK: Contributions to team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take directions well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission.	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets job done earlier and far better than expected.</li> </ul>
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

ZINKE RYAN K

## FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, R K</b>		2. Grade/Rate <b>LCDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	
	5.0 Greatly Exceeds Standards				
38. <b>LEADERSHIP:</b> Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' personal and professional welfare</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>	
NOB [REDACTED]					
39. <b>TACTICAL PERFORMANCE:</b> (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to other of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
NOB [REDACTED]					
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.					
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.					

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. <b>INDIVIDUAL</b>	[REDACTED]						Commanding Officer NSWU-2 CMR 445 APO AE 09046
43. <b>SUMMARY</b>							

45. Signature of Reporting Senior [REDACTED]	46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. Date: 27 JUN 2000 [Signature: L.K. Zade]
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurent Report Date: 27 JUN 2000 [Signature: L.K. Zade]	
Date: [REDACTED]	

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>					2 Grade/Rate <b>LCDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/ 265	6. UIC <b>53991</b>	7. Ship/Station <b>NAVSPECWARUNIT 2</b>	8. Promotion Status <b>REGULAR</b>	9. Date Reported <b>99JUL09</b>
Occasion for Report 10. Periodic <input checked="" type="checkbox"/>		Detachment 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>			Period of Report 14. From: <b>99JUN16</b> 15. To: <b>99OCT31</b>		
16. Not Observed Report		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>			20. Physical Readiness [REDACTED]		21. Billet Subcategory (if any) <b>NA</b>
22. Reporting Senior (Last, F/M)		23. Grade <b>1130</b>	24. Desig <b>1130</b>	25. Title [REDACTED]	26. UIC <b>53991</b>	27. SSN [REDACTED]	
28. Command employment and command achievements. Naval Special Warfare (NSW) component of Special Operations Command, U.S. European Command. Provides command and control, planning, intelligence and logistics support for multiple deployed SEAL platoons and Special Boat detachments in support of USCINCEUR.							
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <b>EXECUTIVE OFF</b> Executive Officer-4. Administers the organization, performance, good order and discipline of 100 personnel. Directs eight Department Heads and advises Commanding Officer. Member/Leader of QOL Team; Safety Council; Crisis Action Team; MWR Council; Awards Board. Administers \$1-Million Budget. SEAL Tactical LNO as required.							
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date C counseled	31. Counselor	32. Signature of Individual Counselor			
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.							
PERFORMANCE TRAITS	1.0° Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0° Greatly Exceeds Standards		
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>		
NOB							
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Tolerates bias, unfairness or harassment in subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interferes with order and discipline</li> </ul>	-	<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives.</li> <li>- Contributes to unit cohesiveness</li> </ul>	-	<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Ensures a climate of fairness and respect for human worth.</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit</li> </ul>		
NOB							
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values	<ul style="list-style-type: none"> <li>- Consistently unsat appearance.</li> <li>- Unsatisfactory demeanor/conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- Excellent or outstanding PRT. A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		
NOB							
36. TEAMWORK: Contributions to team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take directions well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>		
NOB							
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission.	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets job done earlier and far better than expected.</li> </ul>		
NOB							

# FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix)		2. Grade/Rate		3. Desig		4. SSN	
ZINKE, RYAN K		LCDR		1130			
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards		
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> </ul>	NOB	
			<ul style="list-style-type: none"> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' welfare.</li> </ul>		<ul style="list-style-type: none"> <li>- Routinely considers subordinates' welfare.</li> </ul>		
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> </ul>	NOB	
			<ul style="list-style-type: none"> <li>- Warfare skills in specialty equal to other of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>		
<p>40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.</p>							
<p>41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.</p>							

Promotion Recommendation	NOB	Beginning Problems	Progressing	Promotable	Promote	Promote	Comments
42. INDIVIDUAL							Commanding Officer
							NSWU-2
43. SUMMARY							CMR 445
							APO AE 09046
45. Signature of Reporting Senior				46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement.			
Date: 16NOV99				Date: 16NOV99			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							

# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate LCDR	3. Desig 1130	4. SSN [REDACTED]
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT AT/ADSW/ 265	6. UIC 47898	7. Ship/Station COMNAVSPECWARDEVGR	8. Promotion Status REGULAR	9. Date Reported 96JUL15
Occasion for Report 10. Periodic		Detachment 11. of Individual <input checked="" type="checkbox"/>	Detachment of 12. Reporting Senior <input type="checkbox"/>	13. Special <input type="checkbox"/>	Period of Report 14. From: 98NOV01 15. To: 99JUN15	
16. Not Observed Report		Type of Report 17. Regular <input checked="" type="checkbox"/>	18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness [REDACTED]	21. Billet Subcategory (if any) NA
22. Reporting Senior (Last, FI MI)		23. Grade 1130	24. Desig [REDACTED]	25. Title [REDACTED]	26. UIC 47898	27. SSN [REDACTED]
28. Command employment and command achievements. CNSWDG is a Special Duty Assignment and a CNO Priority One Major Command that develops advanced tactics and equipment and has a classified national mission. Each member is extensively prescreened and interviewed and is among the top performers in the Navy.						
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) CUROPSOFF Current Operations Officer-7.						
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date Counseled [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counselor [REDACTED]		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.						
PERFORMANCE TRAITS	1.0 <sup>a</sup> Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 <sup>a</sup> Greatly Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional proficiency, and qualifications.	<ul style="list-style-type: none"> <li>-Lacks basic professional knowledge to perform effectively.</li> <li>-Cannot apply basic skills.</li> <li>-Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Has thorough professional knowledge.</li> <li>-Competently performs both routine and new tasks.</li> <li>-Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Recognized expert, sought after to solve difficult problems.</li> <li>-Exceptionally skilled, develops and executes innovative ideas.</li> <li>-Achieves early/highly advanced qualifications.</li> </ul>	
NOB	[REDACTED]					
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>-Displays personal bias or engages in harassment.</li> <li>-Tolerates bias, unfairness or harassment in subordinates.</li> <li>-Lacks respect for EO objectives.</li> <li>-Interferes with order and discipline by disregarding rights of others.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Always treats others with fairness and respect.</li> <li>-Does not condone bias or harassment in or outside of workplace.</li> <li>-Supports Navy EO objectives.</li> <li>-Contributes to unit cohesiveness and morale.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Admired for fairness and human respect.</li> <li>-Ensures a climate of fairness and respect for human worth.</li> <li>-Pro-active EO leader, achieves concrete EO objectives.</li> <li>-Leader and model contributor to unit cohesiveness and morale.</li> </ul>	
NOB	[REDACTED]					
35. MILITARY BEARING/CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values. NOB	<ul style="list-style-type: none"> <li>-Consistently unsat appearance.</li> <li>-Unsatisfactory demeanor/conduct.</li> <li>-Unable to meet one or more physical readiness standards.</li> <li>-Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Excellent personal appearance.</li> <li>-Excellent demeanor or conduct.</li> <li>-Complies with physical readiness program, within all standards.</li> <li>-Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Exemplary personal appearance.</li> <li>-Exemplary representative of Navy.</li> <li>-Excellent or outstanding PRT. A leader in physical readiness.</li> <li>-Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	
NOB	[REDACTED]					
36. TEAMWORK: Contributions to team building and team results.	<ul style="list-style-type: none"> <li>-Creates conflict, unwilling to work with others, puts self above team.</li> <li>-Fails to understand team goals or teamwork techniques.</li> <li>-Does not take directions well.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Reinforces others' efforts, meets personal commitments to team.</li> <li>-Understands team goals, employs good teamwork techniques.</li> <li>-Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Team builder, inspires cooperation and progress.</li> <li>-Talented mentor, focuses goals and techniques for team.</li> <li>-The best at accepting and offering team direction.</li> </ul>	
NOB	[REDACTED]					
37. MISSION AC-COMPLIMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission.	<ul style="list-style-type: none"> <li>-Lacks initiative.</li> <li>-Unable to plan or prioritize.</li> <li>-Does not maintain readiness.</li> <li>-Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Takes initiative to meet goals.</li> <li>-Plans/prioritizes effectively.</li> <li>-Maintains high state of readiness.</li> <li>-Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>-Develops innovative ways to accomplish mission.</li> <li>-Plans/prioritizes with exceptional skill and foresight.</li> <li>-Maintains superior readiness, even with limited resources.</li> <li>-Gets jobs done earlier and far better than expected.</li> </ul>	
NOB	[REDACTED]					

## FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>			2. Grade/Rate <b>LCDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]
PERFORMANCE TRAITS	1.0 <sup>o</sup> Below Standards	2.0 Pro-gressing	3.0 Meets Standards	4.0 Above Standards	5.0 <sup>o</sup> Greatly Exceeds Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' personal and professional welfare.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>
NOB					
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	<ul style="list-style-type: none"> <li>-</li> <li>-</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
NOB					
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.					
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is Prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.					
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote
42. INDIVIDUAL					
43. SUMMARY					
45. Signature of Reporting Senior			46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand I intend to submit a statement"		
					
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report					
Date: <i>14 Jun 99</i>					
Date: <i>14 Jun 99</i>					
Date: <i>14 Jun 99</i>					

# FITNESS REPORT & COUNSELING RECORD (E7 - O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>				2. Grade/Rate <b>LCDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/265 [REDACTED]	6. UIC <b>47898</b>	7. Ship/Station <b>COMNAVSPECWARDEVGR</b>	8. Promotion Status <b>REGULAR</b>	9. Date Reported <b>96JUL15</b>
Occasion for Report 10. Periodic <input checked="" type="checkbox"/> Detachment <input type="checkbox"/> Detachment of <input type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: <b>97NOV01</b> 15. To: <b>98OCT31</b>			
16. Not Observed Report [REDACTED]	Type of Report <input checked="" type="checkbox"/>	17. Regular [REDACTED]	18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness [REDACTED]	21. Billet Subcategory (if any) <b>NA</b>	
22. Reporting Senior (Last, FI MI)	23. Grade	24. Desig <b>1130</b>	25. Title [REDACTED]	26. UIC <b>47898</b>	27. SSN [REDACTED]		
28. Command employment and command achievements. CNSWDG is a CNO Priority One Major Command. Every volunteer member is extensively prescreened and interviewed and is among the top performers in the Navy. CNSWDG develops advanced tactics, techniques, procedures, and equipment. Conducts classified operations that cannot be fully described in unclassified FITREPS.							
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <b>TEAM LEADER</b> Special SEAL Team Leader-10 and Assistant Operations Officer-2.							
For Mid-term Counseling Use. (When completing FITREP enter 30 and 31 from counseling worksheet sign 32.)		30. Date Counseled [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counselor <i>[Signature]</i>			
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.							
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards		
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>				
NOB							
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Tolerates bias, unfairness or harassment in subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interferes with order and discipline by</li> </ul>	<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives.</li> <li>- Contributes to unit cohesiveness and</li> </ul>	<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Ensures a climate of fairness and respect for human worth.</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit</li> </ul>				
NOB							
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- Excellent or outstanding PRT. A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>				
NOB							
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>				
NOB							
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission.	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>				
NOB							

# FITNESS REPORT & COUNSELING RECORD (E7 - O6) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K			2. Grade/Rate LCDR	3. Desig 1130	4. SSN
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards		4.0 Above Standards
38. <b>LEADERSHIP:</b> Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>
NOB					
39. <b>TACTICAL PERFORMANCE:</b> (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualifications expected for rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and</li> </ul>	-	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
NOB					
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, [REDACTED], SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.					
41. COMMENTS ON PERFORMANCE. * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.					
<p>42. INDIVIDUAL</p> <p>43. SUMMARY</p> <p>44. Reporting Senior Address <b>COMMANDER</b> <b>NAVAL SPECIAL WARFARE</b> <b>DEVELOPMENT GROUP</b> <b>1636 REGULUS AVENUE</b> <b>VIRGINIA BEACH, VA 23461-2299</b></p> <p>45. Signature of Reporting Senior</p> <p>Date: 13 NOV 98</p> <p>46. Signature of individual evaluated. * I have seen this report, been apprised of my performance, and understand my right to make a statement. I intend to submit a statement.</p> <p>Date: 13 NOV 98</p> <p>47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report</p> <p>Date:</p>					

## FITNESS REPORT &amp; COUNSELING RECORD

FEB 17 1998 A C B 235, 251

(E7 - 06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate LCDR	3. Desig 1130	4. SSN [REDACTED]	
5. ACT TAR INACT AT/ADSW/265 <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		6. UIC 47898	7. Ship/Station COMNAVSPECWARDEVGR			8. Promotion Status REGULAR	9. Date Reported 96JUL15
10. Periodic <input checked="" type="checkbox"/> Detachment <input type="checkbox"/> Detachment of <input type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				14. From: 97JUN06 15. To: 97OCT31 Period of Report			
16. Not Observed Report <input type="checkbox"/>		17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20. Physical Readiness [REDACTED]		21. Billet Subcategory (if any) NA	
22. Reporting Senior (Last, FI MI)		23. Grade 1130	24. Desig 1130	25. Title [REDACTED]	26. UIC 47898	27. SSN [REDACTED]	
28. Command employment and command achievements. CNSWDG is a CNO Priority One Major Command. Develops operational tactics and equipment for naval special warfare forces. Conducts classified operations.							
29. Primary/Collective/Watchstanding duties. (Enter primary duty abbreviation in box.) DEPT HEAD <span style="float: right;">Tactical Development and Evaluation Team Leader-5.</span>							
For Mid-term Counseling Use. (When completing FITREP enter 30 and 31 from counseling worksheet sign 32.)		30. Date Counseled [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counselor [REDACTED]			
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.							
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards		
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>		<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>		<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>		
NOB							
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Tolerates bias, unfairness or harassment in subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interferes with order and discipline by</li> </ul>		<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives.</li> <li>- Contributes to unit cohesiveness and</li> </ul>		<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Ensures a climate of fairness and respect for human worth.</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit</li> </ul>		
NOB							
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical-readiness program, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- Excellent or outstanding PRT. A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		
NOB							
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>		<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>		<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>		
NOB							
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission.	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>		<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>		<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>		
NOB							

# FITNESS REPORT & COUNSELING RECORD (E7 - 06) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K			2. Grade/Rate LCDR	3. Desig 1130	4. SSN [REDACTED]	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards		4.0 Above Standards	5.0* Greatly Exceeds Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>	-
	NOB					
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualifications expected for rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and</li> </ul>	-	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>	-
	NOB					
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, [REDACTED], SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School. [REDACTED]						
41. COMMENTS ON PERFORMANCE. * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.						
42. INDIVIDUAL	Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote
44. Reporting Senior Address <b>COMMANDER</b> <b>AVAL SPECIAL WARFARE</b> <b>EVELOPMENT GROUP</b> <b>AM NECK VA</b> <b>IRGINIA BEACH VA 23461-2299</b>						
43. SUMMARY  45. Signature of Reporting Senior <div style="display: flex; align-items: center;"> <div style="flex: 1; border: 1px solid black; padding: 5px; margin-right: 10px;"></div> <div style="flex: 1; border: 1px solid black; padding: 5px; margin-right: 10px;"> <span style="font-size: small;">I have been evaluated. I have seen this report, been apprised of my performance, and understand my right to make a statement.</span> </div> <div style="flex: 1; border: 1px solid black; padding: 5px; margin-right: 10px;"> <span style="font-size: small;">I intend to submit a statement</span> </div> <div style="flex: 1; border: 1px solid black; padding: 5px;"></div> </div>						
Date: 17 DEC 97						
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report <div style="display: flex; align-items: center; justify-content: flex-end;"> <div style="flex: 1; margin-right: 10px;"> <span style="font-size: small;">Date:</span> </div> <div style="flex: 1;"> <span style="font-size: small;">R. ZINKE</span> </div> <div style="flex: 1; margin-left: 10px;"> <span style="font-size: small;">Date: 17 DEC 97</span> </div> </div>						
Date:						

# FITNESS REPORT & COUNSELING RECORD (E7 - 06)

110 07 1997  
RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>				2. Grade/Rate <b>LCDR</b>	3. Desig <b>1130</b>	4. SSN [REDACTED]	
5. ACT <input checked="" type="checkbox"/>	TAR [REDACTED]	INACT [REDACTED]	AT/ADSW/265 [REDACTED]	6. UIC <b>47898</b>	7. Ship/Station <b>COMNAVSPECWARDEVGR</b>	8. Promotion Status <b>REGULAR</b>	9. Date Reported <b>96JUL15</b>

Occasion for Report 10. Periodic 11. Detachment of Individual 12. Reporting Senior 13. Special				Period of Report 14. From: 96NOV01 15. To: 97JUN05 16. Not Observed 17. Type of Report 18. Concurrent 19. Ops Cdr			
20. Physical Readiness				21. Billet Subcategory (if any) NA			
22. Reporting Senior (Last, First, MI)	23. Grade	24. Desig	25. Title	26. UIC	27. SSN	[REDACTED]	
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	

28. Command employment and command achievements.

CNSWDG is a CNO Priority One Major Command. Develops operational tactics and equipment for naval special warfare forces. Conducts classified operations.

29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)

**DEPT HEAD**      **Tactical Development and Evaluation Team Leader-7. TAD: 40 days.**

For Mid-term Counseling Use. (When completing FITREP enter 30 and 31 from counseling worksheet sign 32.)	30. Date Counseled [REDACTED]	31. Counselor [REDACTED]	32. Signature of Individual Counselor [REDACTED]
--	----------------------------------	-----------------------------	---

PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.

PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>
NOB	[REDACTED]				
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Tolerates bias, unfairness or harassment in subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interferes with order and discipline by</li> </ul>	-	<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives.</li> <li>- Contributes to unit cohesiveness and</li> </ul>	-	<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Ensures a climate of fairness and respect for human worth.</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit</li> </ul>
NOB	[REDACTED]				
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- Excellent or outstanding PRT. A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>
NOB	[REDACTED]				
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>
NOB	[REDACTED]				
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission.	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than</li> </ul>
NOB	[REDACTED]				

# FITNESS REPORT & COUNSELING RECORD (E7 - O6) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K		2. Grade/Rate LCDR	3. Desig 1130	4. SSN			
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards		
	<p><b>38. LEADERSHIP:</b> Organizing, motivating and developing others to accomplish goals.</p> <ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul> <p><b>NOB</b></p> <p><b>39. TACTICAL PERFORMANCE:</b> (Warfare qualified officers only) Basic and tactical employment of weapons systems.</p> <ul style="list-style-type: none"> <li>- Has difficulty attaining qualifications expected for rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and</li> </ul> <p><b>NOB</b></p>						
<p>40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.</p> <p>41. COMMENTS ON PERFORMANCE. * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.</p>							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	4. Reporting Senior Name
42. INDIVIDUAL							COMMANDER NAVAL SPECIAL WARFARE DEVELOPMENT GROUP DAM NECK VA VIRGINIA BEACH VA 23461-2299
43. SUMMARY							
45. Signature of Reporting Senior							46. Signature of individual rated. * I have seen this report, been apprised of my performance, and understand I intend to submit a comment.
							Date: 2 JUN 97
							Date: 2 JUN 97
<p>47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report</p>							

## FITNESS REPORT &amp; CO

① RBC  
SELLING RECORD

VALID MAR 06 2000

(E7 - 06A-1)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate LCDR	3. I 1130	4. SSN	
5. ACT <input checked="" type="checkbox"/>	TAR <input type="checkbox"/>	INACT <input type="checkbox"/>	AT/ADSW/265 <input type="checkbox"/>	6. UIC 47898	7. Ship/Station COMNAVSPECWARDEVGR	8. Promotion Status REGULAR	9. Date Reported 96JUL15
Occasion for Report 16. Periodic <input checked="" type="checkbox"/>				Detachment of Individual <input type="checkbox"/>	Detachment of Reporting Senior <input type="checkbox"/>	13. Special <input type="checkbox"/>	Period of Report 14. From: 96JUL14 15. To: 96OCT31
16. Not Observed Report <input type="checkbox"/>				Type of Report 17. Regular <input checked="" type="checkbox"/>	18. Concurrent <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>	20. Physical Readiness 21. Billet Subcategory (if any) NA
22. Reporting Senior (Last, Fi MI)				23. Grade 1130	24. Desig 1130	25. Title [REDACTED]	26. UIC 47898 27. SSN

28. Command employment and command achievements.

CNSWDG is a CNO Priority One Major Command. Develops operational tactics and equipment for naval special warfare forces. Conducts classified operations.

29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)  
TDETL Tactical Development and Evaluation Team Leader-3. Travel 96JUL14.

For Mid-term Counseling Use. (When completing FITREP enter 30 and 31 from counseling worksheet sign 32.)	30. Date Counseled	31. Counselor	32. Signature of Individual Counselor		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.					
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.	<ul style="list-style-type: none"> <li>- Lacks basic professional knowledge to perform effectively.</li> <li>- Cannot apply basic skills.</li> <li>- Fails to develop professionally or achieve timely qualifications.</li> </ul>		<ul style="list-style-type: none"> <li>- Has thorough professional knowledge.</li> <li>- Competently performs both routine and new tasks.</li> <li>- Steadily improves skills, achieves timely qualifications.</li> </ul>		<ul style="list-style-type: none"> <li>- Recognized expert, sought after to solve difficult problems.</li> <li>- Exceptionally skilled, develops and executes innovative ideas.</li> <li>- Achieves early/highly advanced qualifications.</li> </ul>
NOB					
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	<ul style="list-style-type: none"> <li>- Displays personal bias or engages in harassment.</li> <li>- Tolerates bias, unfairness or harassment in subordinates.</li> <li>- Lacks respect for EO objectives.</li> <li>- Interferes with order and discipline by disregarding rights of others.</li> </ul>		<ul style="list-style-type: none"> <li>- Always treats others with fairness and respect.</li> <li>- Does not condone bias or harassment in or outside of workplace.</li> <li>- Supports Navy EO objectives.</li> <li>- Contributes to unit cohesiveness and morale.</li> </ul>		<ul style="list-style-type: none"> <li>- Admired for fairness and human respect.</li> <li>- Ensures a climate of fairness and respect for human worth.</li> <li>- Pro-active EO leader, achieves concrete EO objectives.</li> <li>- Leader and model contributor to unit cohesiveness and morale.</li> </ul>
NOB					
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	<ul style="list-style-type: none"> <li>- Consistently unsatisfactory appearance.</li> <li>- Unsatisfactory demeanor or conduct.</li> <li>- Unable to meet one or more physical readiness standards.</li> <li>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		<ul style="list-style-type: none"> <li>- Excellent personal appearance.</li> <li>- Excellent demeanor or conduct.</li> <li>- Complies with physical readiness program, within all standards.</li> <li>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>		<ul style="list-style-type: none"> <li>- Exemplary personal appearance.</li> <li>- Exemplary representative of Navy.</li> <li>- Excellent or outstanding PRT. A leader in physical readiness.</li> <li>- Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.</li> </ul>
NOB					
36. TEAMWORK: Contributions towards team building and team results.	<ul style="list-style-type: none"> <li>- Creates conflict, unwilling to work with others, puts self above team.</li> <li>- Fails to understand team goals or teamwork techniques.</li> <li>- Does not take direction well.</li> </ul>		<ul style="list-style-type: none"> <li>- Reinforces others' efforts, meets personal commitments to team.</li> <li>- Understands team goals, employs good teamwork techniques.</li> <li>- Accepts and offers team direction.</li> </ul>		<ul style="list-style-type: none"> <li>- Team builder, inspires cooperation and progress.</li> <li>- Talented mentor, focuses goals and techniques for team.</li> <li>- The best at accepting and offering team direction.</li> </ul>
NOB					
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission.	<ul style="list-style-type: none"> <li>- Lacks initiative.</li> <li>- Unable to plan or prioritize.</li> <li>- Does not maintain readiness.</li> <li>- Fails to get the job done.</li> </ul>		<ul style="list-style-type: none"> <li>- Takes initiative to meet goals.</li> <li>- Plans/prioritizes effectively.</li> <li>- Maintains high state of readiness.</li> <li>- Always gets the job done.</li> </ul>		<ul style="list-style-type: none"> <li>- Develops innovative ways to accomplish mission.</li> <li>- Plans/prioritizes with exceptional skill and foresight.</li> <li>- Maintains superior readiness, even with limited resources.</li> <li>- Gets jobs done earlier and far better than expected.</li> </ul>
NOB					

## FITNESS REPORT &amp; COUNSELING RECORD (E7 - 06) (Td)

RCS RUPERS 1610-1

1. Name (Last, First, MI Suffix) ZINKE, RYAN K.		2. Grade/Rate LCDR	3. Desig 1130	4. SSN [REDACTED]	
PERFORMANCE TRAITS	1.0 <sup>o</sup> Below Standards	2.0 Pro-gressing	3.0 Meets Standards	4.0 Above Standards	5.0 <sup>o</sup> Greatly Exceeds Standards
38. <b>LEADERSHIP:</b> Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>		<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' personal and professional welfare.</li> </ul>		<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
39. <b>TACTICAL PERFORMANCE:</b> (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualifications expected for rank and experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>		<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
NOB	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two)

Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.

41. COMMENTS ON PERFORMANCE. \* All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address <b>COMMANDER</b> NAVAL SPECIAL WARFARE DEVELOPMENT GROUP DAM NECK VA VIRGINIA BEACH VA 23461-2299
42. INDIVIDUAL							
43. SUMMARY							
45. Signature of Reporting Senior							46. Signature of Reporting Senior evaluated. * I have seen this report, been apprised of my performance, and understand I intend to submit a comment.
							Date: 31 OCT 96
							<i>R. Zinke</i>
47. Type Name, Grade, Command, City, State, Zip Code							Date: 31 Oct 96
							Date:

**FITNESS REPORT & COUNSELING RECORD (E7 - 06)**

SCR 231108 24

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>				2. Grade/Rate <b>LCDR</b>	3. DoB <b>1130</b>	4. SSN <b>[REDACTED]</b>	
5. ACT	TAE	INACT	ATTADSW/ <b>265</b>	6. CIC <b>00001</b>	7. Ship/Station <b>CINCUSNAVEUR LONDON UK</b>	8. Promotion Status <b>REGULAR</b>	9. Date Reported <b>93AUG05</b>
10. Periodic <input type="checkbox"/>				11. of Individual <input checked="" type="checkbox"/>	12. Detachement <input type="checkbox"/>	13. Special <input type="checkbox"/>	14. Period of Report <b>15NOV01</b>
15. Not Observed <input type="checkbox"/>				16. Type of Report <input type="checkbox"/>	17. Regular <input checked="" type="checkbox"/>	18. Counselor <input type="checkbox"/>	19. Ops Cdr <input type="checkbox"/>
20. Reporting Senior (Last, FT MID) <b>[REDACTED]</b>				21. Grade <b>1E</b>	22. CIC <b>[REDACTED]</b>	23. Title <b>[REDACTED]</b>	24. SSN <b>00001</b>
25. Command assignments and command achievements. <b>CONDUCTING NAVAL OPERATIONS AND TRAINING IN EASTLANT AND MEDITERRANEAN, PLANNING FOR WAR AND CONTINGENCIES, LOGISTIC AND ADMINISTRATIVE SUPPORT TO U.S. NAVAL FORCES AND ACTIVITIES.</b>				26. From <b>16JUL13</b>	27. To <b>NA</b>	28. Primary/Collateral/Unplanned duties. (Enter primary duty abbreviations in box.) <b>PLANS/POLICY</b> Plans-Special Warfare and Contingency Plans Officer-9, Noncombatant Evacuation (NEO) Crisis Action Officer-9, Total Quality Leadership (TQL) Advisor-9 Directorate Fitness Coordinator-9.	
For Mates Counseling Use. When completing FTRSP, enter 30 and 31 from counseling record, sign 32.				30. Date Counselor <b>[REDACTED]</b>	31. Counselor <b>[REDACTED]</b>	32. Signature of Individual Counselor <b>[REDACTED]</b>	
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.							
PERFORMANCE TRAITS	1.0 <sup>a</sup> Below Standards		2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 <sup>a</sup> Greatly Exceeds Standards	
	33. PROFESSIONAL EXPERTISE: Professional knowledge, performance, and qualifications.		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	- Has thorough professional knowledge. - Consistently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.	-	-	- Recognized expert, sought after to solve difficult problems. - Exceptionally skilled, develops and executes innovative ideas. - Achieves early/highly advanced qualifications.
NOS <b>[REDACTED]</b>							
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.	- Displays personal bias or engages in harassment. - Tolerates bias, unfairness or harassment in subordinates. - Lacks respect for EO objectives. - Interferes with order and discipline by discriminating rights of others.		-	- Always treats others with fairness and respect. - Does not condone bias or harassment in or outside of workplace. - Supports Navy EO objectives. - Contributes to unit cohesiveness and morale.	-	- Admitted for fairness and human respect. - Eliminates a climate of fairness and respect for human worth. - Pro-active EO leader, achieves unit EO objectives. - Leader and model contributor to unit cohesiveness and morale.	
	NOS <b>[REDACTED]</b>		-	-	-	-	- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PFT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
NOS <b>[REDACTED]</b>							
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	- Consistently wears appropriate, neat, tidy appearance. - Displays neatness, confidence. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.		-	- Excellent personal appearance. - Excellent demeanor or conduct. - Complies with physical readiness program, within all standards. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Exemplary personal appearance. - Exemplary representative of Navy. - Excellent or outstanding PFT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
	NOS <b>[REDACTED]</b>		-	-	-	-	- Team builder, respects cooperation and progress. - Trusted member, focuses goals and techniques for team. - The best in accepting and offering team direction.
NOS <b>[REDACTED]</b>							
36. TEAMWORK: Contributions to team building and team results.	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take direction well.		-	- Respects others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, respects cooperation and progress. - Trusted member, focuses goals and techniques for team. - The best in accepting and offering team direction.	
	NOS <b>[REDACTED]</b>		-	-	-	-	- Team builder, respects cooperation and progress. - Trusted member, focuses goals and techniques for team. - The best in accepting and offering team direction.
NOS <b>[REDACTED]</b>							
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission.	- Lacks initiative. - Unable to plan or prioritize. - Does not maintain readiness. - Fails to get the job done.		-	- Takes initiative to meet goals. - Plans/prioritizes effectively. - Maintains high state of readiness. - Always gets the job done.	-	- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and for better than expected.	
	NOS <b>[REDACTED]</b>		-	-	-	-	- Develops innovative ways to accomplish mission. - Plans/prioritizes with exceptional skill and foresight. - Maintains superior readiness, even with limited resources. - Gets jobs done earlier and for better than expected.

# FITNESS REPORT & COUNSELING RECORD (E7 - 06) (cont'd)

Navy PERIODIC REPORTS

1. Name (Last, First MI Suffix) <b>ZINKE, RYAN K</b>		2. Grade/Rate <b>LCDR</b>	3. Rating <b>1130</b>	4. SSN [REDACTED]	
<b>PERFORMANCE TRAITS</b>	1.0 <sup>a</sup> Below Standards	2.0 Progressing	3.0 Meets Standards	4.0 Above Standards	5.0 <sup>a</sup> Greatly Exceeds Standards
38. <b>LEADERSHIP: Organizing, motivating and developing others to accomplish goals.</b>	<ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Telescopic bounds or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' personal and professional welfare.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achieves dramatically further command mission.</li> <li>- Persists through the toughest challenges and respects others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul>
NOD [REDACTED]					
39. <b>TACTICAL PERFORMANCE: (Warfare-qualified officers only)</b> Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> <li>- Has difficulty attaining qualifications expected rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to others of same rank and experience.</li> </ul>	-	<ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul>
NOD [REDACTED]					
40. I recommend selecting this individual for next career selection(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.					
41. <b>COMMENTS ON PERFORMANCE:</b> * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Print must be 10 or 12 point (10 to 12 point) only. Use upper and lower case.					
Promotional Recommendations	NOD	Significant Problems	Progressing	Promotable	Most Promote
42. INDIVIDUAL	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
43. SUMMARY	[REDACTED]				
44. Reporting Senior Address	[REDACTED]				
45. Signature	[REDACTED]				
46. I have seen this report. Testimony of my performance is based on the following: I found no other action necessary.					
Date: 08 JUL 96					
47. Type of Regular Reporting Senior on Command Report					
Date: 08 JUL 96					