

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 [REDACTED]	
4a. GRADE, RATE OR RANK CDR	b. PAY GRADE O5	5. DATE OF BIRTH (YYYYMMDD) [REDACTED]		6. RESERVE OBLIGATION TERMINATION DATE (YYYYMMDD) N/A	
7a. PLACE OF ENTRY INTO ACTIVE DUTY [REDACTED] OR [REDACTED]		b. HOME OF RECORD AT TIME OF ENTRY (City and state, or complete address if known) [REDACTED] 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. SGLI COVERAGE AMOUNT: \$ [REDACTED]		
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, CJSOTF-AP COMBINED JOINT SPECIAL OPERATIONS TASK FORCE ARABIAN PENINSULA - 6 MONTHS. X X X X		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			
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		YES		NO	
b. HIGH SCHOOL GRADUATE OR EQUIVALENT		YES		NO	
16. DAYS ACCRUED LEAVE PAID [REDACTED]	17. MEMBER WAS PROVIDED COMPLETE DENTAL EXAMINATION AND ALL APPROPRIATE DENTAL SERVICES AND TREATMENT WITHIN 90 DAYS PRIOR TO SEPARATION		YES		NO
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) [REDACTED]			b. NEAREST RELATIVE (Name and address - include ZIP Code) [REDACTED]		
20. MEMBER REQUESTS COPY 6 BE SENT TO [REDACTED]		DIRECTOR OF VETERANS AFFAIRS		YES NO	
21. SIGNATURE OF MEMBER BEING SEPARATED [REDACTED]		22. OFFICIAL AUTHORIZED TO SIGN (Typed 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 RETIRED		24. CHARACTER OF SERVICE (Include upgrades) [REDACTED]			
25. SEPARATION AUTHORITY [REDACTED]		26. SEPARATION CODE [REDACTED]		27. REENTRY CODE [REDACTED]	
28. NARRATIVE REASON FOR SEPARATION [REDACTED]					
29. DATES OF TIME LOST DURING THIS PERIOD (YYYYMMDD) [REDACTED]				30. ME [REDACTED] Y 4 (Initials)	

ANY ALTERATIONS IN SHAD
AREAS RENDER FORM VOID

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

SPECIAL ADDITIONAL INFORMATION (For use by authorized agencies only)

2/N 0102-15-000-2140

SERVICE - 2

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 [REDACTED]			
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 00074		7. Ship/Station CNSWC CORONADO CA			8. Promotion Status REGULAR		9. Date Reported 07JAN09		
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"/>				Period of Report 14. From: 06DEC29 15. To: 07APR30							
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) NA					
22. Reporting Senior (Last, FI MI) [REDACTED]			23. Grade 1130		24. Desig 1130		25. Title [REDACTED]		26. UIC 00074		
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.) PROGRAM MNGR 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 Counseled [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.		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge. - Competently 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.	
NOB [REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.		- Actions counter to Navy's retention/recruitment goals. - Uninvolved with mentoring or professional development of subordinates. - Actions counter to good order and discipline and negatively affect Command/Organizational climate.		-		- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition. - Actions adequately encourage/support subordinates' personal/professional growth. - Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate. - Values differences as strengths. Fosters atmosphere of acceptance/inclusion per EO/EEO policy.		-		- Measurably contributes to Navy's increased retention and reduced attrition objectives. - Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment. - Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate. The model of achievement. Develops unit	
NOB [REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
35. MILITARY BEARING/CHARACTER Appearance, conduct, physical fitness, adherence to Navy Core Values.		- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.		-		- Exemplary personal appearance. - Exemplary representative of Navy. - A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
NOB [REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
36. TEAMWORK: Contributions towards 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.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
NOB [REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
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 far better than expected.	
NOB [REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[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	5.0 Greatly Exceeds Standards		
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> - Neglects growth/development or welfare of subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission and vision. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. 		<ul style="list-style-type: none"> - Effectively stimulates growth/development in subordinates. - Organizes successfully, implementing process improvements and efficiencies. - Sets/achieves useful, realistic goals that support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, subordinates reach highest level of growth and development. - Superb organizer, great foresight, develops process improvements and efficiencies. - Leadership achievements dramatically further command mission and vision. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. 		
NOB	[REDACTED]		[REDACTED]		[REDACTED]		
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
NOB	[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 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable.							
[REDACTED]							
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]						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]
43. SUMMARY	[REDACTED]						
[REDACTED]							Date:
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							



DEPARTMENT OF THE NAVY
NAVAL SPECIAL WARFARE COMMAND
2000 TRIDENT WAY
SAN DIEGO, CALIFORNIA 92165-5599

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

[REDACTED]

[REDACTED]

Copy to:
CDR ZINKE

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 [REDACTED]			
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 68869		7. Ship/Station NAVSPECWARCEN			8. Promotion Status REGULAR		9. Date Reported 01JAN16		
Occasion for Report 10. Periodic <input type="checkbox"/> 11. of Individual <input checked="" type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>			Period of Report 14. From: 06AUG12 15. To: 06DEC29			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) [REDACTED]			23. Grade 1130		24. Desig 1130		25. Title [REDACTED]	
26. UIC 68869			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.) PCO Pre-commissioning Officer responsible for organizing personnel, trainign curriculum, fiduciary requiriements, equipment, and supporting resources in support of the establishment of NSW Advanced Training Command (ATC).											
For Mid-term Counseling Use. (When completing FYREP, enter 30 and 31 from counseling worksheet, sign 32.)				30. Date Counseled [REDACTED]		31. Counselor [REDACTED]		32. Signature of Individual Counseled [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.		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge. - Competently 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.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.		- Actions counter to Navy's retention/reenlistment goals. - Uninvolved with mentoring or professional development of subordinates. - Actions counter to good order and discipline and negatively affect Command/Organizational climate.		-		- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition. - Actions adequately encourage/support subordinates' personal/professional growth. - Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.		-		- Measurably contributes to Navy's increased retention and reduced attrition objectives. - Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment. - Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
35. MILITARY BEARING CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.		- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.		-		- Exemplary personal appearance. - Exemplary representative of Navy. - A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
36. TEAMWORK: Contributions towards 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.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
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 far better than expected.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[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	5.0 Greatly Exceeds Standards		
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> - Neglects growth/development or welfare of subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission and vision. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. 		<ul style="list-style-type: none"> - Effectively stimulates growth/development in subordinates. - Organizes successfully, implementing process improvements and efficiencies. - Sets/achieves useful, realistic goals that support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, subordinates reach highest level of growth and development. - Superb organizer, great foresight, develops process improvements and efficiencies. - Leadership achievements dramatically further command mission and vision. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. 		
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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.							
[REDACTED]							
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	[REDACTED]						45. Signature of Reporting Senior [REDACTED]
43. SUMMARY	[REDACTED]						
45. Signature of Reporting Senior [REDACTED]		Date: 1/12/07		46. Signature of individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." [REDACTED]		Date: 12 Nov 07	
47. Typed name, grade, command, etc, 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 [REDACTED]	
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 68869		7. Ship/Station NAVSPECWARCEN		8. Promotion Status REGULAR	
9. Date Reported 01JAN16		10. Periodic <input type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input checked="" type="checkbox"/> 13. Special <input type="checkbox"/>		14. From: 06MAY01 15. To: 06AUG11			
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) SPECIAL01			
22. Reporting Senior (Last, FI MI) [REDACTED]		23. Grade 1130		24. Desig 1130		25. Title [REDACTED]	
26. UIC 68869		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.) 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 Counseled [REDACTED]		31. Counselor [REDACTED]		32. Signature of Individual Counseled [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.	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently 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.		
NOB [REDACTED]							
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.	- Actions counter to Navy's retention/recruitment goals. - Uninvolved with mentoring or professional development of subordinates. - Actions counter to good order and discipline and negatively affect Command/Organizational climate.	-	- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition. - Actions adequately encourage/support subordinates' personal/professional growth. - Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate. - Values differences as strengths. Fosters atmosphere of acceptance/inclusion per EO/EEO policy.	-	- Measurably contributes to Navy's increased retention and reduced attrition objectives. - Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment. - Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.		
NOB [REDACTED]							
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Exemplary personal appearance. - Exemplary representative of Navy. - A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.		
NOB [REDACTED]							
36. TEAMWORK: Contributions towards 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.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.		
NOB [REDACTED]							
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 far better than expected.		
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 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"> - Neglects growth/development or welfare of subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission and vision. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. 		<ul style="list-style-type: none"> - Effectively stimulates growth/development in subordinates. - Organizes successfully, implementing process improvements and efficiencies. - Sets/achieves useful, realistic goals that support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, subordinates reach highest level of growth and development. - Superb organizer, great foresight, develops process improvements and efficiencies. - Leadership achievements dramatically further command mission and vision. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. 		
NOB [REDACTED]							
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
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.							
[REDACTED]							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER NAVSPECWARCEN 2446 TRIDENT WAY SAN DIEGO, CA 92155-5494
42. INDIVIDUAL	[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]
43. SUMMARY	[REDACTED]						
45. Signature of Reporting Senior		Date: 2006					
Member	Group Average		[REDACTED]		Date: 2006		
47. Ty	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 [REDACTED]			
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		9. Date Reported 01 JAN 16		
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"/>				Period of Report 14. From: 05SEP01 15. To: 06APR30							
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) SPECIAL01					
22. Reporting Senior (Last, FI MI) [REDACTED]			23. Grade [REDACTED]		24. Desig 1130		25. Title [REDACTED]		26. UIC 68869		
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.) 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 Counseled [REDACTED]		31. Counselor [REDACTED]		32. Signature of individual Counseled [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.		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge. - Competently 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.	
NOB [REDACTED]											
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.		- Actions counter to Navy's retention/reenlistment goals. - Uninvolved with mentoring or professional development of subordinates. - Actions counter to good order and discipline and negatively affect Command/Organizational climate.		-		- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition. - Actions adequately encourage/support subordinates' personal/professional growth. - Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.		-		- Measurably contributes to Navy's increased retention and reduced attrition objectives. - Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment. - Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.	
NOB [REDACTED]											
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.		- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.		-		- Exemplary personal appearance. - Exemplary representative of Navy. - A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
NOB [REDACTED]											
36. TEAMWORK: Contributions towards 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.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
NOB [REDACTED]											
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 far better than expected.	
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 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"> - Neglects growth/development or welfare of subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission and vision. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. 		<ul style="list-style-type: none"> - Effectively stimulates growth/development in subordinates. - Organizes successfully, implementing process improvements and efficiencies. - Sets/achieves useful, realistic goals that support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, subordinates reach highest level of growth and development. - Superb organizer, great foresight, develops process improvements and efficiencies. - Leadership achievements dramatically further command mission and vision. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. 		
NOB [REDACTED]	[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"> - Has difficulty attaining qualification expected for the rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
NOB [REDACTED]	[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 1.0 marks, three 2.0 marks, and 2.0 marks in Block 34 must be specifically substantiated in comments. Comments must be verifiable.							
[REDACTED]							
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	[REDACTED]						45. Signature of Reporting Senior [REDACTED] Date: 31 May 06
43. SUMMARY	[REDACTED]						
46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement."				47. Signature of Regular Reporting Senior on Concurrent Report			
Member Tr	Group Average:			Date: 31 May 06			Date: 31 May 06
47. Typed	[REDACTED]						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 [REDACTED]			
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 68869		7. Ship/Station NAVSPECWARCEN			8. Promotion Status REGULAR		9. Date Reported 01JAN16		
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"/>				Period of Report 14. From: 04JUL10 15. To: 05AUG31							
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) SPECIAL01				
22. Reporting Senior (Last, FI MI) [REDACTED]			23. Grade [REDACTED]		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 Counseled [REDACTED]		31. Counselor [REDACTED]		32. Signature of Individual Counseled [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.		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge. - Competently 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.	
NOB [REDACTED]											
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.		- Actions counter to Navy's retention/reenlistment goals. - Uninvolved with mentoring or professional development of subordinates. - Actions counter to good order and discipline and negatively affect Command/Organizational climate.		-		- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition. - Actions adequately encourage/support subordinates' personal/professional growth. - Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.		-		- Measurably contributes to Navy's increased retention and reduced attrition objectives. - Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment. - Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.	
NOB [REDACTED]											
35. MILITARY BEARING/CHARACTER Appearance, conduct, physical fitness, adherence to Navy Core Values.		- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.		-		- Exemplary personal appearance. - Exemplary representative of Navy. - A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
NOB [REDACTED]											
36. TEAMWORK: Contributions towards 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.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
NOB [REDACTED]											
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 far better than expected.	
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"> - Neglects growth/development or welfare of subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission and vision. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. 	-	<ul style="list-style-type: none"> - Effectively stimulates growth/development in subordinates. - Organizes successfully, implementing process improvements and efficiencies. - Sets/achieves useful, realistic goals that support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. 	-	<ul style="list-style-type: none"> - Inspiring motivator and trainer, subordinates reach highest level of growth and development. - Superb organizer, great foresight, develops process improvements and efficiencies. - Leadership achievements dramatically further command mission and vision. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Continually improves the personnel and 		
NOB [REDACTED]							
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 	-	<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 	-	<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
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.							
[REDACTED]							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMNAVSPECWARCEN 2446 PRIDENT WAY SAN DIEGO, CA 92155
42. INDIVIDUAL	[REDACTED]						[REDACTED]
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 make a statement." [REDACTED]			
Date: 25 Oct 05				Date: 25 Oct 05			
Member Trait	Summary Group Average [REDACTED]						
47. Typed name and signature of Regular Reporting Senior on Concurrent Report [REDACTED]							
Date:							

FITNESS REPORT & COUNSELING RECORD (E7-O6)

RCS BUPERS 16102

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 <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 68869		7. Ship/Station NAVSPECWARCEN			8. Promotion Status REGULAR		9. Date Reported 01 JAN 16		
10. Periodic <input type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input checked="" type="checkbox"/> 13. Special <input type="checkbox"/>		14. From: 03SEP01				15. To: 04JUL09					
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) INSTRUCTOR					
22. Reporting Senior (Last, FI MI) [REDACTED]		23. Grade 1130		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.) 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 Completed [REDACTED]		31. Counselor [REDACTED]		32. Signature of [REDACTED] 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.		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge. - Competently 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.	
NOB [REDACTED]											
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.		- Actions counter to Navy's retention/reenlistment goals. - Uninvolved with mentoring or professional development of subordinates. - Actions counter to good order and discipline and negatively affect Command/Organizational climate.		-		- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition. - Actions adequately encourage/support subordinates' personal/professional growth. - Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.		-		- Measurably contributes to Navy's increased retention and reduced attrition objectives. - Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment. - Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.	
NOB [REDACTED]											
35. MILITARY BEARING/CHARACTER Appearance, conduct, physical fitness, adherence to Navy Core Values.		- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.		-		- Exemplary personal appearance - Exemplary representative of Navy - A leader in physical readiness - Exemplifies Navy Core Values HONOR, COURAGE, COMMITMENT.	
NOB [REDACTED]											
36. TEAMWORK: Contributions towards 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.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
NOB [REDACTED]											
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 far better than expected.	
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	5.0 Greatly Exceeds Standards		
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> - Neglects growth/development or welfare of subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission and vision. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. 		<ul style="list-style-type: none"> - Effectively stimulates growth/development in subordinates. - Organizes successfully, implementing process improvements and efficiencies. - Sets/achieves useful, realistic goals that support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, subordinates reach highest level of growth and development. - Superb organizer, great foresight, develops process improvements and efficiencies. - Leadership achievements dramatically further command mission and vision. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. 		
NOB [REDACTED]							
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
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.							
[REDACTED]							
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	[REDACTED]						
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 make a statement." [REDACTED]			
Date: 7 JUL 04				Date: 8 JUL 04			
Member Trait Average:		Summary Group Average:		Date: 8 JUL 04			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							

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 [REDACTED]			
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> 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 <input checked="" type="checkbox"/> 11. Detachment of Individual <input type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: 02SEP01 15. To: 03AUG31							
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) INSTRUCTOR					
22. Reporting Senior (Last, FI MI) [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-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 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 Counseled [REDACTED]		31. Counselor [REDACTED]		32. Signature of Individual Counseled [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.		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge. - Competently 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.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
34. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community.		- Actions counter to Navy's retention/reenlistment goals. - Uninvolved with mentoring or professional development of subordinates. - Actions counter to good order and discipline and negatively affect Command/Organizational climate.		-		- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition. - Actions adequately encourage/support subordinates' personal/professional growth. - Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate.		-		- Measurably contributes to Navy's increased retention and reduced attrition objectives. - Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment - Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.		- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.		-		- Exemplary personal appearance. - Exemplary representative of Navy. - A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
36. TEAMWORK: Contributions towards 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.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]	
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 far better than expected.	
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[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"> - Neglects growth/development or welfare of subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission and vision. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. 		<ul style="list-style-type: none"> - Effectively stimulates growth/development in subordinates. - Organizes successfully, implementing process improvements and efficiencies. - Sets/achieves useful, realistic goals that support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, subordinates reach highest level of growth and development. - Superb organizer, great foresight, develops process improvements and efficiencies. - Leadership achievements dramatically further command mission and vision. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. 		
NOB [REDACTED]							
39 TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
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.							
[REDACTED]							
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	[REDACTED]						44. Reporting Senior Address COMMANDING OFFICER NAVAL SPECIAL WARFARE CENTER 2446 TRIDENT WAY SAN DIEGO CA 92155-5494
43. SUMMARY	[REDACTED]						
45. Signature of Reporting Senior [REDACTED] Date: 30 SEP 03				46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." [REDACTED] Date: 24 SEP 03			
Member Trait Average [REDACTED] Summary Group Average: [REDACTED]				47. Typed name, grade, command, etc., and signature of Regular Reporting Senior on Concurrent Report [REDACTED] Date: [REDACTED]			

FITNESS REPORT & COUNSELING RECORD (E7-O6)

NC'S BLUPERS 161111

1 Name (Last, First MI Suffix) ZINKE, RYAN K		2 Grade/Rate CDR		3 Desig 1130		4 [Redacted]	
5 ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ 265 <input type="checkbox"/>		6 UIC 68869		7 Ship/Station NAVSPECWARCEN		8 Promotion Status REGULAR	
9 Date Reported 01JAN16							
10 Occasion for Report Periodic <input checked="" type="checkbox"/> 11. Detachment of Individual <input type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>		14 Period of Report From 01SEP01 To 02AUG31					
16 Not Observed Report <input type="checkbox"/> 17. Type of Report Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20 Physical Readiness		21 Ballot Subcategory (if any) INSTRUCTOR			
22 Reporting Senior (Last, FI MI) [Redacted]		23 Grade 1130		24 Desig 1130		25 Title [Redacted]	
26 UIC 68869		27 [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-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 FITREP, enter 30 and 31 from counseling record, sign 32.)		30 Date Completed [Redacted]		31 Counselor [Redacted]		32 Signature of Individual Commanded [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 proficiency, and qualifications. NOB [Redacted]	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		- Has thorough professional knowledge - Competently 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.		
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB [Redacted]	- 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 disregarding 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.		- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.		
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values. NOB [Redacted]	- Consistently unmet appearance. - Unsatisfactory demeanor/conduct. - 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 PRT A leader in physical readiness - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT		
36. TEAMWORK: Contributions to team building and team results. NOB [Redacted]	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take directions well.		- Reinforces others' efforts, meets personal commitments to team - Understands team goals, employs good teamwork techniques - Accepts and offers team direction		- Team builder, inspires cooperation and progress. - Talented manager, focuses goals and techniques for team. - The best at accepting and offering team direction.		
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission. NOB [Redacted]	- 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 far better than expected		

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. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank, and experience.

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 point. 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 NAVSPECWARCEN 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 submit a statement."
Date: 30 AUG 02							
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							Date: 30 AUG 01
							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 [REDACTED]				
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 68869		7. Ship/Station NAVSPECWARCEN			8. Promotion Status REGULAR		9. Date Reported 01JAN16			
Occasion for Report 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: 01AUG04 15. To: 01AUG31								
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) INSTRUCTOR		
22. Reporting Senior (Last, FI MI) [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-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 Counseled [REDACTED]		31. Counselor [REDACTED]		32. Signature of Individual Counseled [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 proficiency, 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. - Competently 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.		
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		
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		-		- 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		-		- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit		
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		
35. MILITARY BEARING/CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values.		- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.		
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		
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 directions well.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.		
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		
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 far		
NOB		[REDACTED]		[REDACTED]		[REDACTED]		[REDACTED]		[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 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"> -Fails to motivate, train or develop subordinates. -Fails to organize, creates problems for subordinates. -Does not set or achieve goals relevant to command mission. -Lacks ability to cope with or tolerate stress. -Inadequate communicator. -Tolerates hazards or unsafe practices. -Does not attend to welfare of 	<ul style="list-style-type: none"> - - - - - - - 	<ul style="list-style-type: none"> -Effectively motivates, trains and develops subordinates. -Organizes successfully, solves problems as they occur. -Sets/achieves useful, realistic goals which support command mission. -Performs well in stressful situations. -Clear, timely communicator. -Ensures safety of personnel and equipment. -Routinely considers subordinates' personal and professional welfare 	<ul style="list-style-type: none"> - - - - - - - 	<ul style="list-style-type: none"> -Inspiring motivator and trainer, consistently builds winners. -Superb organizer, great foresight, gets ahead of problems. -Leadership achievements dramatically further command mission. -Perseveres through the toughest challenges and inspires others. -Exceptional communicator. -Makes subordinates safety-conscious, maintains top safety record. -Constantly improves the personal and professional lives of others. 		
NOB [REDACTED]	[REDACTED]	[REDACTED]	[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"> -Has difficulty attaining qualification expected for the rank or experience. -Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. -Warfare skills in specialty are below standards compared to others of same rank and experience. 	<ul style="list-style-type: none"> - - - 	<ul style="list-style-type: none"> -Attains qualifications as required and expected. -Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. -Warfare skills in specialty equal to others of same rank and experience. 	<ul style="list-style-type: none"> - - - 	<ul style="list-style-type: none"> -Fully qualified at appropriate level for rank and experience. -Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. -Warfare skills in specialty exceed others of same rank and experience. 		
NOB [REDACTED]	[REDACTED]	[REDACTED]	[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. 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.							
[REDACTED]							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER NAVSSECWARCEN 2446 TRIDENT WAY SAN DIEGO, CA 92155-5494
42. INDIVIDUAL	[REDACTED]						[REDACTED]
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 I intend to submit a statement [REDACTED]			
Date: 10 SEP 01				Date: 12 SEP 01			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							

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 [REDACTED]	
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	
9. Date Reported 01JAN16		10. Periodic <input type="checkbox"/> Detachment <input type="checkbox"/> Detachment of <input checked="" type="checkbox"/> 12. Reporting Senior <input checked="" type="checkbox"/> 13. Special <input type="checkbox"/>		14. From: 01JAN16		15. To: 01AUG03	
16. Not Observed Report <input type="checkbox"/> Type of Report <input checked="" type="checkbox"/> 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, FLMI) [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 Counseled [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 proficiency, 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. -Competently 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.		
NOB	[REDACTED]						
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 disregarding 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.	-	-Admired for fairness and human respect. -Ensures a climate of fairness and respect for human worth. -Pro-active EO leader, achieves concrete EO objectives. -Leader and model contributor to unit cohesiveness and morale.		
NOB	[REDACTED]						
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values.	-Consistently unsat appearance. -Unsatisfactory demeanor/conduct. -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 PRT. A leader in physical readiness. -Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.		
NOB	[REDACTED]						
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 directions well.	-	-Reinforces others' efforts, meets personal commitments to team. -Understands team goals, employs good teamwork techniques. -Accepts and offers team direction.	-	-Team builder, inspires cooperation and progress. -Talented mentor, focuses goals and techniques for team. -The best at accepting and offering team direction.		
NOB	[REDACTED]						
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 far		
NOB	[REDACTED]						

RCS BUPERS 1610-1

NAVPER 1610/2 (7-95)

FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE RYAN KEITH				2. Grade/Rate LCDR		3. Desig 1130		4. SSN [REDACTED]	
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 53991		7. Ship/Station NAVSPECWARUNIT TWO		8. Promotion Status SELECTED		9. Date Reported 99JUL09	
10. Periodic <input type="checkbox"/> 11. of Individual <input checked="" type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>		14. From: 00JUN28		15. To: 01JAN15		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		21. Billet Subcategory (if any) N/A		22. Reporting Senior (Last, FI/MI) [REDACTED]		23. Grade 1130		24. Desig 53991	
25. Title [REDACTED]		26. UIC 53991		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.) EXECUTIVE OFF 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 COUNSELED		31. Counselor		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	
33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, 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. - Competently performs both routine and new tasks. - Steadily improves skills, achieves timely qualifications.		-	
NOB		-		-		-		-	
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		-		- 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		-	
NOB		-		-		-		-	
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values		- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - 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.		-	
NOB		-		-		-		-	
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 directions well.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-	
NOB		-		-		-		-	
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.		-	
NOB		-		-		-		-	

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

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE RYAN KEITH		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"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and 		
NOB [REDACTED]							
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to other of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
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	44. Reporting Senior Address
42. INDIVIDUAL	[REDACTED]						Commanding Officer
43. SUMMARY	[REDACTED]						NSWU-2
	[REDACTED]						CMR 445
	[REDACTED]						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."		
[REDACTED]					[REDACTED]		
Date: 14 JAN 01					Date: 14 JAN 01		
47. Signature of Regular Reporting Senior on Concurrent Report							
[REDACTED]							
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 <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 53991		7. Ship/Station NAVSPECWARUNIT TWO		8. Promotion Status REGULAR	
9. Date Reported 99JUL09		10. Periodic <input type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input checked="" type="checkbox"/> 13. Special <input type="checkbox"/>		14. From: 99DEC01 15. To: 00JUN27		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) [REDACTED]		23. Grade 1130	
24. Desig 1130		25. Title [REDACTED]		26. UIC 53991		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.) 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.)		30. Date Counseled [REDACTED]		31. Counselor [REDACTED]		32. Signature of Individual Counseled [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. NOB [REDACTED]	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently 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.		
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB [REDACTED]	- 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 disregarding 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.	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.		
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values NOB [REDACTED]	- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.		
36. TEAMWORK: Contributions to team building and team results. NOB [REDACTED]	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take directions well.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.		
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB [REDACTED]	- 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 far better than expected.		

ZINKE RYAN K

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

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, R K		2. Grade/Rate LCDR		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"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others. 		
NOB [REDACTED]							
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to other of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
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	44. Reporting Senior Address
42. INDIVIDUAL	[REDACTED]						Commanding Officer
43. SUMMARY	[REDACTED]						NSWU-2
	[REDACTED]						CMR 445
	[REDACTED]						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."			
[REDACTED]				[REDACTED]			
Date: 27 JUN 2000				Date: 29 JUN 2000			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
[REDACTED]							

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 <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 53991		7. Ship/Station NAVSPECWARUNIT 2			8. Promotion Status REGULAR		9. Date Reported 99JUL09		
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"/>				Period of Report 14. From: 99JUN16 15. To: 99OCT31							
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) NA					
22. Reporting Senior (Last, FI MI) [REDACTED]		23. Grade 1130		24. Desig 1130		25. Title [REDACTED]		26. UIC 53991		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.) EXECUTIVE OFF 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 Counseled [REDACTED]		31. Counselor [REDACTED]		32. Signature of Individual Counseled [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.		- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.		-		- Has thorough professional knowledge. - Competently 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.	
NOB											
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		-		- 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		-		- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit	
NOB											
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values		- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
NOB											
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 directions well.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
NOB											
37. MISSION AC-COMPLISHMENT 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 far better than expected	
NOB											

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 LCDR		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"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and 		
NOB [REDACTED]							
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to other of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
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	Problems	Progressing	Promotable	Promote	Promote	Commanding Officer
42. INDIVIDUAL	[REDACTED]						NSWU-2
43. SUMMARY	[REDACTED]						CMR 445 APO AE 09046
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." [REDACTED]			
Date: 16 Nov 99				Date: 16 Nov 99			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							

FITNESS REPORT & COUNSELING RECORD (E7-O6)

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 <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ 265		6. UIC 47898		7. Ship/Station COMNAVSPECWARDEVGR			8. Promotion Status REGULAR		9. Date Reported 96JUL15		
Occasion for Report 10. Periodic <input type="checkbox"/> 11. of Individual <input checked="" type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: 98NOV01 15. To: 99JUN15							
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) NA					
22. Reporting Senior (Last, FI MI) [REDACTED]			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 Counseled [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 ^a Below Standards		2.0 Pro- gressing		3.0 Meets Standards		4.0 Above Standards		5.0 ^a Greatly Exceeds Standards	
33. PROFESSIONAL EXPERTISE: Professional proficiency, 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. - Competently 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.	
NOB											
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 disregarding 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.		-		- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.	
NOB											
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values.		- Consistently unsat appearance. - Unsatisfactory demeanor/conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	
NOB											
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 directions well.		-		- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.		-		- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.	
NOB											
37. MISSION AC-COMPLISHMENT 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 far better than expected.	
NOB											

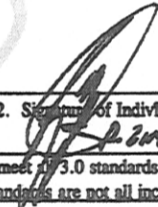
FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K		2. Grade/Rate LCDR		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.	- Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates.	-	- Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare.	-	- Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.		
NOB [REDACTED]							
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	- Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and	-	- Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience.	-	- Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.		
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. 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.							
[REDACTED]							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDER NAVAL SPECIAL WARFARE DEVELOPMENT GROUP 1636 REGULUS AVENUE VIRGINIA BEACH VA 23461-2299
42. INDIVIDUAL	[REDACTED]						46. Signature of Reporting Senior [REDACTED] Date: 14 Jun 99
43. SUMMARY	[REDACTED]						
45. Signature of Reporting Senior [REDACTED] Date: 14 Jun 99			46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand the content of this statement. I intend to submit a statement." [REDACTED] Date: 14 JUN 99				
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report Date:							

FITNESS REPORT & COUNSELING RECORD (E7 - O6)

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 <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 10. Periodic <input checked="" type="checkbox"/> 11. Detachment of Individual <input type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: 97NOV01 15. To: 98OCT31					
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) NA	
22. Reporting Senior (Last, FI MI) [REDACTED]		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. 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.) TEAM LEADER 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 Counseled 	
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet 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.	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently 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.				
NOB									
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	-	- 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	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit				
NOB									
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.				
NOB									
36. TEAMWORK: Contributions towards 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.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.				
NOB									
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 far better than				
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 [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"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 	-	<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 	-	<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others. 	NOB [REDACTED]	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualifications expected for rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 	-	<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 	-	<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 	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. [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.							
[REDACTED]							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDER NAVAL SPECIAL WARFARE DEVELOPMENT GROUP 1636 REGULUS AVENUE VIRGINIA BEACH, VA 23461-2299
42. INDIVIDUAL	[REDACTED]						45. Signature of Reporting Senior [REDACTED] Date: 13 Nov 98
43. SUMMARY	[REDACTED]						
46. Signature of Reporting Senior evaluated. * I have seen this report, been apprised of my performance, and hereby make a statement. I intend to submit a statement [REDACTED] Date: 13 Nov 98							47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report [REDACTED] Date:

FITNESS REPORT & COUNSELING RECORD

FEB 17 1998 ACB (E7 - O6)

235, 251

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 <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 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: 97JUN06 15. To: 97OCT31			
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) NA	
22. Reporting Senior (Last, FI MI) [REDACTED]		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/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) DEPT HEAD Tactical Development and Evaluation Team Leader-5.							
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 COUNSELED [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.	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently 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.		
NOB	[REDACTED]						
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	-	- 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	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit		
NOB	[REDACTED]						
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.		
NOB	[REDACTED]						
36. TEAMWORK: Contributions towards 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.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.		
NOB	[REDACTED]						
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 far better than expected.		
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 [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"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 	-	<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 	-	<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others. 	NOB [REDACTED]	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualifications expected for rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 	-	<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 	-	<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 	NOB [REDACTED]	
40. I recommend screening this individual for next career milestones(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. INDIVIDUAL	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	COMMANDER NAVAL SPECIAL WARFARE DEVELOPMENT GROUP PAM NECK VA VIRGINIA BEACH VA 23461-2299
43. SUMMARY							
45. Signature of Reporting Senior					46. Signature of Reporting Senior		
[REDACTED]					[REDACTED]		
Date: 17 DEC 97					Date: 17 DEC 97		
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
[REDACTED]							
Date:							

FITNESS REPORT & COUNSELING RECORD (E7 - O6)

NAVG 07 1977 N
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 <input type="checkbox"/>	INACT <input type="checkbox"/>	AT/ADSW/245 <input type="checkbox"/>	6. UIC 47898
7. Ship/Station COMNAVSPECWARDEVGR		8. Promotion Status REGULAR		9. Date Reported 96JUL15
Occasion for Report 10. Periodic <input type="checkbox"/> 11. Detachment of Individual <input type="checkbox"/> 12. Detachment of Reporting Senior <input checked="" type="checkbox"/> 13. Special <input type="checkbox"/>		Period of Report 14. From: 96NOV01 15. To: 97JUN05		
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) [REDACTED]		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/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 Counseled
[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. NOB	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skills. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently 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.
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB	- 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	-	- 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	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values. NOB	- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
36. TEAMWORK: Contributions towards team building and team results. NOB	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take direction well.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning/prioritizing, achieving mission. NOB	- 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 far better than

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 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"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.

NOB

39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualifications expected for rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.
---	--	--	---	--	---

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. 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	Entry Promote	42. Reporting Senior's 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 evaluated. * I have seen this report, been apprised of my performance, and understand I intend to submit a statement.		
Date: 2 JUN 97					Date: 2 JUN 97		
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							

1 (R) (BC)
 SELING RECORD (E7 - 06)

VALID MAR 06 2000

RCS BUPERS 1610-1

FITNESS REPORT & CO

1. Name (Last, First MI Suffix) ZINKE, RYAN K				2. Grade/Rate LCDR		3. L 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 10. Periodic <input checked="" type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. 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. On Cdr <input type="checkbox"/>		20. Physical Readiness				21. Billet Subcategory (if any) NA			
22. Reporting Senior (Last, FI MI)				23. Grade 1130		24. Desig		25. Title		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 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 knowledge, proficiency, 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. - Competently performs both routine and new tasks. - Stradily 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.
NOB					
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 disregarding 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.	-	- Admired for fairness and human respect. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.
NOB					
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values.	- Consistently unsatisfactory appearance. - Unsatisfactory demeanor or conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
NOB					
36. TEAMWORK: Contributions towards 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.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Talented mentor, focuses goals and techniques for team. - The best at accepting and offering team direction.
NOB					
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 far better than expected.
NOB					

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

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 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"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others. 	[REDACTED]	
NOB [REDACTED]							
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualifications expected for rank and experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 	[REDACTED]	
NOB [REDACTED]							
40. I recommend screening this individual for next career milestones(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. [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.							
[REDACTED]							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	COMMANDER NAVAL SPECIAL WARFARE DEVELOPMENT GROUP DAM NECK VA VIRGINIA BEACH VA 23461-2299
43. SUMMARY	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	
45. Signature of Reporting Senior [REDACTED]						46. Signature of Reporting Senior [REDACTED]	
Date: 31 OCT 96						Date: 31 OCT 96	
47. Typed Name, Grade, Component, Over, and Signature of Regular Reporting Senior on Concurrent Report							
Date:							

FITNESS REPORT & COUNSELING RECORD (E7 - O6)

SEP 23 1990

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K		2. Grade/Rate LCDR		3. Duty Station 1130		4. SSN [REDACTED]	
5. ACT <input checked="" type="checkbox"/> TAE <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ <input type="checkbox"/> 265		6. CIC 00061		7. Ship/Station CINCUSNAVEUR LONDON UK		8. Promotion Status REGULAR	
9. Date Reported 93AU605		10. Periodic <input type="checkbox"/> 11. Detachment of Individual <input checked="" type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>		14. From: 95NOVD1		15. To: 96JUL13	
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 <input type="checkbox"/>		21. Billet Subcategory (if any) NA			
22. Reporting Senior (Last, FI MI) [REDACTED]		23. Grade [REDACTED]		24. Duty Station 1130		25. Title [REDACTED]	
26. CIC 00061		27. SSN [REDACTED]					
28. Continued employment and command achievements. CONDUCTING NAVAL OPERATIONS AND TRAINING IN FASTLANT AND MEDITERRANEAN, PLANNING FOR WAR AND CONTINGENCIES, LOGISTIC AND ADMINISTRATIVE SUPPORT TO U.S. NAVAL FORCES AND ACTIVITIES.							
29. Primary/Colateral/Understanding duties. (Enter primary duty abbreviation in box.) PLANS/POLICY Plans-Special Warfare and Contingency Plans Officer-9, Noncombatant Evacuation (NBO) Crisis Action Officer-9, Total Quality Leadership (TQL) Advisor-9 Directorate Fitness Coordinator-9.							
For Use when Counseling Unit. (When counseling FITREP, enter 20 and 31 from counseling record, sign 32.)				30. Date Counseling [REDACTED]		31. Counseling [REDACTED]	
32. Signature of Individual Counseling [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. NOB [REDACTED]	- Lacks basic professional knowledge to perform effectively. - Cannot apply basic skill. - Fails to develop professionally or achieve timely qualifications.	-	- Has thorough professional knowledge. - Competently 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.		
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB [REDACTED]	- 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. - Ensures a climate of fairness and respect for human worth. - Pro-active EO leader, achieves concrete EO objectives. - Leader and model contributor to unit cohesiveness and morale.		
35. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values. NOB [REDACTED]	- Consistently worst appearance. - Unsubstantiated demeanor/conduct. - 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 PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.		
36. TEAMWORK: Contributions to team building and team results. NOB [REDACTED]	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take direction well.	-	- Reinforces others' efforts, meets personal commitments to team. - Understands team goals, employs good teamwork techniques. - Accepts and offers team direction.	-	- Team builder, inspires cooperation and progress. - Tactical member, focuses goals and techniques for team. - The best at accepting and offering team direction.		
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission. NOB [REDACTED]	- 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 far better than expected.		

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

BCS BUPERS 1610-1

1. Name (Last, First MI Suffix) ZINKE, RYAN K		2. Grade/Rate LCDR		3. Desig 1130		4. SSN [REDACTED]	
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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"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/archives useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional actions. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superior organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Consistently improves the personal and professional lives of others.
NOB [REDACTED]					
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification experts, rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.
NOB [REDACTED]					
40. I recommend sponsoring 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. 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	Most Promote	Early Promote	44. Reporting Senior Address COMMANDER IN CHIEF U.S. NAVAL FORCES EUROPE PSC 802 BOX 9 FPO AE 09499-0154
42. INDIVIDUAL	[REDACTED]						
43. SUMMARY							
45. Signature							
<div style="display: flex; justify-content: space-between;"> <div> <p>46. Signature of Reporting Senior on Counseling Report</p> <p>08 JUL 96</p> <p>Date: _____</p> </div> <div> <p>47. Signature of Regular Reporting Senior on Counseling Report</p> <p>Date: 08 JUL 96</p> </div> </div>						<p>44. Reporting Senior Address</p> <p>COMMANDER IN CHIEF U.S. NAVAL FORCES EUROPE PSC 802 BOX 9 FPO AE 09499-0154</p>	

Date: _____