

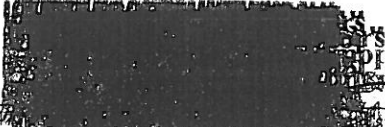
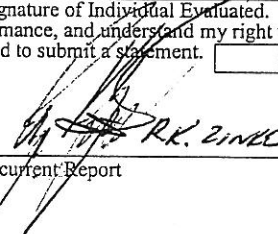
# FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

|                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |                                                                                                                                                                                                                                     |  |                                                                                                                                                                                                                                                                                                                   |  |                                                                                                                                                                                                                 |  |                                                       |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------|--|
| 1. Name (Last, First MI Suffix)<br>ZINKE, R K                                                                                                                                                                                                                                                                                                                                                                                      |  |                                                                                                                                                                                                                                     |  | 2. Grade/Rate<br>LCDR                                                                                                                                                                                                                                                                                             |  | 3. Desig<br>[REDACTED]                                                                                                                                                                                          |  | 4. SSN<br>[REDACTED]                                  |  |
| 5. ACT<br><input checked="" type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                      |  | TAR<br><input type="checkbox"/>                                                                                                                                                                                                     |  | INACT<br><input type="checkbox"/>                                                                                                                                                                                                                                                                                 |  | AT/ADSW/<br>265<br><input type="checkbox"/>                                                                                                                                                                     |  | 6. UIC<br>[REDACTED]                                  |  |
| 7. Ship/Station<br>NAVSPECWARUNIT TWO                                                                                                                                                                                                                                                                                                                                                                                              |  |                                                                                                                                                                                                                                     |  | 8. Promotion Status<br>SELECTED                                                                                                                                                                                                                                                                                   |  | 9. Date Reported<br>99JUL09                                                                                                                                                                                     |  |                                                       |  |
| Occasion for Report<br>10. Periodic<br><input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                    |  | Detachment<br>11. of Individual<br><input checked="" type="checkbox"/>                                                                                                                                                              |  | Detachment of<br>12. Reporting Senior<br><input type="checkbox"/>                                                                                                                                                                                                                                                 |  | 13. Special<br><input type="checkbox"/>                                                                                                                                                                         |  | Period of Report<br>14. From: 00JUN28 15. To: 01JAN15 |  |
| 16. Not Observed Report<br><input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                |  | Type of Report<br>17. Regular<br><input checked="" type="checkbox"/>                                                                                                                                                                |  | 18. Concurrent<br><input type="checkbox"/>                                                                                                                                                                                                                                                                        |  | 19. Ops Cdr<br><input type="checkbox"/>                                                                                                                                                                         |  | 20. Physical Readiness<br>P/WS                        |  |
| 21. Billet Subcategory (if any)<br>N/A                                                                                                                                                                                                                                                                                                                                                                                             |  | 22. Reporting Senior (Last, FI MI)<br>[REDACTED]                                                                                                                                                                                    |  | 23. Grade<br>CDR                                                                                                                                                                                                                                                                                                  |  | 24. Desig<br>[REDACTED]                                                                                                                                                                                         |  | 25. Title<br>CO                                       |  |
| 26. UIC<br>[REDACTED]                                                                                                                                                                                                                                                                                                                                                                                                              |  | 27. SSN<br>[REDACTED]                                                                                                                                                                                                               |  | 28. Command employment and command achievements.<br>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.)<br><b>EXECUTIVE OFF</b> PRIM: Executive Officer-7. Administers organization, operations, performance, good order and discipline of 100 personnel from four separate commands. Directs eight Department Heads and advises Commanding Officer. COLL: Deploys and conducts joint mission planning and serves as designated NAVSOF Mission CDR. |  |                                                                                                                                                                                                                                     |  |                                                                                                                                                                                                                                                                                                                   |  |                                                                                                                                                                                                                 |  |                                                       |  |
| For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.                                                                                                                                                                                                                                                                                                                             |  |                                                                                                                                                                                                                                     |  | 30. Date Counseled<br>NOT REQ                                                                                                                                                                                                                                                                                     |  | 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*<br>Below Standards                                                                                                                                                                                                             |  | 2.0<br>Pro-<br>gressing                                                                                                                                                                                                                                                                                           |  | 3.0<br>Meets Standards                                                                                                                                                                                          |  | 4.0<br>Above<br>Standards                             |  |
| 5.0*<br>Greatly Exceeds Standards                                                                                                                                                                                                                                                                                                                                                                                                  |  |                                                                                                                                                                                                                                     |  |                                                                                                                                                                                                                                                                                                                   |  |                                                                                                                                                                                                                 |  |                                                       |  |
| 33. PROFESSIONAL EXPERTISE: Professional knowledge, proficiency, and qualifications.<br>NOB <input type="checkbox"/>                                                                                                                                                                                                                                                                                                               |  | - Lacks basic professional knowledge to perform effectively.<br>- Cannot apply basic skills.<br>- Fails to develop professionally or achieve timely qualifications.                                                                 |  | -<br>-<br>-                                                                                                                                                                                                                                                                                                       |  | - Has thorough professional knowledge.<br>- Competently performs both routine and new tasks.<br>- Steadily improves skills, achieves timely qualifications.                                                     |  | -<br>-<br>-                                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | <input type="checkbox"/>                                                                                                                                                                                                            |  | <input type="checkbox"/>                                                                                                                                                                                                                                                                                          |  | <input type="checkbox"/>                                                                                                                                                                                        |  | <input checked="" type="checkbox"/>                   |  |
| 34. EQUAL OPPORTUNITY: Fairness, respect for human worth.<br>NOB <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                          |  | - Displays personal bias or engages in harassment.<br>- Tolerates bias, unfairness or harassment in subordinates.<br>- Lacks respect for EO objectives.<br>- Interferes with order and discipline by disregarding rights of others. |  | -<br>-<br>-                                                                                                                                                                                                                                                                                                       |  | - Always treats others with fairness and respect.<br>- Does not condone bias or harassment in or outside of workplace.<br>- Supports Navy EO objectives.<br>- Contributes to unit cohesiveness and morale.      |  | -<br>-<br>-                                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | <input type="checkbox"/>                                                                                                                                                                                                            |  | <input type="checkbox"/>                                                                                                                                                                                                                                                                                          |  | <input type="checkbox"/>                                                                                                                                                                                        |  | <input checked="" type="checkbox"/>                   |  |
| 35. MILITARY BEARING/ CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values<br>NOB <input type="checkbox"/>                                                                                                                                                                                                                                                                                              |  | - Consistently unsat appearance.<br>- Unsatisfactory demeanor/conduct.<br>- Unable to meet one or more physical readiness standards.<br>- Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT              |  | -<br>-<br>-                                                                                                                                                                                                                                                                                                       |  | - Excellent personal appearance.<br>- Excellent demeanor or conduct.<br>- Complies with physical readiness program, within all standards.<br>- Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT. |  | -<br>-<br>-                                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | <input type="checkbox"/>                                                                                                                                                                                                            |  | <input type="checkbox"/>                                                                                                                                                                                                                                                                                          |  | <input type="checkbox"/>                                                                                                                                                                                        |  | <input checked="" type="checkbox"/>                   |  |
| 36. TEAMWORK: Contributions to team building and team results.<br>NOB <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                     |  | - Creates conflict, unwilling to work with others, puts self above team.<br>- Fails to understand team goals or teamwork techniques.<br>- Does not take directions well.                                                            |  | -<br>-<br>-                                                                                                                                                                                                                                                                                                       |  | - Reinforces others' efforts, meets personal commitments to team.<br>- Understands team goals, employs good teamwork techniques.<br>- Accepts and offers team direction.                                        |  | -<br>-<br>-                                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | <input type="checkbox"/>                                                                                                                                                                                                            |  | <input type="checkbox"/>                                                                                                                                                                                                                                                                                          |  | <input type="checkbox"/>                                                                                                                                                                                        |  | <input checked="" type="checkbox"/>                   |  |
| 37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, prioritizing, achieving mission.<br>NOB <input type="checkbox"/>                                                                                                                                                                                                                                                                                           |  | - Lacks initiative.<br>- Unable to plan or prioritize.<br>- Does not maintain readiness.<br>- Fails to get the job done.                                                                                                            |  | -<br>-<br>-                                                                                                                                                                                                                                                                                                       |  | - Takes initiative to meet goals.<br>- Plans/prioritizes effectively.<br>- Maintains high state of readiness.<br>- Always gets the job done.                                                                    |  | -<br>-<br>-                                           |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | <input type="checkbox"/>                                                                                                                                                                                                            |  | <input type="checkbox"/>                                                                                                                                                                                                                                                                                          |  | <input type="checkbox"/>                                                                                                                                                                                        |  | <input checked="" type="checkbox"/>                   |  |

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

RCS BUPERS 1610-1

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| 1. Name (Last, First MI Suffix)<br><b>ZINKE, R K</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2. Grade/Rate<br><b>LCDR</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 3. Desig<br><b>[REDACTED]</b>                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4. SSN<br><b>[REDACTED]</b> |                                       |
| PERFORMANCE TRAITS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1.0*<br>Below Standards                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2.0<br>Pro-<br>gressing      | 3.0<br>Meets Standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4.0<br>Above<br>Standards                                                                                                                                                                                                                      | 5.0<br>Greatly Exceeds Standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                             |                                       |
| 38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.<br><br>NOB <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>- Fails to motivate, train or develop subordinates.</li> <li>- Fails to organize, creates problems for subordinates.</li> <li>- Does not set or achieve goals relevant to command mission.</li> <li>- Lacks ability to cope with or tolerate stress.</li> <li>- Inadequate communicator.</li> <li>- Tolerates hazards or unsafe practices.</li> <li>- Does not attend to welfare of subordinates.</li> </ul> <input type="checkbox"/> | <input type="checkbox"/>     | <ul style="list-style-type: none"> <li>- Effectively motivates, trains and develops subordinates.</li> <li>- Organizes successfully, solves problems as they occur.</li> <li>- Sets/achieves useful, realistic goals which support command mission.</li> <li>- Performs well in stressful situations.</li> <li>- Clear, timely communicator.</li> <li>- Ensures safety of personnel and equipment.</li> <li>- Routinely considers subordinates' personal and professional welfare.</li> </ul> <input type="checkbox"/> | <input type="checkbox"/>                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>- Inspiring motivator and trainer, consistently builds winners.</li> <li>- Superb organizer, great foresight, gets ahead of problems.</li> <li>- Leadership achievements dramatically further command mission.</li> <li>- Perseveres through the toughest challenges and inspires others.</li> <li>- Exceptional communicator.</li> <li>- Makes subordinates safety-conscious, maintains top safety record.</li> <li>- Constantly improves the personal and professional lives of others.</li> </ul> <input checked="" type="checkbox"/> |                             |                                       |
| 39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.<br><br>NOB <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>- Has difficulty attaining qualification expected for the rank or experience.</li> <li>- Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment.</li> <li>- Warfare skills in specialty are below standards compared to others of same rank and experience.</li> </ul> <input type="checkbox"/>                                                                                  | <input type="checkbox"/>     | <ul style="list-style-type: none"> <li>- Attains qualifications as required and expected.</li> <li>- Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty equal to other of same rank and experience.</li> </ul> <input type="checkbox"/>                                                                                                                                                                                | <input type="checkbox"/>                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>- Fully qualified at appropriate level for rank and experience.</li> <li>- Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment.</li> <li>- Warfare skills in specialty exceed others of same rank and experience.</li> </ul> <input checked="" type="checkbox"/>                                                                                                                                                                                                           |                             |                                       |
| 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.                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                | CO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                             | SENIOR WAR COLLEGE                    |
| 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.                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
| <b>**SELECT FOR COMMAND NOW! WIDELY ACCLAIMED AS A TOP NOTCH LEADER IN NAVAL SPECIAL WARFARE. STERLING PERFORMANCE AS XO AND ACTING CO. WILL EXCEL IN COMMAND!!</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
| *33/38/39. Deployed multiple times to Kosovo serving as Mission CDR of a joint 40-man Special Reconnaissance (SR) element consisting of forces sourced from theater NAVSOF, ARSOF, and AFSOF component commands. Directly responsible for the initial deployment and successful execution of over 20 high-priority SR missions in support of TASK FORCE FALCON-Operation JOINT GUARDIAN. Directed the integration of SR forces with theater intelligence collection assets to include UAVs, thermal capable aerial/ground units, and Other Government Agency (OGA) assets. Indisputable Joint Warfighting Expert! |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
| *36/37. Led my command to be in position to accommodate multiple NAVSOF forces and supporting Command and Control (C2) elements in order to fully support future NSW reorganization taskings. Took the initiative to identify logistics shortfalls and provided innovative solutions without the requirement for additional resources.                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
| *35. Mature stewardship of people and resources. Respected by all members of my command, higher headquarters staff, and other forward-deployed Special Operations units. Walks the deckplates and leaves no stone unturned to ensure Officers and Sailors have the right training, equipment, and leadership to excel and remain motivated to stay in the Navy.                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
| <b>**A MUST SCREEN FOR COMMANDING OFFICER AND ASSIGNMENT TO A WARFIGHTING COMMAND!</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
| Promotion Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | NOB                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Significant Problems         | Progressing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Promotable                                                                                                                                                                                                                                     | Must Promote                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Early Promote               | 44. Reporting Senior Address          |
| 42. INDIVIDUAL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <input type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | X                           | Commanding Officer<br>NSWU [REDACTED] |
| 43. SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <input checked="" type="checkbox"/>                                                                                                                                                                                                                                                                                                                                                                                                                                          |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1                           | CMR [REDACTED]<br>APO AE [REDACTED]   |
| 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."                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
| <br>Date: 14 JAN 01                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <br>I intend to submit a statement. <input type="checkbox"/> I do not intend to submit a statement. <input checked="" type="checkbox"/><br>Date: 14 JAN 01 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
| Signature of Regular Reporting Senior on Concurrent Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |                                       |