

1st Class Cadet Development Report											
Cadet Name _____		Position _____									
Rater (Direct Supervisor) _____		Position _____									
Senior Rater (Rater's Rater) _____		Position _____									
Rater: Performance											
LEADS											
EXTENDS INFLUENCE BEYOND THE CHAIN OF COMMAND											
STRENGTH		Demonstrates effective use of indirect influence techniques. Establishes trust to extend influence outside the chain of command. Proactively builds and maintains alliances to benefit the organization.									
STANDARD		Demonstrates understanding of conditions of indirect influence. Builds trust to extend influence outside the organization. Displays understanding of the importance of building alliances.									
NEED		Inconsistently demonstrates understanding of indirect influence. Misses or passively acts on opportunities to build trusting relationships outside the organization.									
DEVELOPS											
STEWARDS THE PROFESSION											
STRENGTH		Applies a mindset that looks to strengthen the profession of arms into the future. Assumes some risk to forego some short-term or personal gains in favor of improving one's own organization, other units, and other individuals. Cooperates by providing more assistance to others than expected to receive in return.									
STANDARD		Supports developmental opportunities of subordinates. Takes steps to improve the organization. Carefully manages resources of time, equipment, people, and money.									
NEED		Fails to extend assistance to others or other units. Disregards oversight of the tracking and use of resources. Fails to improve subordinates for follow-on assignments and fails to take steps to leave the organization in equal or better condition than when this leader arrived.									
ACHIEVES											
GETS RESULTS											
STRENGTH		Utilizes other competencies to accomplish objectives. Demonstrates understanding of supervising, managing, monitoring, and controlling of priorities of work. Reflects on end state prior to issuing guidance. Provides subordinates autonomy to accomplish the work.									
STANDARD		Prioritizes, organizes, and coordinates taskings for others. Plans for expected setbacks and enacts appropriate contingencies when needed. Monitors, coordinates and regulates subordinate actions but allows subordinates to accomplish the work.									
NEED		Demonstrates a limited understanding of supervising, managing, monitoring, and controlling priorities of work. Hasty prioritization and planning lead to incomplete guidance and direction.									
CHARACTER											
WARRIOR ETHOS / SERVICE ETHOS											
STRENGTH		Models the spirit of the profession of arms. Instills this behavior in subordinates and others.									
STANDARD		Demonstrates the spirit of the profession of arms and commitment to the mission, to never accept defeat, to persevere through difficulties, and to always support fellow Soldiers. Inconsistently demonstrates the spirit of the profession of arms. Downplays the importance of this sentiment.									
NEED											
PRESENCE											
CONFIDENCE											
STRENGTH		Projects self-confidence and inspires confidence in others. Models composure, an outward calm, and control over emotions in adverse situations. Manages personal stress, and remains supportive of stress in others.									
STANDARD		Displays composure, confidence, and mission-focus under stress. Effectively manages own emotions and remains in control of own emotions when situations become adverse.									
NEED		Inconsistently displays composure or a calm presence. Allows a setback to derail motivation. Displays a less than professional image of self or unit.									
INTELECT											
EXPERTISE											
STRENGTH		Demonstrates expert-level proficiency with technical aspects of job. Demonstrates understanding of joint, cultural and geopolitical knowledge. Conveys knowledge of technical, technological, and tactical systems to subordinates and others.									
STANDARD		Possesses facts and beliefs of joint, cultural and geopolitical knowledge. Seeks out information on systems, equipment, capabilities, and situations. Expands personal knowledge of technical, technological, and tactical areas.									
NEED		Demonstrates uncertainty or novice proficiency in technical aspects of job. Inconsistently applies competence of joint, cultural and geopolitical knowledge. Displays indifference toward expanding knowledge or skill set.									
Overall Assessment		Excels (A) Top 49% Only		Proficient (B)		Capable (C)		Unsatisfactory (D)		Unsatisfactory (F)	
Recommend a + or -?		_____									
Comments (Mandatory for D/F and/or "Needs" Block):											

Senior Rater : Performance in Duty Position / Potential for Increased Responsibility				
I Currently Senior Rate		in this grade		
1. Given their performance I believe this cadet is prepared to lead Soldiers at the _____ level.				
The next Three positions I would recommend this cadet for are:				
1	2	3		
(Must be KD)	Broadening	Broadening		
Most Qualified (B) Top 25% Only	Highly Qualified (B)	Qualified (C)	Not Qualified (D)	Not Qualified (F)
Recommend + or - to grade? _____				
Has the Cadet committed any serious infractions during the rating period? If Yes, please indicate level of infraction and outcome below: (Article 10, Honor, Respect)				
Comments (Mandatory for D/F):				
TAC Overall Assessment: Performance across all Pillars / Potential for Commissioning				
Date of Last APFT _____		Score _____	APFT Grade _____	
Is the Cadet in compliance with the ABCP? _____				
Does the cadet demonstrate potential for commissioning? (Y/N) _____				
Assess development IAW WPLDS Outcomes (Strength - S; Standard - ST; Developmental Need -D):		Potential compared to peers in company		
_____ Lives Honorably		Most Qualified (A) Top 25%		
_____ Leads Honorably		Highly Qualified (B)		
_____ Demonstrates Expertise		Qualified (C)		
		Unqualified (D)		
		Unqualified (F)		
		_____ Overall TAC Grade		
		_____ Final Grade		
Grade verification comments/plan for remediation; general comments:				
PDR Summary Report:				