

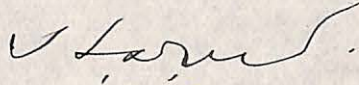
AA 201 McCoy, Howard M.

3rd Ind.

APR 14 1932

Hq. 6th C. A., Chicago, Ill., _____ To-
The Adjutant General, Washington, D. C.

Examined and forwarded.



For the Commanding General:

(USE TYPEWRITER IF POSSIBLE
IF NOT, PRINT PROPER NAMES)

EFFICIENCY REPORT

(SEE AR 600-185)

A. OFFICER REPORTED UPON: Howard M. McCoy, 0-18054, 2d Lieut., Air Corps. (FA)

Official status with respect to you: Subordinate officer under my command. (Grade) (Organization)

B. PERIOD COVERED BY THIS REPORT 2 1/2 months, from Oct. 13, 1931 to Dec. 31, 1931, incl.

C. STATIONS HE SERVED AT Selbridge Field, Michigan.

D. CONSIDER CAREFULLY THESE DEFINITIONS, KEEP THEM IN MIND WHEN RATING, AND COMPARE THE OFFICER WITH OTHERS IN SAME GRADE.

INFERIOR: EXCEPTIONALLY POOR performance of duty; EXCEPTIONALLY LACKING in qualification considered.

UNSATISFACTORY: Duty NOT performed AS WELL AS SHOULD REASONABLY BE EXPECTED under circumstances; not ENTIRELY satisfactory.

SATISFACTORY: EFFICIENT; duty WELL performed; UP TO STANDARD; qualification SATISFACTORY.

EXCELLENT: Duty performed in a HIGHLY EFFICIENT manner; qualification BETTER THAN usually accepted as SATISFACTORY.

SUPERIOR: PREEMINENTLY EFFICIENT performance of duty; qualified to a PREEMINENT degree.

E. DUTIES HE PERFORMED: (State separately and summarize. Where possible show duration of each in months. Example: Co. Comdr. ordinary garrison training, 8 mos. Summary court, 6 mos. Brig. Adj. prepared training schedules, Supply Officer.) In describing the manner of performance of duty, use one of five classifications as given under D, amplified as may be appropriate.

Duty	Months	Manner of performance
Squadron Athletic Officer	1 1/2	Satisfactory.
Assistant to Provost Marshal	(1)	See 2nd Ind.
On Leave of Absence Oct 13th to Nov 12/31.	1	

F. What degree of success has he attained under the following headings:
MAKE NO ENTRIES EXCEPT WHERE RATING IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT. (See par. D above.)

Inferior	Unsatisfactory	Satisfactory	Excellent	Superior
		X		
		X		
		X		
	Not observed.			
	"	"	"	
	"	"	"	

G. Enter on lines below any outstanding specialties of value in the military service. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT.

Airplane Pursuit Pilot - Satisfactory.

H. To what degree has he exhibited the following qualifications? Consider him in comparison with others in his grade and indicate your estimate by marking X in the appropriate rectangle. (See par. D above.)

	Inferior	Unsatisfactory	Satisfactory	Excellent	Superior
1. Physical activity (agility; ability to work rapidly)			X		
2. Physical endurance (capacity for prolonged exertion)			X		
3. Military bearing and neatness (dignity of demeanor; neat and smart appearance)			X		
4. Attention to duty (the trait of working thoroughly and conscientiously)			X		
5. Tact (the faculty of being considerate and sensible in dealing with others)			X		
6. Initiative (the trait of beginning needed work or taking appropriate action on his own responsibility in absence of orders)			X		
7. Intelligence (the ability to understand readily new ideas or instructions)			X		
8. Force (the faculty of carrying out with energy and resolution that which on examination is believed reasonable, right, or duty)			X		
9. Judgment and common sense (the ability to think clearly and arrive at logical conclusions)			X		
10. Leadership (capacity to direct, control, and influence others in definite lines of action or movement)			X		

I. Would you ~~object, be reluctant~~, be satisfied, ~~especially desire~~, to have this officer serve under your command, in peace? In war? In his present or a higher grade? (Line out inappropriate words. *State reasons.) Yes.

J. Has he any weaknesses—temperamental, moral, physical, etc.—which adversely affect his efficiency? None. If yes, describe them. (FACT & OPINION. Line out one.)

Name of officer reported on Howard M. McCoy. Name of reporting officer Harry A. Johnson.

K. Proper authority having decided on the methods and procedure to accomplish a certain end, does he render willing and generous support regardless of his personal views in the matter? Yes.

L. Since last report has he been mentioned favorably or unfavorably in official communications? No. (Inclose copies only when authorized by paragraph 1b(3), AR 600-185.

M. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? None. If yes, inclose separate statement of nature and attendant circumstances.

N. If he is not now on duty commensurate with his present grade and its responsibilities, state reasons if known Yes.

O. Is he qualified in every respect for all the duties of his arm or service and grade? Yes. If not, state reasons

P. Has he demonstrated his fitness to perform the duties of the next higher grade? Yes. If so, how?

Q. What is the highest command (or assignment in case of a staff officer) he is qualified to hold in peace? Element leader. In war? Element leader.

R. Write a brief general estimate of this officer in your own words Have not formed my opinion but apparently is very good material and should improve with experience.

S. How long have you known him? 1 1/2 months. T. How well do you know him? Fairly well.

U. Remarks (par. 10a, AR 600-185) This officer has less than two years commissioned service in the Regular Army. No special suitability for civilian contact or detail for duty with one or all of the civilian components.

V. In case any unfavorable entries have been made by you on this report, were the deficiencies indicated hereon brought to the attention of the officer concerned while under your command and prior to the rendition of this report? No unfavorable entries. If yes, what improvement, if any, was noted?

W. I certify that all entries made hereon are true and impartial to the best of my knowledge and belief and are based on personal observation or official reports.

(Leave blank)

(Signed) Harry A. Johnson
(Name typed) HARRY A. JOHNSON,
(Grade and Org.) 1st Lieut., Air Corps,
(Comdg. what?) 94th Pursuit Squadron, Air Corps,
(Place) Selfridge Field, Michigan.
(Date) December 31, 1931. Incls. None.

1st Ind.

1st INDORSEMENT

2d Ind.

Hq. 1st Pur. Grp., A. C., Dec. 31, 1931. Hq. Selfridge Field, Mich., Dec. 31, 1931.
To: C. O., Selfridge Field, Michigan. To: Commanding General, Sixth Corps Area.

1. Examined and forwarded.

2. Assistant to Provost Marshal - 1 1/3 months - Satisfactory.

G. E. Brower
G. E. BROWER,
Major, Air Corps,
Commanding.

GEO. H. BRETT
GEO. H. BRETT,
Major, Air Corps,
Commanding.

Write nothing below this line.

3-8308

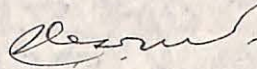
AA 201 McCoy, Howard M.

3rd Ind.

Hq. 6th C. A., Chicago, Ill., **JAN 15 1932** To-

The Adjutant General, Washington, D. C.

Examined and forwarded.



85 Received A. G. O. JAN 18 1932 For the Commanding General:

(USE TYPEWRITER IF POSSIBLE
IF NOT, PRINT PROPER NAMES)

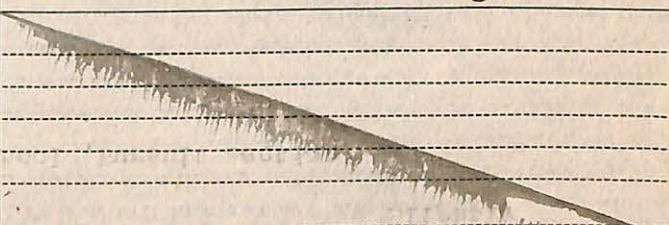
EFFICIENCY REPORT

(SEE AR 600-185)

NOV 2 - 1931

- A. OFFICER REPORTED UPON Howard M. McCoy, 0-18054, 2nd Lieut., Air Corps (FA)
(Name typed) (Serial No.) (Grade) (Organization)
A's official status with respect to you Student Officer
- B. PERIOD COVERED BY THIS REPORT 3 14/30 months, from June 27, 1931 to October 10, 1931
- C. STATIONS HE SERVED AT Kelly Field, Texas.
- D. CONSIDER CAREFULLY THESE DEFINITIONS, KEEP THEM IN MIND WHEN RATING, AND COMPARE THE OFFICER WITH OTHERS IN SAME GRADE.
INFERIOR: EXCEPTIONALLY POOR performance of duty; EXCEPTIONALLY LACKING in qualification considered.
UNSATISFACTORY: Duty NOT performed AS WELL AS SHOULD REASONABLY BE EXPECTED under circumstances; not ENTIRELY satisfactory.
SATISFACTORY: EFFICIENT; duty WELL performed; UP TO STANDARD; qualification SATISFACTORY.
EXCELLENT: Duty performed in a HIGHLY EFFICIENT manner; qualification BETTER THAN usually accepted as SATISFACTORY.
SUPERIOR: PREEMINENTLY EFFICIENT performance of duty; qualified to a PREEMINENT degree.
- E. DUTIES HE PERFORMED: (State separately and summarize. Where possible show duration of each in months. Example: Co. Comdr. ordinary garrison training, 8 mos. Summary court, 6 mos. Brig. Adj. prepared training schedules, Supply Officer.)
In describing the manner of performance of duty, use one of five classifications as given under D, amplified as may be appropriate.

Duty	Months	Manner of performance
Student, The A.C.A.F.S., Pursuit Section	3-14/30	Satisfactory

F. What degree of success has he attained under the following headings: MAKE NO ENTRIES EXCEPT WHERE RATING IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT. (See par. D above.)	Inferior	Unsatisfactory	Satisfactory	Excellent	Superior	G. Enter on lines below any outstanding specialties of value in the military service. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT.
1. Handling officers and men						
2. Performance of field duties						
3. Administrative and executive duties						
4. As an instructor						
5. Training troops						
6. Tactical handling of troops (units appropriate to officers' grade)						

H. To what degree has he exhibited the following qualifications? Consider him in comparison with others in his grade and indicate your estimate by marking X in the appropriate rectangle. (See par. D above.)	Inferior	Unsatisfactory	Satisfactory	Excellent	Superior
1. Physical activity (agility; ability to work rapidly)			X		
2. Physical endurance (capacity for prolonged exertion)			X		
3. Military bearing and neatness (dignity of demeanor; neat and smart appearance)			X		
4. Attention to duty (the trait of working thoroughly and conscientiously)			X		
5. Tact (the faculty of being considerate and sensible in dealing with others)			X		
6. Initiative (the trait of beginning needed work or taking appropriate action on his own responsibility in absence of orders)			X		
7. Intelligence (the ability to understand readily new ideas or instructions)			X		
8. Force (the faculty of carrying out with energy and resolution that which on examination is believed reasonable, right, or duty)			X		
9. Judgment and common sense (the ability to think clearly and arrive at logical conclusions)			X		
10. Leadership (capacity to direct, control, and influence others in definite lines of action or movement)			X		

I. Would you *object, *be reluctant, be satisfied, especially desire, to have this officer serve under your command, in peace? In war? In his present or a higher grade? (Line out inappropriate words. *State reasons.) Yes, present grade in peace; higher grade in war.

J. Has he any weaknesses—temperamental, moral, physical, etc.—which adversely affect his efficiency? If yes, describe them (FACT or OPINION. Line out one.) None

Name of officer reported on Howard M. McCoy Name of reporting officer Thomas J. Hanley, Jr.

- K. Proper authority having decided on the methods and procedure to accomplish a certain end, does he render willing and generous support regardless of his personal views in the matter? Yes
- L. Since last report has he been mentioned favorably or unfavorably in official communications? If yes, inclose copies No
- M. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? If yes, inclose separate statement of nature and attendant circumstances None
- N. If he is not now on duty commensurate with his present grade and its responsibilities, state reasons if known Duty as student only.
- O. Is he qualified in every respect for all the duties of his branch and grade? If not, state reasons Observed only as student.
- P. Has he demonstrated his fitness to perform the duties of the next higher grade? If so, how? Observed only as student.
- Q. What is the highest command (or assignment in case of a staff officer) he is qualified to hold in peace? In war? Flight member in peace; Flight commander in war.
- R. Write a brief general estimate of this officer in your own words Entire service has been as a student officer. Should make a good officer with proper training.

S. How long have you known him? 3-14/30 months T. How well do you know him? Slightly

U. Remarks (par. 10a, AR 600-185)

1. The Air Corps Advanced Flying School (Pursuit Section)
2. Graduate.
3. Airplane Pilot (Pursuit)
4. Academic rating, Satisfactory.

V. In case any unfavorable entries have been made by you on this report, were the deficiencies indicated hereon brought to the attention of the officer concerned while under your command and prior to the rendition of this report? If yes, what improvement, if any, was noted? None

W. I certify that all entries made hereon are true and impartial to the best of my knowledge and belief and are based on personal observation or official reports.

(Leave blank)

(Signed) Thomas J. Hanley, Jr.
(Name typed) Thomas J. Hanley, Jr.
(Grade and Org.) Major, A.C.
(Comdg. what?) The Air Corps Advanced Flying School
(Place) Kelly Field, Texas.
(Date) Oct. 19, 1931 Incls None

1st INDORSEMENT

1st IND.

HORS. A.C.T.C., Randolph Field, Texas, OCT 22 1931

To The Adjut. General, Washington, D. C.

I concur in the above report.

CHAS. H. DANFORTH,

Brig. General, A. C. Comdg.

Write nothing below this line.

NOTED

AUG 7 1931

(USE TYPEWRITER IF POSSIBLE
IF NOT, PRINT PROPER NAMES)

EFFICIENCY REPORT

(SEE AR 600-185)

OFFICERS' DIV.
A. G. O.

JUL 23 1931

A. OFFICER REPORTED UPON: McGoy, Howard M. (0-18054) 2nd Lieut. (FA) Air CorpsA's official status with respect to you A student officer in my departmentB. PERIOD COVERED BY THIS REPORT 2-23/30 months, from April 1, 1931 to June 23, 1931C. STATIONS HE SERVED AT March Field, California

D. CONSIDER CAREFULLY THESE DEFINITIONS, KEEP THEM IN MIND WHEN RATING, AND COMPARE THE OFFICER WITH OTHERS IN SAME GRADE.

INFERIOR: EXCEPTIONALLY POOR performance of duty; EXCEPTIONALLY LACKING in qualification considered.

UNSATISFACTORY: Duty NOT performed AS WELL AS SHOULD REASONABLY BE EXPECTED under circumstances; not ENTIRELY satisfactory.

SATISFACTORY: EFFICIENT; duty WELL performed; UP TO STANDARD; qualification SATISFACTORY.

EXCELLENT: Duty performed in a HIGHLY EFFICIENT manner; qualification BETTER THAN usually accepted as SATISFACTORY.

SUPERIOR: PREEMINENTLY EFFICIENT performance of duty; qualified to a PREEMINENT degree.

E. DUTIES HE PERFORMED: (State separately and summarize. Where possible show duration of each in months. Example: Co. Comdr. ordinary garrison training, 8 mos. Summary court, 6 mos. Brig. Adj. prepared training schedules, Supply Officer.) In describing the manner of performance of duty, use one of five classifications as given under D, amplified as may be appropriate.

Duty	Months	Manner of performance
Student Air Corps Primary Flying School	2-23/30	Satisfactory

F. What degree of success has he attained under the following headings: MAKE NO ENTRIES EXCEPT WHERE RATING IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT. (See par. D above.)

Inferior	Unsatisfactory	Satisfactory	Excellent	Superior

G. Enter on lines below any outstanding specialties of value in the military service. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT.

1. Handling officers and men
2. Performance of field duties
3. Administrative and executive duties
4. As an instructor
5. Training troops
6. Tactical handling of troops (units appropriate to officers' grade)

H. To what degree has he exhibited the following qualifications? Consider him in comparison with others in his grade and indicate your estimate by marking X in the appropriate rectangle. (See par. D above.)

	Inferior	Unsatisfactory	Satisfactory	Excellent	Superior
1. Physical activity (agility; ability to work rapidly)				X	
2. Physical endurance (capacity for prolonged exertion)				X	
3. Military bearing and neatness (dignity of demeanor; neat and smart appearance)				X	
4. Attention to duty (the trait of working thoroughly and conscientiously)			X		
5. Tact (the faculty of being considerate and sensible in dealing with others)			X		
6. Initiative (the trait of beginning needed work or taking appropriate action on his own responsibility in absence of orders)			X		
7. Intelligence (the ability to understand readily new ideas or instructions)			X		
8. Force (the faculty of carrying out with energy and resolution that which on examination is believed reasonable, right, or duty)			X		
9. Judgment and common sense (the ability to think clearly and arrive at logical conclusions)				X	
10. Leadership (capacity to direct, control, and influence others in definite lines of action or movement)			X		

I. Would you *object, *be reluctant, be satisfied, especially desire, to have this officer serve under your command, in peace? In war? In his present or a higher grade? (Line out inappropriate words. *State reasons.) Yes, as company officer, peace or war.J. Has he any weaknesses—temperamental, moral, physical, etc.—which adversely affect his efficiency? No If yes, describe them. (FACT or OPINION. Line out one.)

Name of officer reported on McCoy, Howard M. Name of reporting officer Walton, L. A.

K. Proper authority having decided on the methods and procedure to accomplish a certain end, does he render willing and generous support regardless of his personal views in the matter? Yes

L. Since last report has he been mentioned favorably or unfavorably in official communications? No (Inclose copies only when authorized by paragraph 1b(3), AR 600-185.

M. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? No If yes, inclose separate statement of nature and attendant circumstances.

N. If he is not now on duty commensurate with his present grade and its responsibilities, state reasons if known On duty as a student officer only.

O. Is he qualified in every respect for all the duties of his arm or service and grade? On duty as a student officer only. If not, state reasons

P. Has he demonstrated his fitness to perform the duties of the next higher grade? No If so, how? A junior second lieutenant.

Q. What is the highest command (or assignment in case of a staff officer) he is qualified to hold in peace? Company Officer In war? Company Officer

R. Write a brief general estimate of this officer in your own words An excellent type of young officer, sensible, quiet, well balanced, has good judgment and bearing. Especially well developed physically and gives a very favorable impression.
Jan.

S. How long have you known him? About 8 months T. How well do you know him? Slightly

U. Remarks (par. 10a, AR 600-185) Not suitable for detail with civilian components due to lack of experience.

V. In case any unfavorable entries have been made by you on this report, were the deficiencies indicated hereon brought to the attention of the officer concerned while under your command and prior to the rendition of this report? none If yes, what improvement, if any, was noted?

W. I certify that all entries made hereon are true and impartial to the best of my knowledge and belief and are based on personal observation or official reports.

(Leave blank)

(Signed) L. A. Walton
(Name typed) L. A. WALTON,
(Grade and Org.) Major, Air Corps,
(Comdg. what?) The Director of Training, ACPFS.,
(Place) March Field, California.
(Date) July 1, 1931 Incls. none

1st INDORSEMENT

HQ., A.C.P.F.S., March Field, Riverside, California, July 2nd, 1931. TO:
The Commanding General, Air Corps Training Center, Duncan Field, Texas.

1. I concur in above report.

2nd Ind.

J. T. McNarney
Major, Air Corps,
Commandant.

Hqs. A.C.T.C., Duncan Field, Texas, JUL 1 1931
To The Adjut. Gen'l., Washington, D. C.

Examined and forwarded

CHAS. H. DANFORTH
Brig. Genl. A. C. Comdg.

Write nothing below this line.

NOTED

NOTED MAY 10 1931

Officers' Div.

A. G. O.

MAY 4 1931

(USE TYPEWRITER IF POSSIBLE
IF NOT, PRINT PROPER NAMES)

EFFICIENCY REPORT

APR 24 1931

(SEE AR 600-185)

A. OFFICER REPORTED UPON: McCoy, Howard M. (0-18054) 2nd Lieut. (FA) Air CorpsA's official status with respect to you A student officer in my departmentB. PERIOD COVERED BY THIS REPORT 3 months, from January 1, 1931 to March 31, 1931C. STATIONS HE SERVED AT March Field, California.

D. CONSIDER CAREFULLY THESE DEFINITIONS, KEEP THEM IN MIND WHEN RATING, AND COMPARE THE OFFICER WITH OTHERS IN SAME GRADE.

INFERIOR: EXCEPTIONALLY POOR performance of duty; EXCEPTIONALLY LACKING in qualification considered.

UNSATISFACTORY: Duty NOT performed AS WELL AS SHOULD REASONABLY BE EXPECTED under circumstances; not ENTIRELY satisfactory.

SATISFACTORY: EFFICIENT; duty WELL performed; UP TO STANDARD; qualification SATISFACTORY.

EXCELLENT: Duty performed in a HIGHLY EFFICIENT manner; qualification BETTER THAN usually accepted as SATISFACTORY.

SUPERIOR: PREEMINENTLY EFFICIENT performance of duty; qualified to a PREEMINENT degree.

E. DUTIES HE PERFORMED: (State separately and summarize. Where possible show duration of each in months. Example: Co. Comdr. ordinary garrison training, 8 mos. Summary court, 6 mos. Brig. Adj. prepared training schedules, Supply Officer.) In describing the manner of performance of duty, use one of five classifications as given under D, amplified as may be appropriate.

Duty	Months	Manner of performance
<u>Student Officer, Air Corps Primary Flying School</u>	<u>3</u>	<u>Satisfactory</u>

F. What degree of success has he attained under the following headings: MAKE NO ENTRIES EXCEPT WHERE RATING IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT. (See par. D above.)

	Inferior	Unsatisfactory	Satisfactory	Excellent	Superior
1. Handling officers and men					
2. Performance of field duties					
3. Administrative and executive duties					
4. As an instructor					
5. Training troops					
6. Tactical handling of troops (units appropriate to officers' grade)					

G. Enter on lines below any outstanding specialties of value in the military service. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT.

H. To what degree has he exhibited the following qualifications? Consider him in comparison with others in his grade and indicate your estimate by marking X in the appropriate rectangle. (See par. D above.)

	Inferior	Unsatisfactory	Satisfactory	Excellent	Superior
1. Physical activity (agility; ability to work rapidly)				X	
2. Physical endurance (capacity for prolonged exertion)				X	
3. Military bearing and neatness (dignity of demeanor; neat and smart appearance)			X		
4. Attention to duty (the trait of working thoroughly and conscientiously)			X		
5. Tact (the faculty of being considerate and sensible in dealing with others)			X		
6. Initiative (the trait of beginning needed work or taking appropriate action on his own responsibility in absence of orders)			X		
7. Intelligence (the ability to understand readily new ideas or instructions)			X		
8. Force (the faculty of carrying out with energy and resolution that which on examination is believed reasonable, right, or duty)			X		
9. Judgment and common sense (the ability to think clearly and arrive at logical conclusions)			X		
10. Leadership (capacity to direct, control, and influence others in definite lines of action or movement)			X		

I. Would you ~~be reluctant to be relieved~~, especially desire, to have this officer serve under your command, in peace? In war? In his present or a higher grade? (Line out inappropriate words. *State reasons.) Yes, as company officer, peace or war.J. Has he any weaknesses—temperamental, moral, physical, etc.—which adversely affect his efficiency? No If yes, describe them. (~~FACT~~ or OPINION. Line out one.)

1

Name of officer reported on McCoy, Howard M. Name of reporting officer Walton, L. A.

K. Proper authority having decided on the methods and procedure to accomplish a certain end, does he render willing and generous support regardless of his personal views in the matter? Yes

L. Since last report has he been mentioned favorably or unfavorably in official communications? No (Inclose copies only when authorized by paragraph 1b(3), AR 600-185.

M. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? No If yes, inclose separate statement of nature and attendant circumstances.

N. If he is not now on duty commensurate with his present grade and its responsibilities, state reasons if known On duty as a student officer only.

O. Is he qualified in every respect for all the duties of his arm or service and grade? On duty as a student officer only. If not, state reasons

P. Has he demonstrated his fitness to perform the duties of the next higher grade? No If so, how? A junior Second Lieutenant.

Q. What is the highest command (or assignment in case of a staff officer) he is qualified to hold in peace? Company Officer In war? Company Officer

R. Write a brief general estimate of this officer in your own words Excellent officer material. Reserved intelligent, alert and aggressive. Especially well developed physically, an athlete. Has an excellent military bearing and a pleasing personality.

S. How long have you known him? About 5 1/2 months T. How well do you know him? Slightly

U. Remarks (par. 10a, AR 600-185) none

V. In case any unfavorable entries have been made by you on this report, were the deficiencies indicated hereon brought to the attention of the officer concerned while under your command and prior to the rendition of this report? none If yes, what improvement, if any, was noted?

W. I certify that all entries made hereon are true and impartial to the best of my knowledge and belief and are based on personal observation or official reports.

(Leave blank)

(Signed)

(Name typed)

(Grade and Org.)

(Comdg. what?)

(Place)

(Date)

L. A. WALTON,

Major, Air Corps,

The Director of Training, ACPFS.,

March Field, California.

April 10, 1931

Incls none

1st INDORSEMENT

HQ., A.C.P.T.S., March Field, Riverside, California, April 13th, 1931. TO:
The Commanding General, Air Corps Training Center, Duncan Field, Texas.

1. I concur in above report.

J. T. McNARNEY,
Major, Air Corps,
Commandant.

2nd Ind.
Hqrs. A.C.T.C., Duncan Field, Tex. APR 17 1931
To The Adjut. Gen'l., Washington, D. C.

Examined and forwarded

CHAS. H. DANFORTH,

Write nothing below this line. Brig. Genl. A. C. Comdg.

NOTED

MAY 1 1931

Officers Div.

A. G. O.

JAN 19 1931

FEB 8 1931
(USE TYPEWRITER IF POSSIBLE
IF NOT, PRINT PROPER NAMES)

EFFICIENCY REPORT

(SEE AR 600-185)

OFFICE

A. OFFICER REPORTED UPON: McCoy, Howard M. (0-18054) 2nd Lieut., Air Corps (F.A.)A's official status with respect to you A student officer in my departmentB. PERIOD COVERED BY THIS REPORT 3-18/30 months, from Sept. 12, 1930 to Dec. 30, 1930C. STATIONS HE SERVED AT March Field, Calif.

D. CONSIDER CAREFULLY THESE DEFINITIONS, KEEP THEM IN MIND WHEN RATING, AND COMPARE THE OFFICER WITH OTHERS IN SAME GRADE.

INFERIOR: EXCEPTIONALLY POOR performance of duty; EXCEPTIONALLY LACKING in qualification considered.

UNSATISFACTORY: Duty NOT performed AS WELL AS SHOULD REASONABLY BE EXPECTED under circumstances; not ENTIRELY satisfactory.

SATISFACTORY: EFFICIENT; duty WELL performed; UP TO STANDARD; qualification SATISFACTORY.

EXCELLENT: Duty performed in a HIGHLY EFFICIENT manner; qualification BETTER THAN usually accepted as SATISFACTORY.

SUPERIOR: PREEMINENTLY EFFICIENT performance of duty; qualified to a PREEMINENT degree.

E. DUTIES HE PERFORMED: (State separately and summarize. Where possible show duration of each in months. Example: Co. Comdr. ordinary garrison training, 8 mos. Summary court, 6 mos. Brig. Adj. prepared training schedules, Supply Officer.) In describing the manner of performance of duty, use one of five classifications as given under D, amplified as may be appropriate.

Duty	Months	Manner of performance
<u>A student Officer, ACPFS</u>	<u>2-8/30</u>	<u>Satisfactory</u>
<u>Enroute to join</u>	<u>1-10/30</u>	

F. What degree of success has he attained under the following headings: MAKE NO ENTRIES EXCEPT WHERE RATING IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT. (See par. D above.)

G. Enter on lines below any outstanding specialties of value in the military service. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT.

	Inferior	Unsatisfactory	Satisfactory	Excellent	Superior
1. Handling officers and men					
2. Performance of field duties					
3. Administrative and executive duties					
4. As an instructor					
5. Training troops					
6. Tactical handling of troops (units appropriate to officers' grade)					

H. To what degree has he exhibited the following qualifications? Consider him in comparison with others in his grade and indicate your estimate by marking X in the appropriate rectangle. (See par. D above.)

	Inferior	Unsatisfactory	Satisfactory	Excellent	Superior
1. Physical activity (agility; ability to work rapidly)			X		
2. Physical endurance (capacity for prolonged exertion)			X		
3. Military bearing and neatness (dignity of demeanor; neat and smart appearance)			X		
4. Attention to duty (the trait of working thoroughly and conscientiously)			X		
5. Tact (the faculty of being considerate and sensible in dealing with others)			X		
6. Initiative (the trait of beginning needed work or taking appropriate action on his own responsibility in absence of orders)			X		
7. Intelligence (the ability to understand readily new ideas or instructions)			X		
8. Force (the faculty of carrying out with energy and resolution that which on examination is believed reasonable, right, or duty)			X		
9. Judgment and common sense (the ability to think clearly and arrive at logical conclusions)			X		
10. Leadership (capacity to direct, control, and influence others in definite lines of action or movement)			X		

I. Would you ~~object to be satisfied~~ be satisfied, ~~especially desire~~, to have this officer serve under your command, in peace? In war? In his present or a higher grade? (Line out inappropriate words. *State reasons.) Yes, as company officer, peace or warJ. Has he any weaknesses—temperamental, moral, physical, etc.—which adversely affect his efficiency? No If yes, describe them. (~~FACT~~ or OPINION. Line out one.)

Name of officer reported on McCoy, Howard M. Name of reporting officer Walton, L. A.

- K. Proper authority having decided on the methods and procedure to accomplish a certain end, does he render willing and generous support regardless of his personal views in the matter? Yes
- L. Since last report has he been mentioned favorably or unfavorably in official communications? No (Inclose copies only when authorized by paragraph 1b(3), AR 600-185.)
- M. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? No If yes, inclose separate statement of nature and attendant circumstances.
- N. If he is not now on duty commensurate with his present grade and its responsibilities, state reasons if known On duty as a student officer only.
- O. Is he qualified in every respect for all the duties of his arm or service and grade? Yes If not, state reasons
- P. Has he demonstrated his fitness to perform the duties of the next higher grade? No If so, how? A junior second lieutenant.
- Q. What is the highest command (or assignment in case of a staff officer) he is qualified to hold in peace? Company officer In war? Company officer
- R. Write a brief general estimate of this officer in your own words A fine appearing young officer with plenty of energy and enthusiasm. He possesses a good personality and with age and experience, should develop into a good officer.

S. How long have you known him? About 3 months T. How well do you know him? slightly

U. Remarks (par. 10a, AR 600-185) none

- V. In case any unfavorable entries have been made by you on this report, were the deficiencies indicated hereon brought to the attention of the officer concerned while under your command and prior to the rendition of this report? none If yes, what improvement, if any, was noted?

W. I certify that all entries made hereon are true and impartial to the best of my knowledge and belief and are based on personal observation or official reports.

(Signed)

(Name typed)

(Grade and Org.)

(Comdg. what?)

(Place)

(Date)

Jan. 6, 1931

Incls. none

(Leave blank)

1st INDORSEMENT

HQ., A.C.P.F.S., March Field, Riverside, California, January 9, 1931. TO:
The Commanding General, Air Corps Training Center, Duncan Field, Texas.

1. I concur in above report.

J. T. McNARNEY,
Major, Air Corps,
Commandant.

2nd Ind.

Hqrs. A.C.T.C., Duncan Field, Tex. JAN 14 1931
To The Adjut. Gen'l., Washington, D. C.

Examined and forwarded

GEN. H. DANFORTH,

Write nothing below this line. Genl. A. V. Comdg

AIR CORPS PRIMARY FLYING SCHOOL
MARCH FIELD, RIVERSIDE, CALIFORNIA.

FINAL GRADE SHEET

<u>McGOY</u>	<u>HOWARD</u>	<u>M.</u>	<u>O-18054</u>	<u>2nd Lt. (FA)</u>	<u>Army</u>
Surname	Christian Name	Middle Initial	Serial No.	Rank	Previous Status

Date Reported October 17, 1930

Orientator Grade <u>none</u>	Date of Birth <u>December 4, 1907</u>
School of Aviation	High School (years) <u>4</u>
Medicine Grade <u>none</u>	College (years) <u>5</u>

Flying Time				Flying Grades		
PT	DH	BT 2-A	TOTAL	Instructors	Technique	Judgement
Dual <u>36:25</u>		<u>27:15</u>	<u>63:40</u>	<u>*Lt. Liggett</u>	<u>D +</u>	<u>D +</u>
Solo <u>41:15</u>		<u>56:00</u>	<u>97:15</u>			
Total <u>77:40</u>		<u>83:15</u>	<u>160:55</u>			
Dual Before Solo						
PT	DH	BT 2-A	Final Flying Grade			
<u>10:20</u>		<u>14:40</u>	<u>*Check Pilot</u>		<u>D +</u>	<u>D +</u>

Ground School Grades

Subject	Hours	Grade	Subject	Hours	Grade
Aerial Navigation.....	24	<u>98</u>	Maps.....	20	<u>94</u>
Airplane and Engine			Air Commerce Reg.....	4	<u>88</u>
Maintenance.....	100	<u>89</u>	Meteorology.....	20	<u>88</u>
Buzzer Practice.....	<u>64</u> ~~48~~	<u>R-14 S-14</u>	Personal Equipment of		
Ground Gunnery.....	48	<u>96</u>	the Pilot.....	4	<u>97</u>
Infantry Drill.....	48		Theory of Flight.....	20	<u>91</u>
			<u>Military Hygiene</u>	4	<u>100</u>
			<u>Pistol Expert</u>		

A - Superior B - Excellent C - Good D - Satisfactory F - Unsatisfactory I - Inferior

Remarks: Graduated - Air Corps Primary Flying School, March Field, California.

June 19, 1931.

Disposition:

Ben B. Cassidy
BEN. B. CASSIDAY,
1st Lieut., Air Corps,
Secretary

PROCEEDINGS OF THE FACULTY BOARD
OF THE
AIR CORPS PRIMARY FLYING SCHOOL
MARCH FIELD, RIVERSIDE, CALIFORNIA.
IN THE CASE OF

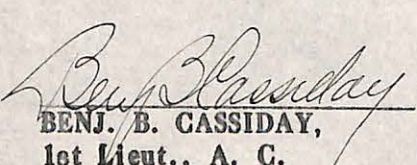
SECOND LIEUT. HOWARD M. MCCOY, (F.A.) A. C.,

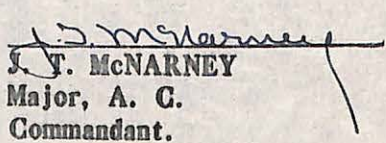
CLASS OF OCTOBER 15, 1930

1. The Faculty Board met on June 19, 1931, and there being a quorum present, the Board then proceeded to examine the training records of the aforementioned Student.

2. The Board finds: That Second Lieut. Howard M. McCoy, (F.A.) A. C., has satisfactorily completed the prescribed course of instruction at the Air Corps Primary Flying School, March Field, California.

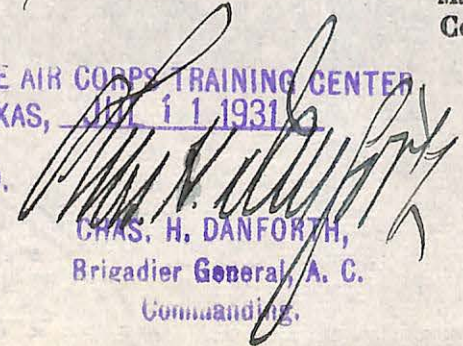
3. A. C., The Board recommends: That Second Lieut. Howard M. McCoy, (F.A.) be ordered to the Air Corps Advanced Flying School, Kelly Field, Texas, to take the advanced training course.


BENJ. B. CASSIDAY,
1st Lieut., A. C.
Secretary.

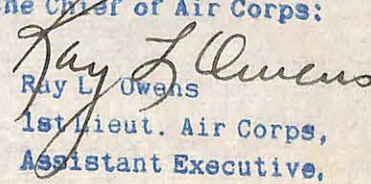

J. T. McNARNEY
Major, A. C.
Commandant.

HEADQUARTERS THE AIR CORPS TRAINING CENTER
DUNCAN FIELD, TEXAS, JUL 11 1931

APPROVED.


CHAS. H. DANFORTH,
Brigadier General, A. C.
Commanding.

Approved JUL 16 1931
By order of the Chief of Air Corps:


Ray L. Owens
1st Lieut. Air Corps,
Assistant Executive,

NOTED

DEC 19 1930

OFFICE
CHIEF OF F. A.

NOTED REPORT
Officers Div.
A. G. O.

NOV 18 1930

MCCOY, HOWARD M.

SECOND LIEUTENANT

FIELD ARTILLERY

File in efficiency folder in lieu of efficiency report covering the
period July 1, 1930 to September 30, 1930.

REASON: (status card) Graduation leave.

O.R.S. 17/3436

Name McCoy, HOWARD M. Serial No. 0-18054 Rank 1st Lt.
 Init. G.S. Elig. List Eligible G. S. Troops Eligible G. S. W. D.
 Medal of Honor D. S. C. D. F. C. D. S. M.

Rating

Year

Period

2 2 2 2 2 2 34 3 9 35 12 36

1 Tact. Handling Troops

2 Training Troops

3 Leadership

4 Command, Troops

5 Adjutant, Troops

6 Supply, Troops

(Attack

(H/A Bomb.

(Obsn.

7 PILOT: (Pursuit

(Misc.

(L/A

8 OBSERVER: (Airplane

(Balloon

9

10 Miscellaneous

11 General Staff Corps

12 O. C. A. C.

13 Industrial War Plans

14 Air Officer

15 Military Attache

16 Aide

17 Ser. Sch: St.; F. & Ins.

18 Materiel Division

19 National Guard

20 Organized Reserve

21 CCC duty

22 Air Mail duty

23

24

Name		Serial No.		Rank	
McCoy, HOWARD M.		0-18054		1st Lt.	
Init. G.S. Elig. List		Eligible G. S. Troops		Eligible G. S. W. D.	
Medal of Honor		D. S. C.		D. S. M.	
Rating		34		35	
Year		34		35	
Period		2 2 2 2 2 2		3 9 12	
1 Tact. Handling Troops					
2 Training Troops					
3 Leadership					
4 Command, Troops					
5 Adjutant, Troops					
6 Supply, Troops					
(Attack					
(H/A Bomb.					
(Obsn.					
7 PILOT: (Pursuit					
(Misc.					
(L/A					
8 OBSERVER: (Airplane					
(Balloon					
9					
10 Miscellaneous					
11 General Staff Corps					
12 O. C. A. C.					
13 Industrial War Plans					
14 Air Officer					
15 Military Attache					
16 Aide					
17 Ser. Sch: St.; F. & Ins.					
18 Materiel Division					
19 National Guard					
20 Organized Reserve					
21 CCC duty					
22 Air Mail duty					
23					
24 Operations					
25 Engineering					
26 Armament					
27 Communications					
28 Photographic					
29 Inspection					
A.C. Prim. Flying Sch.					
A.C. Adv. Flying School					
A.C. Technical School					
A.C. Engineering School					
A.C. Tactical School					
Army Industrial College					
C. & G. S. S.					
Army War College					
All Others					
Commendations		1			
Courts-Martial, Reprimands					
Weaknesses					
Remarks (Est. Rept. Off.)					
Initials, Reviewing Officer					

HEADQUARTERS SIXTH CORPS AREA
OFFICE OF THE COMMANDING GENERAL

Chicago, Illinois.

July 12, 1932.

SUBJECT: Commendation.

TO: 2nd Lt. Howard M. McCoy, A.C.

1. The George Washington Bicentennial Military Tournament has been commented upon by the press and by prominent military and civil personages as being of outstanding interest as a spectacle, and of great value in stimulating patriotic feeling and increased appreciation of the armed forces of the nation. The Air Corps participation was fine throughout and was widely appreciated.
2. It is a pleasure to commend you for the fine manner in which you performed your part in this undertaking.
3. This commendation will be made of record.

FRANK PARKER,
Major General, U. S. Army.



WAR DEPARTMENT
Office of the Chief of the Air Corps
Washington

October 7, 1952

SUBJECT : Commendation.

TO : Commanding Officer, 94th Pursuit Squadron,
Selfridge Field, Mt. Clemens, Mich.

1. I desire to express to you and the following personnel of the 94th Pursuit Squadron, my commendation for the excellent and efficient manner the flight from Selfridge Field, Mich. to Rockwell Field, San Diego, California, was carried out in conjunction with testing the V-1570F motor:

Captain Audrey B. Ballard.
2d Lieut. Emmett O'Donnell.
" " Ernest E. Warburton.
" " Herbert H. Tellman.
" " Howard M. McCoy.
2 " Paul W. Blanchard.
Master Sergeant Robert J. Simmons.
Technical Sergeant Wm. E. Pope.
Staff Sergeant Donald G. Bryan.
Staff Sergeant John Walker.
Private 1/cl Walter L. Rader.

2. The results gained from this successful flight will be of great value to the Engineering Division of the Air Corps and the efforts put forth are highly commendable.

3. A copy of this letter will be filed with the Efficiency Reports of each of the above mentioned officers.

Signed: B. D. Foullois
Typed : B. D. Foullois,
Major General, Air Corps,
Chief of the Air Corps.

A TRUE COPY:


A. B. BALLARD,
Captain, Air Corps.

CITATION FOR THE BRONZE STAR MEDAL

HOWARD M. MCCOY, 018054, Colonel, Army Air Forces, United States Army. For meritorious service in connection with military operations as Deputy Director of Technical Services, Headquarters, Air Technical Service Command in Europe from July 1944 to May 1945. During this period, Colonel McCoy performed outstanding services for the United States Army Air Forces by efficiently organizing, administering and coordinating the efforts of the several Army Air Forces activities concerned with the exploitation of enemy research and development activities. His membership on certain British Committees enabled him to obtain for interested American organizations the latest current information on research, developments and operations being conducted by the Germans on their V-1 and V-2 weapons. His services reflect the highest credit upon himself and the armed forces of the United States.

A TRUE COPY

A. B. Deyarmond
A. B. DEYARMOND
Lt. Colonel, Air Corps

MC COY HOWARD M	018054	COL	AC				
LAST NAME — FIRST NAME — MIDDLE INITIAL	ARMY SERIAL NUMBER	GRADE	ORGANIZATION				
HEADQUARTERS ISSUING ORDER AND A.P.O. NUMBER	ORDER NUMBER GENERAL SPECIAL	DATE OF ORDER	RESCINDED	REVOKED	AMENDED	CORRECTED COPY	
USF BT	13	15 JAN 46					
TYPE OF AWARD	POSTHUMOUS	OAK LEAF CLUSTER	O. L. C. NUMBER				
LEGION OF MERIT	NO						

CITATION

For exceptionally meritorious conduct in the performance of outstanding services during the period from 21 April 1945 to 16 August 1945.

File
NOTED, REGISTER ON
NOV. 201 - FILE
Initials *gd* Date *24 Apr 46*

THE ADJUTANT GENERAL'S OFFICE, DECORATIONS AND AWARDS BRANCH, WASHINGTON, D. C.
RECORD OF AWARD OF DECORATION

15 JAN 46

MC COY, HOWARD M LAST NAME — FIRST NAME — MIDDLE INITIAL		018054 ARMY SERIAL NUMBER	Col GRADE	AAF, USA ORGANIZATION			
HEADQUARTERS ISSUING ORDER AND A.P.O. NUMBER		ORDER NUMBER GENERAL SPECIAL		DATE OF ORDER		RESCINDED	REVOKED
Air Tech Serv Comd in Europe 633		29		3 Aug 45			
TYPE OF AWARD		POSTHUMOUS		OAK LEAF CLUSTER		O. L. C. NUMBER	
BRONZE STAR MEDAL		No					

CITATION

For meritorious service in connection with military operations during July 1944 to May 1945.

THE ADJUTANT GENERAL'S OFFICE, DECORATIONS AND AWARDS BRANCH, WASHINGTON, D. C.
RECORD OF AWARD OF DECORATION

I. Command-Pilot		IDENTIFICATION DATA			
LAST NAME—FIRST NAME—MIDDLE INITIAL McCOY, HOWARD M		GRADE Colonel	PERM AF GRADE Colonel	AFSN 550 A	PAFSC 8416
DATE OF REPORT 21 July 1954		PERIOD: FROM 25 Feb 54 TO 30 Jun 54			
ORGANIZATION (Including major command) 1005th IG Sp Inves Gp, 8/o Dir of Sp Inves, Hq USAF, Wash 25, D.C.		NO. OF DAYS UNDER REPT OFF SUPV 109	REASON FOR REPORT Change in principal dy assignment		
II. DUTY ASSIGNMENT (Give the position title and AFSC of duty assignment during period concerned and describe specific duties. Include any additional duties.) Director, Physical Security Equipment Agency--2016 Responsible for the administration and supervision of the activities of the Physical Security Equipment Agency. This was a joint Agency operating under terms of a Charter from The Secretary of Defense, in the solution of technical physical security and investigative problems. The Agency was abolished by Secretary of Defense directive and the entire period of this report was devoted to routine administrative work involved in making an orderly termination of the affairs of the Agency.					
III. OFFICER PERFORMANCE FACTORS Rate each factor below by selecting phrase most closely describing officer's actual performance on the job. Place single "X" in whatever box best indicates your evaluation. Check unknown box whenever you have insufficient knowledge on which to base evaluation. Avoid "halo effect." Do not allow your evaluation of one factor to influence you on another. The end result should be a profile of the officer's relative abilities in terms of the separate factors.					
1. JOB KNOWLEDGE (Consider the requirements of his job and compare them to his knowledge. Does he have specialized knowledge?)					
UNKNOWN ☒	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON ALL PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED.
2. COOPERATION (Consider ability and willingness to work in harmony for and with others.)					
UNKNOWN ☒	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
3. JUDGMENT (Consider his ability to grasp a situation, think clearly, and develop correct and logical conclusions.)					
UNKNOWN ☒	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COM-MITS OCCASIONAL ERRORS IN JUDGMENT.	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.
4. MANAGEMENT OF PERSONNEL AND MATERIEL RESOURCES (Consider his ability to economically utilize personnel and materiel under his control.)					
UNKNOWN ☒	DISPLAYS NO INTEREST IN CONSERVATION OF MATERIEL OR ECONOMICAL USE OF MANPOWER.	REQUIRES CONSTANT REMINDING OF THE NEED FOR ECONOMY.	KEEPS FREQUENT CHECK ON EFFICIENCY OF HIS OPERATIONS.	GIVES ECONOMY OF OPERATION CAREFUL AND CONSTANT ATTENTION.	EXCEPTIONALLY SUCCESSFUL IN EXERCISING ECONOMY.
5. LEADERSHIP (Consider his ability in organizing and obtaining the cooperation of others and in directing their efforts effectively.)					
UNKNOWN ☒	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	CAPABLE LEADER. DEVELOPS ADEQUATE COOPERATION AND TEAMWORK UNDER NORMAL CIRCUMSTANCES.	A CONSISTENTLY GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS RESULTS IN A VERY EFFECTIVE UNIT. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.
6. GROWTH POTENTIAL (Consider his capacity to handle jobs of increased scope and greater responsibility; ability to learn rapidly, personality, self-improvement efforts, special abilities, training and record of past accomplishment.)					
UNKNOWN ☒	DEFINITELY LIMITED.	PRESENT JOB IS TAXING HIS CAPABILITIES. REQUIRES FURTHER TRAINING.	DEMONSTRATES PROMISE FOR FURTHER GROWTH AT MODERATE RATE.	VERY PROMISING PROMOTIONAL MATERIAL.	CAPABLE OF INCREASED RESPONSIBILITY AND EXCEPTIONALLY RAPID ADVANCEMENT.

IV. COMMENTS OF REPORTING OFFICER (Add any comments which will increase the objectivity of the rating. Include strengths or weaknesses not covered elsewhere in this report. Be factual and specific. Include herein suggested assignments or type of duty for which the officer is especially qualified. Whenever the officer is rated unsatisfactory or outstanding in Section V below, one or more actual incidents illustrating typical performances which justify the rating must be included. Specific comment will be made on promotion fitness when it is believed the officer reported on is particularly well qualified for promotion and should be promoted in advance of his contemporaries.)

During the period of this report, the Physical Security Equipment Agency, of which Colonel McCoy was the Director, was in process of being abolished pursuant to directive of The Secretary of Defense. Accordingly, the Agency did not function in accordance with its Charter, and no actions were engaged in by the Agency or its Director which would provide the basis for any comments concerning Colonel McCoy's technical competence. The entire period of this report was devoted to the administrative work involved in making an orderly termination of the affairs of the Agency. This was handled jointly by personnel of the Headquarters Command, USAF; the Directorate, OSI; Colonel McCoy; and the few remaining Agency employees. While Colonel McCoy cooperated in this undertaking, the routine nature of the function performed by Colonel McCoy and Agency personnel, does not permit my rating him for the period involved as to his administrative competence.

I have no knowledge as to the manner in which this officer, during the period of this report, carried out his **civic** responsibilities and represented the Air Force in his dealings with the public.

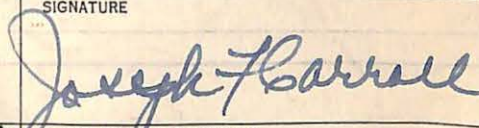
V. OVERALL EVALUATION

Compare this officer with other officers of the same grade. Remember that extremes of ability are rare. Be objective and impersonal. Think of the officer's performance over the entire rating period. Place an (X) in the appropriate box.

UNSATISFACTORY	AN ACCEPTABLE OFFICER	A DEPENDABLE AND TYPICALLY EFFECTIVE OFFICER.	A VERY FINE OFFICER OF GREAT VALUE TO THE SERVICE.	ONE OF THE VERY FEW OUTSTANDING OFFICERS I KNOW.

VI. CERTIFICATE OF REPORTING OFFICER

I CERTIFY THAT ALL ENTRIES HEREON ARE TRUE AND IMPARTIAL TO THE BEST OF MY KNOWLEDGE AND BELIEF. (Referral by the reporting officer is mandatory when there is a rating in one of the three small boxes on the left for any factor in Section III or an unsatisfactory rating in Section V.)

TYPED NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE
JOSEPH F. CARROLL, MAJ GEN 23161A, Directorate of Special Investigations (IG)	Director, Special Investigations (IG)	

STATUS WITH RESPECT TO OFFICER REPORTED ON: Director of joint Agency for which Air Force was Executive Agent and my office the office of USAF

VII. REVIEW OF INDORSING OFFICER

Compare the overall evaluation to the written comments. Unsatisfactory or Outstanding ratings must be justified by actual incidents and not broad generalities. Add any comment which will increase the objectivity of the rating.

☐ I AGREE ☐ I DO NOT AGREE WITH THE REPORTING OFFICER'S EVALUATION, AND HAVE INDICATED BY INITIALING THE APPROPRIATE BOX OR BOXES AND/OR PRESENT THE FOLLOWING COMMENTS:

TYPED NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE	DATE IND
		PARENT SERVICE OR CIVILIAN	

I. Command Pilot		IDENTIFICATION DATA			
LAST NAME—FIRST NAME—MIDDLE INITIAL McCOY HOWARD M		GRADE Colonel	PERM AF GRADE Colonel	AFSN 550 A	PAFSC 8416
DATE OF REPORT 15 March 1954		PERIOD: FROM 25 Feb 53 TO 24 Feb 54			
ORGANIZATION (Including major command) 1005th IG Sp Inves Gp, c/o Dir of Sp Inves, Hq USAF, Wash 25, DC		NO. OF DAYS UNDER REPT OFF SUPV 334	REASON FOR REPORT No report rendered 1 yr		
II. DUTY ASSIGNMENT (Give the position title and AFSC of duty assignment during period concerned and describe specific duties. Include any additional duties.) Director, Physical Security Equipment Agency--2016 Responsible for the administration and supervision of the activities of the Physical Security Equipment Agency, a joint Agency operating under terms of a charter from the Secretary of Defense, in the solution of technical physical security and investigative problems, including the development of prototype equipment, procurement of service test quantities of such equipment, and preparation of training and technical manuals pertaining to physical security. Coordinates the efforts of the Agency with those activities within and outside the Department of Defense having a material interest in and/or responsibility with respect to the Agency programs.					
III. OFFICER PERFORMANCE FACTORS					
Rate each factor below by selecting phrase most closely describing officer's actual performance on the job. Place single "X" in whatever box best indicates your evaluation. Check unknown box whenever you have insufficient knowledge					
on which to base evaluation. Avoid "halo effect." Do not allow your evaluation of one factor to influence you on another. The end result should be a profile of the officer's relative abilities in terms of the separate factors.					
1. JOB KNOWLEDGE (Consider the requirements of his job and compare them to his knowledge. Does he have specialized knowledge?)					
UNKNOWN ☒	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON ALL PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED.
2. COOPERATION (Consider ability and willingness to work in harmony for and with others.)					
UNKNOWN ☒	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
3. JUDGMENT (Consider his ability to grasp a situation, think clearly, and develop correct and logical conclusions.)					
UNKNOWN ☒	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COM-MITS OCCASIONAL ERRORS IN JUDGMENT.	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.
4. MANAGEMENT OF PERSONNEL AND MATERIEL RESOURCES (Consider his ability to economically utilize personnel and materiel under his control.)					
UNKNOWN ☒	DISPLAYS NO INTEREST IN CONSERVATION OF MATERIEL OR ECONOMIC USE OF MANPOWER.	REQUIRES CONSTANT REMINDING OF THE NEED FOR ECONOMY.	KEEPS FREQUENT CHECK ON EFFICIENCY OF HIS OPERATIONS.	GIVES ECONOMY OF OPERATION CAREFUL AND CONSTANT ATTENTION.	EXCEPTIONALLY SUCCESSFUL IN EXERCISING ECONOMY.
5. LEADERSHIP (Consider his ability in organizing and obtaining the cooperation of others and in directing their efforts effectively.)					
UNKNOWN ☒	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	CAPABLE LEADER. DEVELOPS ADEQUATE COOPERATION AND TEAMWORK UNDER NORMAL CIRCUMSTANCES.	A CONSISTENTLY GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS RESULTS IN A VERY EFFECTIVE UNIT. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.
6. GROWTH POTENTIAL (Consider his capacity to handle jobs of increased scope and greater responsibility; ability to learn rapidly, personality, self-improvement efforts, special abilities, training and record of past accomplishment.)					
UNKNOWN ☒	DEFINITELY LIMITED.	PRESENT JOB IS TAXING HIS CAPABILITIES. REQUIRES FURTHER TRAINING.	DEMONSTRATES PROMISE FOR FURTHER GROWTH AT MODERATE RATE.	VERY PROMISING PROMOTIONAL MATERIAL.	CAPABLE OF INCREASED RESPONSIBILITY AND EXCEPTIONALLY RAPID ADVANCEMENT.

IV. COMMENTS OF REPORTING OFFICER (Add any comments which will increase the objectivity of the rating. Include strengths or weaknesses not covered elsewhere in this report. Be factual and specific. Include herein suggested assignments or type of duty for which the officer is especially qualified. Whenever the officer is rated unsatisfactory or outstanding in Section V below, one or more actual incidents illustrating typical performances which justify the rating must be included. Specific comment will be made on promotion fitness when it is believed the officer reported on is particularly well qualified for promotion and should be promoted in advance of his contemporaries.)

The Physical Security Equipment Agency, of which Colonel McCoy is the Director, is a joint agency created by Department of Defense Directive and for which the Air Force during this particular period was designated Executive Agency. During the entire period of this report, the Agency has been in an exceedingly uncertain status, since the question as to its continued existence was pending before The Secretary of Defense with concrete indications that it might be abolished from one day to the next. (A Secretary of Defense Directive abolishing the Agency was finally issued on 4 March 1954.) In view of the fact that the abolition or some other change in the status of the Agency was anticipated at all times, the Agency during the period of this report has not actually functioned to the extent provided for in its charter. The Agency operation, therefore, was limited and Colonel McCoy as its Director was severely handicapped by lack of a clear-cut mission and delineation of responsibility, by lack of the full policy and procedural guidance which would have been provided him by the joint Policy Board had the status of the Agency been more clearly established, and by consequent inability to plan or program Agency efforts toward the attainment of clear-cut objectives. During this period I have had occasional personal and telephone contact with this officer as have members of my staff on a more frequent basis. However, in view of the "stand-by" status of the Agency and in fairness to the officer concerned, I do not feel that the nature and extent of my knowledge concerning this officer during the specific rating period involved is sufficiently concrete to warrant my advancing in an effectiveness rating my opinions or conclusions as to his job performance.

V. OVERALL EVALUATION

Compare this officer with other officers of the same grade. Remember that extremes of ability are rare. Be objective and impersonal. Think of the officer's performance over the entire rating period. Place an (X) in the appropriate box.

UNSATISFACTORY	AN ACCEPTABLE OFFICER	A DEPENDABLE AND TYPICALLY EFFECTIVE OFFICER.	A VERY FINE OFFICER OF GREAT VALUE TO THE SERVICE.	ONE OF THE VERY FEW OUTSTANDING OFFICERS I KNOW.

VI. CERTIFICATE OF REPORTING OFFICER

I CERTIFY THAT ALL ENTRIES HEREON ARE TRUE AND IMPARTIAL TO THE BEST OF MY KNOWLEDGE AND BELIEF. (Referral by the reporting officer is mandatory when there is a rating in one of the three small boxes on the left for any factor in Section III or an unsatisfactory rating in Section V.)

TYPED NAME, GRADE, AFSN, AND ORGANIZATION JOSEPH F. CARROLL, MAJ GEN, 23161A, Directorate of Special Investigations (IG)	DUTY TITLE Director, Special Investigations (IG)	SIGNATURE <i>Joseph F. Carroll</i>
STATUS WITH RESPECT TO OFFICER REPORTED ON Director of joint Agency for which Air Force is Executive Agent and my office the office of primary interest.		PARENT SERVICE OR CIVILIAN USAF

VII. REVIEW OF INDORSING OFFICER

Compare the overall evaluation to the written comments. Unsatisfactory or Outstanding ratings must be justified by actual incidents and not broad generalities. Add any comment which will increase the objectivity of the rating.

☐ I AGREE ☐ I DO NOT AGREE WITH THE REPORTING OFFICER'S EVALUATION, AND HAVE INDICATED BY INITIALING THE APPROPRIATE BOX OR BOXES AND/OR PRESENT THE FOLLOWING COMMENTS

TYPED NAME, GRADE, AFSN, AND ORGANIZATION	DUTY TITLE	SIGNATURE	DATE IND
		PARENT SERVICE OR CIVILIAN	

Date

26 May 54

I certify that I have, this date, reviewed my ☐ Master Personnel
Record ☒ Selection Folder only, ^{Form 66} in the Officers Branch (AFCAG-65)
Personnel Records Service Division, AAG.

I further certify that I have read and complied with the provisions
of Memorandum, Hqs. USAF, Office of the AAG, dated 26 January 1951,

Subject: Review of Your Master Personnel Record,

SEP 24 1953

Howard M. McCay Col. 550A

Name

Grade

AFSN

USAF OFFICER EFFECTIVENESS REPORT

13 MAR 1953

I. PERSONAL HISTORY DATA					
LAST NAME - FIRST NAME - MIDDLE INITIAL	GRADE	PERMANENT GRADE	SERVICE NUMBER	TYPE OF REPORT	PRIMARY AFSC
McCOY, HOWARD M.	Col	Col	550 A	CER	8416
ORGANIZATION	PERIOD OF REPORT		NO. DAYS UNDER REPORTING OF- FICER SUPERVISION	REASON FOR REPORT	
HQ USAF, WASH, D.C.	FROM 1 Mar 52	TO 24 Feb 53	35.0	Change of Rept Officer	
II. DUTY ASSIGNMENT (Give the title and AFSC of duty assignments during period concerned and describe specific duties. Include any additional duties.) Research and Development Director - 8416. As Director, Physical Security Equipment Agency, a Joint Agency operating under terms of a charter from the Secretary of Defense, responsible for administration of the Agency and supervision of the activities of the staff of the Agency in solution of physical security and investigative problems including production of prototype equipment, (see attached sheet)					
III. OFFICER PERFORMANCE FACTORS INSTRUCTIONS Listed below are those factors generally vital to success as an officer. The purpose of obtaining a rating on each factor is to provide specific information necessary to the development of the officer reported on and to provide you with a measure of officer quality that will aid in arriving at a valid overall rating. Place a single (x) in whatever box best indicates your evaluation. The written performance descriptions are to serve as a guide in your evaluation. Guard against the tendency of forming a general impression and marking the same degree for all factors. This "halo effect" may be prevented by considering and judging each element separately and independently of the others. Do not allow your evaluation of one factor to influence you on another. The end result should be a profile of the officer's relative abilities in terms of the separate factors. Check the unknown box whenever you have insufficient knowledge on which to base an evaluation.					
1. JOB KNOWLEDGE (Consider the requirements of his job and compare them to his knowledge. Does he have specialized knowledge?)					
UNKNOWN ☐	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON ALL PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED.
					X
2. COOPERATION (Consider ability and willingness to work in harmony for and with others.)					
UNKNOWN ☐	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
				X	
3. JUDGMENT (Consider his ability to grasp a situation, think clearly, and develop correct and logical conclusions.)					
UNKNOWN ☐	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COMMITS OCCASIONAL ERRORS IN JUDGMENT.	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.
				X	
4. RELIABILITY AND PERSONAL RESPONSIBILITY (Consider his sense of responsibility and reliability in the execution of assigned tasks.)					
UNKNOWN ☐	NOT WHOLLY DEPENDABLE. DOESN'T TAKE HIS DUTIES SERIOUSLY. REQUIRES CLOSE SUPERVISION.	A DEPENDABLE OFFICER WHO PERFORMS ROUTINE DUTIES WELL. NEEDS AN AVERAGE AMOUNT OF SUPERVISION.	COMPLETES ALL ASSIGNED TASKS PROMPTLY AND IN AN ACCEPTABLE MANNER. SOME SUPERVISION NEEDED.	GOES OUT OF HIS WAY TO TURN IN EXCELLENT WORK. THOROUGHLY RELIABLE. ONLY OCCASIONAL SUPERVISION.	HAS AN EXTREMELY HIGH SENSE OF DUTY. JUSTIFIES COMPLETE CONFIDENCE. RARELY REQUIRES SUPERVISION.
					X
5. LEADERSHIP (Consider his ability in organizing and obtaining the cooperation of others and in directing their efforts effectively.)					
UNKNOWN ☐	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	CAPABLE LEADER. DEVELOPS ADEQUATE COOPERATION AND TEAM WORK UNDER NORMAL CIRCUMSTANCES.	A CONSISTENTLY GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS RESULTS IN A VERY EFFECTIVE UNIT. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.
					X
6. GROWTH POTENTIAL (Consider his capacity to handle jobs of increased scope and greater responsibility; ability to learn rapidly, personality, self-improvement efforts, special abilities, training and record of past accomplishment.)					
UNKNOWN ☐	DEFINITELY LIMITED.	PRESENT JOB IS TAXING HIS CAPABILITIES. REQUIRES FURTHER TRAINING.	DEMONSTRATES PROMISE FOR FURTHER GROWTH AT MODERATE RATE.	VERY PROMISING PROMOTIONAL MATERIAL.	CAPABLE OF INCREASED RESPONSIBILITY AND EXCEPTIONALLY RAPID ADVANCEMENT.
					X

LAST NAME - FIRST NAME - MIDDLE INITIAL McCOY, HOWARD M.			GRADE Colonel		SERVICE NUMBER 550 A	
IV. OVERALL EVALUATION						
INSTRUCTIONS: Compare this officer with all officers of the same grade. Remember that extremes of ability are rare. Be objective and impersonal. Think of the officer's performance over the entire rating period. Place an (x) in the appropriate box. Be certain to read instructions in Section V before accomplishing your evaluation.						
UNSATISFACTORY	AN ACCEPTABLE OFFICER	A DEPENDABLE AND TYPICALLY EFFECTIVE OFFICER	A VERY FINE OFFICER OF GREAT VALUE TO THE SERVICE		ONE OF THE VERY FEW OUTSTANDING OFFICERS I KNOW	
☐	☐	☐	☒		☐	
V. COMMENTS OF REPORTING OFFICER (Include any strengths or weaknesses not covered elsewhere in this report. Whenever the officer is rated unsatisfactory or outstanding one or more actual incidents illustrating typical performances which justify the rating must be included. Specific comment will be made on promotion fitness when it is believed the officer reported on is outstandingly well qualified for promotion and should be promoted in advance of his contemporaries. Include herein suggested assignments or type of duty for which the officer is especially qualified. A definite statement will be made as to the degree to which this officer exercises judgment in economical management of personnel and resources under his supervision, commensurate with his responsibilities.) This officer has a tremendous capacity to apply himself to his job, working long hours with determination and singleness of purpose. He strives for perfection and is impatient with extraneous matters which delay accomplishment of the primary project. During the period covered by this report, when he has been primarily concerned with building his organization and giving it an operating capability, these traits have enabled him to accomplish a great deal technically with a very limited staff and under difficult conditions. The same intensity of interest and effort has made it difficult for him to work out some of the administrative and procedural headaches which have been occasioned by the unusual working relationships of this new organization. He is extremely competent in technical fields and has unusual grasp of management factors.						
Director Physical Equipment Agency - Auth grade: Colonel Indorsement not Required in Accordance with HOI 36-8.						
VI. DELEGATION OF AUTHORITY						
NAME OF PERSON DELEGATED TO PREPARE REPORT			REASON(S)			
TYPED NAME, GRADE, AND SERVICE NUMBER OF COMMANDING OFFICER			SIGNATURE OF COMMANDING OFFICER			
VII. CERTIFICATE OF REPORTING OFFICER						
STATUS OF OFFICER REPORTED ON WITH RESPECT TO REPORTING OFFICER Director of DOD Agency - AFDRD Office of Primary Interest						
I CERTIFY THAT ALL ENTRIES HEREON ARE TRUE AND IMPARTIAL TO THE BEST OF MY KNOWLEDGE AND BELIEF. (Referral by the reporting officer is mandatory only when there is a rating in the first three boxes for any factor in Section III or an unsatisfactory in Section IV. When mandatory referral is made the officer reported on will attach a written statement of his reaction to the report.)						
TYPED NAME, GRADE, AND SERVICE NUMBER OF REPORTING OFFICER			SIGNATURE OF REPORTING OFFICER			
BENJAMIN S. KELSEY, Brig. Gen., 433A, Deputy Director of Research & Development, DCS/D			<i>Benjamin S. Kelsey</i>			
VIII. REVIEW OF INDORSING OFFICER						
INSTRUCTIONS: In accomplishing your review of the completed report, be sure to compare the overall evaluation to the written comments. It is absolutely necessary that Unsatisfactory or Outstanding ratings be justified by actual incidents and not broad generalities.						
☐ I AGREE ☐ I DO NOT AGREE WITH THE REPORTING OFFICER'S EVALUATION, AND HAVE INDICATED BY INITIALING THE APPROPRIATE BOX OR BOXES AND/OR PRESENT THE FOLLOWING COMMENTS.						
DATE		TYPED NAME, GRADE, AND SN OF INDORSING OFFICER		SIGNATURE OF INDORSING OFFICER		

MCCOY, HOWARD M.

Colonel

550 A

II. DUTY ASSIGNMENT (Continued)

procurement of service test quantities of such equipment, preparation of training and technical manuals pertaining to physical security and coordination of the efforts of the Agency with all agencies within and outside the Department of Defense having mutual interest in or responsibilities with respect to Agency programs. The agency consists of approximately twenty-five (25) personnel.

USAF OFFICER EFFECTIVENESS REPORT

DATE
1 July 52

PERSONAL HISTORY DATA					
LAST NAME - FIRST NAME - MIDDLE INITIAL	GRADE	PERMANENT GRADE	SERVICE NUMBER	TYPE OF REPORT	PRIMARY AFSC
MC COY, HOWARD M	Col	Col	550 A	Complete	9349
ORGANIZATION	PERIOD OF REPORT		NO. DAYS UNDER REPORTING OF- FICER SUPERVISION	REASON FOR REPORT	
Hq USAF Wash, DC	FROM 1Mar51	TO 29Feb52	338	ANNUAL REPORT	

II. DUTY ASSIGNMENT (Give the title and AFSC of duty assignments during period concerned and describe specific duties. Include any additional duties.)

8416 - Research & Development Director. As Director of the Physical Security Equipment Agency, is responsible for all phases of PSEA operations including administrative, technical, personnel, supply and budget matters.

III. OFFICER PERFORMANCE FACTORS

INSTRUCTIONS

Listed below are those factors generally vital to success as an officer. The purpose of obtaining a rating on each factor is to provide specific information necessary to the development of the officer reported on and to provide you with a measure of officer quality that will aid in arriving at a valid overall rating. Place a single (x) in whatever box best indicates your evaluation. The written performance descriptions are to serve as a guide in your evaluation. Guard against

the tendency of forming a general impression and marking the same degree for all factors. This "halo effect" may be prevented by considering and judging each element separately and independently of the others. Do not allow your evaluation of one factor to influence you on another. The end result should be a profile of the officer's relative abilities in terms of the separate factors. Check the unknown box whenever you have insufficient knowledge on which to base an evaluation.

1. JOB KNOWLEDGE (Consider the requirements of his job and compare them to his knowledge. Does he have specialized knowledge?)

UNKNOWN	SERIOUS GAPS IN HIS KNOWLEDGE OF FUNDAMENTALS OF HIS JOB.	HAS A SATISFACTORY KNOWLEDGE OF ROUTINE PHASES OF HIS JOB.	IS WELL INFORMED ON ALL PHASES OF HIS JOB.	HAS EXCELLENT KNOWLEDGE OF ALL PHASES OF HIS JOB.	HAS EXCEPTIONAL UNDERSTANDING OF HIS JOB. EXTREMELY WELL INFORMED.
☐					☒

2. COOPERATION (Consider ability and willingness to work in harmony for and with others.)

UNKNOWN	INCLINED TO CREATE FRICTION. DOES NOT GET ALONG WELL.	SOMETIMES INDIFFERENT TO OTHERS. COOPERATES TO A FAIR DEGREE.	GETS ALONG WELL WITH MOST PEOPLE.	WORKS IN HARMONY WITH OTHERS. A VERY GOOD TEAM WORKER.	EXTREMELY SUCCESSFUL IN WORKING WITH OTHERS. ACTIVELY PROMOTES HARMONY.
☒					

3. JUDGMENT (Consider his ability to grasp a situation, think clearly, and develop correct and logical conclusions.)

UNKNOWN	HIS DECISIONS OR RECOMMENDATIONS ARE WRONG MORE THAN RIGHT.	IS PRONE TO NEGLECT OR MISINTERPRET FACTS. COMMITS OCCASIONAL ERRORS IN JUDGMENT.	JUDGMENT IS USUALLY SOUND AND REASONABLE.	HIS JUDGMENT RESULTS FROM SOUND EVALUATION OF ALL THE FACTORS INVOLVED.	OUTSTANDINGLY SOUND AND LOGICAL THINKER WITH AN EXCEPTIONAL GRASP OF THE SITUATION INVOLVED.
☒					

4. RELIABILITY AND PERSONAL RESPONSIBILITY (Consider his sense of responsibility and reliability in the execution of assigned tasks.)

UNKNOWN	NOT WHOLLY DEPENDABLE. DOESN'T TAKE HIS DUTIES SERIOUSLY. REQUIRES CLOSE SUPERVISION.	A DEPENDABLE OFFICER WHO PERFORMS ROUTINE DUTIES WELL. NEEDS AN AVERAGE AMOUNT OF SUPERVISION.	COMPLETES ALL ASSIGNED TASKS PROMPTLY AND IN AN ACCEPTABLE MANNER. SOME SUPERVISION NEEDED.	GOES OUT OF HIS WAY TO TURN IN EXCELLENT WORK. THOROUGHLY RELIABLE. ONLY OCCASIONAL SUPERVISION.	HAS AN EXTREMELY HIGH SENSE OF DUTY. JUSTIFIES COMPLETE CONFIDENCE. RARELY REQUIRES SUPERVISION.
☒					

5. LEADERSHIP (Consider his ability in organizing and obtaining the cooperation of others and in directing their efforts effectively.)

UNKNOWN	FAILS TO COMMAND. UNABLE TO EXERT CONTROL.	MANAGES IN SOME INSTANCES TO OBTAIN EFFECTIVE COOPERATION.	CAPABLE LEADER. DEVELOPS ADEQUATE COOPERATION AND TEAM WORK UNDER NORMAL CIRCUMSTANCES.	A CONSISTENTLY GOOD LEADER. COMMANDS RESPECT OF HIS SUBORDINATES. IS EFFECTIVE UNDER DIFFICULT CIRCUMSTANCES.	OUTSTANDING SKILL IN DIRECTING OTHERS RESULTS IN A VERY EFFECTIVE UNIT. INSPIRES CONFIDENCE EVEN UNDER VERY DIFFICULT CIRCUMSTANCES.
☐				☒	

6. GROWTH POTENTIAL (Consider his capacity to handle jobs of increased scope and greater responsibility; ability to learn rapidly, personality, self-improvement efforts, special abilities, training and record of past accomplishment.)

UNKNOWN	DEFINITELY LIMITED.	PRESENT JOB IS TAXING HIS CAPABILITIES. REQUIRES FURTHER TRAINING.	DEMONSTRATES PROMISE FOR FURTHER GROWTH AT MODERATE RATE.	VERY PROMISING PROMOTIONAL MATERIAL.	CAPABLE OF INCREASED RESPONSIBILITY AND EXCEPTIONALLY RAPID ADVANCEMENT.
☒					