

LAST NAME - FIRST NAME - MIDDLE INITIAL MC COY, HOWARD M.	GRADE COLONEL	SERVICE NUMBER 550 A
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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.

UNSATIS- FACTORY	AN ACCEPTABLE OFFI- CER	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.)

My evaluation of Colonel McCoy is based on infrequent contacts and routine observance of the results of his work. One outstanding feature is his enthusiasm, interest and drive in accomplishing his present assignment. I believe him to be highly competent in his presently assigned area and the results of his work indicate accomplishment of his assignment in an outstanding fashion. He undoubtedly possesses imagination, initiative and ingenuity. Minor administrative incidents which have occurred during his assignment indicate that he may be somewhat reluctant to accept regulations and routine administrative controls when these appear to interfere with the effective accomplishment of his mission. In this respect, his judgment may be subject to question, however, as of this date, with the information available to me, I would rate him as a superior officer of extreme value to the service. This officer is not an empire builder and exercises sound judgment in the economical management of personnel and resources under his supervision.

VI. DELEGATION OF AUTHORITY

NAME OF PERSON DELEGATED TO PREPARE REPORT	REASON(S)
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TYPED NAME, GRADE, AND SERVICE NUMBER OF COMMANDING OFFICER	SIGNATURE OF COMMANDING OFFICER
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VII. CERTIFICATE OF REPORTING OFFICER which the D/R&D has primary interest

STATUS OF OFFICER REPORTED ON WITH RESPECT TO REPORTING OFFICER Director of the Physical Security Egmt. Agency of

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 D. N. YATES, Major General, USAF, 584A	SIGNATURE OF REPORTING OFFICER
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VIII. Director of Research & Dev/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
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REPORT OF OFFICER EFFECTIVENESS

A	NAME (Last—First—Middle initial)		SERIAL No.	GRADE	COMPONENT	PERIOD OF REPORT	
	McCoy, Howard M		550A	Col 8	USAF 0	From—	To—
	THEATER OR CONTINENTAL COMMAND		UNIT, ORGANIZATION, AND STATION		PRIMARY MOS	DAYS OF—	
	Hq USAF		Gen Con Gp/CIA, Wash, DC		9349	Duty	Nonduty
DATE OF REPORT		PERMANENT GRADE	REASON FOR THIS REPORT (For reports rendered because of permanent change of station, supply address of unit and installation where officer will report)				
14 Mar 51		Colonel 8	Annual				

B	COMMENTS OF REPORTING OFFICER (Attention is directed to the mandatory comments required by AF Regulation 36-10. 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)
	See attached letter report submitted in accordance with AFR 36-10.

C1	PREPARATION OF THIS REPORT IS DELEGATED TO <u>Mr H. Marshall Chadwell</u> BECAUSE:
	He is the immediate superior.
TYPED NAME, GRADE, AND SERIAL NUMBER OF COMMANDING OFFICER	
C W DENNING, Lt Col, AO 381 241	
SIGNATURE OF COMMANDING OFFICER	
<i>at King</i>	

C2	STATUS OF OFFICER REPORTED ON WITH RESPECT TO ME:
	I CERTIFY THAT ALL ENTRIES HEREON ARE TRUE AND IMPARTIAL TO THE BEST OF MY KNOWLEDGE AND BELIEF.
TYPED NAME, GRADE, AND SERIAL NUMBER OF REPORTING OFFICER	
See attached letter report. 8	
SIGNATURE OF REPORTING OFFICER	

C3	COMMENTS OF INDORSING OFFICER (Indicate your general agreement or disagreement with the evaluation of the reporting officer)
	Not required.
STATUS OF REPORTING OFFICER WITH RESPECT TO ME:	
TYPED NAME AND GRADE OF INDORSING OFFICER	
Not required.	
SIGNATURE OF INDORSING OFFICER	
<i>22</i>	

LAST NAME MCCOY,	FIRST NAME HOWARD M.	INITIAL	GRADE Colonel	SERIAL No. 550A
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INSTRUCTIONS: Place an "X" in the appropriate box to denote your evaluation of the performance of this officer with respect to the critical requirements listed below. The six columns of boxes correspond to the unknown box and the five numbers on each scale in the Check List of Critical Requirements for Officer Evaluation on Report of Officer Effectiveness (AF Form 77A).

D I. PROFICIENCY IN HANDLING ADMINISTRATIVE DETAILS

U	1	2	3	4	5	
☐	☐	☐	☐	☐	☐	1. Understanding instructions
☐	☐	☐	☐	☐	☐	2. Scheduling work
☐	☐	☐	☐	☐	☐	3. Getting information from records
☐	☐	☐	☐	☐	☐	4. Getting ideas from others
☐	☐	☐	☐	☐	☐	5. Checking accuracy of work
☐	☐	☐	☐	☐	☐	6. Writing letters and reports
☐	☐	☐	☐	☐	☐	7. Getting cooperation
☐	☐	☐	☐	☐	☐	8. Presenting finished work
☐	☐	☐	☐	☐	☐	9. Keeping records
☐	☐	☐	☐	☐	☐	10. Keeping others informed
☐	☐	☐	☐	☐	☐	11. Rendering effectiveness reports
X						(DO NOT USE THIS SPACE) →
X						

IV. ACCEPTANCE OF ORGANIZATIONAL RESPONSIBILITY

U	1	2	3	4	5	
☐	☐	☐	☐	☐	☐	34. Complying with orders and directives
☐	☐	☐	☐	☐	☐	35. Accepting organizational procedure
☐	☐	☐	☐	☐	☐	36. Subordinating personal interests
☐	☐	☐	☐	☐	☐	37. Cooperating with associates
☐	☐	☐	☐	☐	☐	38. Showing loyalty
☐	☐	☐	☐	☐	☐	39. Taking responsibility for subordinates
X						(DO NOT USE THIS SPACE) →
X						

II. PROFICIENCY IN SUPERVISING PERSONNEL

U	1	2	3	4	5	
☐	☐	☐	☐	☐	☐	12. Matching personnel and jobs
☐	☐	☐	☐	☐	☐	13. Delegating authority
☐	☐	☐	☐	☐	☐	14. Giving orders and instructions
☐	☐	☐	☐	☐	☐	15. Insuring comprehension
☐	☐	☐	☐	☐	☐	16. Giving reasons and explanations
☐	☐	☐	☐	☐	☐	17. Supporting authorized actions
☐	☐	☐	☐	☐	☐	18. Encouraging ideas
☐	☐	☐	☐	☐	☐	19. Developing teamwork
☐	☐	☐	☐	☐	☐	20. Setting a good example
☐	☐	☐	☐	☐	☐	21. Assisting subordinates in their work
☐	☐	☐	☐	☐	☐	22. Evaluating subordinates' work
☐	☐	☐	☐	☐	☐	23. Looking out for subordinates' welfare
☐	☐	☐	☐	☐	☐	24. Maintaining relations with subordinates
X						(DO NOT USE THIS SPACE) →
X						

V. ACCEPTANCE OF PERSONAL RESPONSIBILITY

U	1	2	3	4	5	
☐	☐	☐	☐	☐	☐	40. Attending to duty
☐	☐	☐	☐	☐	☐	41. Attending to details
☐	☐	☐	☐	☐	☐	42. Reporting for appointments
☐	☐	☐	☐	☐	☐	43. Meeting commitments
☐	☐	☐	☐	☐	☐	44. Being fair and scrupulous
☐	☐	☐	☐	☐	☐	45. Maintaining military appearance
☐	☐	☐	☐	☐	☐	46. Adapting to associates
☐	☐	☐	☐	☐	☐	47. Adapting to the job
☐	☐	☐	☐	☐	☐	48. Conforming to civil standards
X						(DO NOT USE THIS SPACE) →
X						

CENTRAL INTELLIGENCE AGENCY
WASHINGTON 25, D. C.

MAR 14 1951

MEMORANDUM FOR: The Air Adjutant General
Department of the Air Force
Washington 25, D. C.

SUBJECT: Efficiency Report in the case of Colonel Howard M.
McCoy, covering the period 30 August 1950 to
13 March 1951

1. Subject officer has exhibited a thorough knowledge and understanding of intelligence during his assignment in this office. While he was not assigned to a position requiring the handling of administrative details or supervising personnel, he demonstrated an ability for getting along with others, encouraging ideas and assisting my subordinates in their work. He is capable of developing ideas with initiative and imagination.

2. The military appearance and attitude of this officer is in keeping with the high standards of the United States Air Force.

H. Marshall Chadwell
H. MARSHALL CHADWELL
Assistant Director

REC'D AIR FORCE

10 MAR 1951

NO 1000

REC'D AIR FORCE

CENTRAL INTELLIGENCE AGENCY

WASHINGTON 25, D. C.

MAR 14 1951

The Air Adjutant General
Department of the Air Force
Washington 25, D. C.

MEMORANDUM FOR:

Efficiency Report in the case of Colonel Howard
Hood, covering the period 30 April 1950 to
13 March 1951

SUBJECT:

1. Subject officer has exhibited a thorough knowledge and understanding of intelligence during his assignment in this office. While he was not assigned to a position requiring the handling of administrative details or supervising personnel, he demonstrated an ability for getting along with others, encouraging ideas and assisting in the development of their work. He is capable of developing ideas which initiative and imagination.

2. The officer's appearance and attitude of the officer is in keeping with the high standards of the United States Air Force.

FOR THE CHIEF OF THE AIR FORCE
Liaison Officer

880. AIR STAFF

19 MAR 1951

88. USAF

MAR 22 1951

ACADEMIC CROSS REFERENCE SHEET

LAST NAME • FIRST NAME • MIDDLE INITIAL <i>McCoy Howard M.</i>		SERVICE NUMBER <i>550 A</i>
SCHOOL <i>INDUST COLG ARMO FORCES, WASH, D.C.</i>	COURSE <i>REG</i>	
PERIOD		CHECK APPROPRIATE BOX
FROM <i>25 Aug 49</i>	TO <i>27 Jun 50</i>	☒ COMPLETE ☐ INCOMPLETE ☐ FAILED

21

REPORT OF OFFICER EFFECTIVENESS

A	NAME (Last—First—Middle initial)		SERIAL No.	GRADE	COMPONENT	PERIOD OF REPORT	
	McCOY Howard M		550A A018 054	COL	USAF	From— 1 May 49	To— 30 Jun 49
	THEATER OR CONTINENTAL COMMAND		UNIT, ORGANIZATION, AND STATION		PRIMARY MOS	DAYS OF—	
	AIR MATERIEL COMMAND		Hq Air Materiel Command Wright-Patterson AF Base		9349	Duty 45	Nonduty 16
	DATE OF REPORT	PERMANENT GRADE	REASON FOR THIS REPORT (For reports rendered because of permanent change of station, supply address of unit and installation where officer will report)				
	30 Jun 49	COL	AFL 36-16 dtd 15 Apr 49				
B	COMMENTS OF REPORTING OFFICER (Attention is directed to the mandatory comments required by AF Regulation 36-10. 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) Honest and likeable; extremely well educated and trained technically. Due to his enthusiasm and ability in technical matters, is apt to place more emphasis on that phase of his duties to the detriment of control and administration of his activity. A. In his enthusiasm to enhance the prestige of his activity, was inclined to accept workloads beyond the capacity of allotted personnel. B. Accepted to a high degree his responsibility towards the control, supervision, direction and instruction of subordinates and exacted conformance to standards of conduct and discipline expected to Air Force officers. C. His compliance with officers' code of conduct is above reproach. D. Unusual technical knowledge and analytical ability are his outstanding characteristics. E. Strives for self-improvement; growth potential technically appears to be unlimited and with additional emphasis on administration should be able to assume positions of greater responsibility. F. Not applicable.						
C1	PREPARATION OF THIS REPORT IS DELEGATED TO _____, BECAUSE:						
	TYPED NAME, GRADE, AND SERIAL NUMBER OF COMMANDING OFFICER			SIGNATURE OF COMMANDING OFFICER			
C2	STATUS OF OFFICER REPORTED ON WITH RESPECT TO ME: Department Chief under my jurisdiction. I CERTIFY THAT ALL ENTRIES HEREON ARE TRUE AND IMPARTIAL TO THE BEST OF MY KNOWLEDGE AND BELIEF.						
	TYPED NAME, GRADE, AND SERIAL NUMBER OF REPORTING OFFICER			SIGNATURE OF REPORTING OFFICER			
	BENJAMIN W. CHIDLAW, 23A Lieutenant General, USAF						
C3	COMMENTS OF INDORSING OFFICER (Indicate your general agreement or disagreement with the evaluation of the reporting officer) After carefully studying this report, I concur in the evaluation made by the reporting officer.						
	STATUS OF REPORTING OFFICER WITH RESPECT TO ME: My Deputy Commander						
	TYPED NAME AND GRADE OF INDORSING OFFICER			SIGNATURE OF INDORSING OFFICER			
	JOSEPH T. McNARNEY General, USAF						

20

LAST NAME	FIRST NAME	INITIAL	GRADE	SERIAL No.
McCOY	Howard	M	COL	550A A018 054

INSTRUCTIONS: Place an "X" in the appropriate box to denote your evaluation of the performance of this officer with respect to the critical requirements listed below. The six columns of boxes correspond to the unknown box and the five numbers on each scale in the Check List of Critical Requirements for Officer Evaluation on Report of Officer Effectiveness (AF Form 77A).

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Getting cooperation</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>8. Presenting finished work</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>9. Keeping records</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>10. Keeping others informed</td> </tr> <tr> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>11. Rendering effectiveness reports</td> </tr> </table> <table style="width: 100%;"> <tr> <td style="width: 10%;">X</td> <td style="width: 10%;"> </td> <td style="width: 10%;">3</td> <td style="width: 10%;">4</td> <td style="width: 10%;">4</td> <td style="width: 10%;">11</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">4.09 (DO NOT USE THIS SPACE)</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">→</td> <td rowspan="2" style="width: 10%;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>X</td> <td> </td> <td>9</td> <td>16</td> <td>20</td> <td>45</td> <td></td> <td></td> <td></td> </tr> </table> II. PROFICIENCY IN SUPERVISING PERSONNEL <table style="width: 100%;"> <tr> <th>U</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th></th> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>12. Matching personnel and jobs</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>13. Delegating authority</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>14. Giving orders and instructions</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>15. Insuring comprehension</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>16. Giving reasons and explanations</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>17. Supporting authorized actions</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>18. Encouraging ideas</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>19. Developing teamwork</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>20. Setting a good example</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>21. Assisting subordinates in their work</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>22. Evaluating subordinates' work</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>23. Looking out for subordinates' welfare</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>24. Maintaining relations with subordinates</td> </tr> </table> <table style="width: 100%;"> <tr> <td style="width: 10%;">X</td> <td style="width: 10%;"> </td> <td style="width: 10%;">2</td> <td style="width: 10%;">9</td> <td style="width: 10%;">2</td> <td style="width: 10%;">13</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">4.00 (DO NOT USE THIS SPACE)</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">→</td> <td rowspan="2" style="width: 10%;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>X</td> <td> </td> <td>6</td> <td>36</td> <td>10</td> <td>52</td> <td></td> <td></td> <td></td> </tr> </table> III. PROFICIENCY IN PLANNING AND DIRECTING ACTION <table style="width: 100%;"> <tr> <th>U</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th></th> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>25. Taking responsibility</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>26. Solving problems</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>27. Making use of experience</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>28. Long-range planning</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>29. Taking prompt action</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>30. Suspending judgment</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>31. Making correct decisions</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>32. Making forceful efforts</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>33. Absorbing materials</td> </tr> </table> <table style="width: 100%;"> <tr> <td style="width: 10%;">X</td> <td style="width: 10%;"> </td> <td style="width: 10%;">5</td> <td style="width: 10%;">4</td> <td style="width: 10%;">9</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">4.44 (DO NOT USE THIS SPACE)</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">→</td> <td rowspan="2" style="width: 10%;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>X</td> <td> </td> <td>20</td> <td>20</td> <td>40</td> <td></td> <td></td> <td></td> </tr> </table>	U	1	2	3	4	5		☐	☐	☐	☐	☒	☐	1. Understanding instructions	☐	☐	☒	☐	☐	☐	2. Scheduling work	☐	☐	☐	☐	☒	☐	3. Getting information from records	☐	☐	☐	☐	☒	☐	4. Getting ideas from others	☐	☐	☐	☒	☐	☐	5. Checking accuracy of work	☐	☐	☐	☒	☐	☐	6. Writing letters and reports	☐	☐	☒	☐	☐	☐	7. Getting cooperation	☐	☐	☒	☐	☐	☐	8. Presenting finished work	☐	☐	☒	☐	☐	☐	9. Keeping records	☐	☐	☒	☐	☐	☐	10. Keeping others informed	☐	☒	☐	☐	☐	☐	11. Rendering effectiveness reports	X		3	4	4	11	4.09 (DO NOT USE THIS SPACE)	→				1	2	3	4	5	X		9	16	20	45				U	1	2	3	4	5		☐	☐	☐	☒	☐	☐	12. Matching personnel and jobs	☐	☐	☒	☐	☐	☐	13. Delegating authority	☐	☐	☐	☒	☐	☐	14. Giving orders and instructions	☐	☐	☐	☒	☐	☐	15. Insuring comprehension	☐	☐	☐	☒	☐	☐	16. Giving reasons and explanations	☐	☐	☐	☒	☐	☐	17. Supporting authorized actions	☐	☐	☐	☒	☐	☐	18. Encouraging ideas	☐	☐	☒	☐	☐	☐	19. Developing teamwork	☐	☐	☒	☐	☐	☐	20. Setting a good example	☐	☐	☒	☐	☐	☐	21. Assisting subordinates in their work	☐	☐	☒	☐	☐	☐	22. Evaluating subordinates' work	☐	☐	☒	☐	☐	☐	23. Looking out for subordinates' welfare	☐	☐	☒	☐	☐	☐	24. Maintaining relations with subordinates	X		2	9	2	13	4.00 (DO NOT USE THIS SPACE)	→				1	2	3	4	5	X		6	36	10	52				U	1	2	3	4	5		☐	☐	☐	☐	☒	☐	25. Taking responsibility	☐	☐	☐	☐	☒	☐	26. Solving problems	☐	☐	☐	☐	☒	☐	27. Making use of experience	☐	☐	☐	☒	☐	☐	28. Long-range planning	☐	☐	☐	☒	☐	☐	29. Taking prompt action	☐	☐	☐	☒	☐	☐	30. Suspending judgment	☐	☐	☐	☒	☐	☐	31. Making correct decisions	☐	☐	☐	☒	☐	☐	32. Making forceful efforts	☐	☐	☒	☐	☐	☐	33. Absorbing materials	X		5	4	9	4.44 (DO NOT USE THIS SPACE)	→				1	2	3	4	5	X		20	20	40				IV. ACCEPTANCE OF ORGANIZATIONAL RESPONSIBILITY <table style="width: 100%;"> <tr> <th>U</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th></th> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>34. Complying with orders and directives</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>35. Accepting organizational procedure</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>36. Subordinating personal interests</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>37. Cooperating with associates</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>38. Showing loyalty</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>39. Taking responsibility for subordinates</td> </tr> </table> <table style="width: 100%;"> <tr> <td style="width: 10%;">X</td> <td style="width: 10%;"> </td> <td style="width: 10%;">2</td> <td style="width: 10%;">2</td> <td style="width: 10%;">2</td> <td style="width: 10%;">6</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">4.00 (DO NOT USE THIS SPACE)</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">→</td> <td rowspan="2" style="width: 10%;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>X</td> <td> </td> <td>6</td> <td>8</td> <td>10</td> <td>24</td> <td></td> <td></td> <td></td> </tr> </table> V. ACCEPTANCE OF PERSONAL RESPONSIBILITY <table style="width: 100%;"> <tr> <th>U</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th></th> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>40. Attending to duty</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>41. Attending to details</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>42. Reporting for appointments</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>43. Meeting commitments</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>44. Being fair and scrupulous</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>45. Maintaining military appearance</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>46. 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PROFICIENCY IN DUTY MILITARY OCCUPATIONAL SPECIALTY (Describe the specific duty performed and give the SSN/ of the duty) Air Technical Intelligence Officer - 9349. Insures the execution of the normal and technical-intelligence phases of the over-all AMC mission. Provides an Air Technical Intelligence service for the USAF. Promulgates Command policies pertaining to AMC security. Exploits sources of foreign and foreign-positive intelligence. <table style="width: 100%;"> <tr> <th>U</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th></th> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>49. Possessing fundamental training</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>50. Improving effectiveness</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>51. Keeping well-informed</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>52. Applying training and information</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>53. Showing ingenuity in specialty</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☒</td> <td>☐</td> <td>☐</td> <td>54. Handling related assignments</td> </tr> </table> <table style="width: 100%;"> <tr> <td style="width: 10%;">X</td> <td style="width: 10%;"> </td> <td style="width: 10%;">1</td> <td style="width: 10%;">5</td> <td style="width: 10%;">6</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">4.83 (DO NOT USE THIS SPACE)</td> <td rowspan="2" style="width: 10%; text-align: center; vertical-align: middle;">→</td> <td rowspan="2" style="width: 10%;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>X</td> <td> </td> <td>4</td> <td>25</td> <td>29</td> <td></td> <td></td> <td></td> </tr> </table> TOTAL SCORE 4.23 (DO NOT USE THIS SPACE)	U	1	2	3	4	5		☐	☐	☐	☒	☐	☐	34. 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SECTION II

B. (Cont'd)

Is inclined to either forget or overlook the dollar costs in his effort to obtain maximum end results and for this reason, the administration and control of his organization have to be kept under constant close scrutiny by higher levels of management. I have discussed this officer's performance of duty with him, pointed out any deficiencies of which I was aware, and have suggested possible improvements and means of further development.

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DO NOT WRITE ON THIS PAGE

Reserved for use of the Career Sections of the Arms and Services

See AR 600-185 for details.

Unit Adjutant or Personnel Officer will complete Sections I and III.
Rating Officer will complete Sections II, IV, V, VI, VII, VIII, and IX.
Indorsing Officer will complete Sections II, V, VII, and IX.

Use typewriter or print in ink. Use carbon paper to fill out Section III at same time. See AR 600-185.

DO NOT
WRITE
IN THIS
SPACE

Section II. DATA AND SUGGESTIONS FOR USE IN ASSIGNMENT

NOTE: Information on this page will be forwarded to the Career Branch of the Personnel and Administration Division by TAG after ratings have been determined. Proper future assignment and utilization of the officer will depend upon the care with which information in this section is formulated and reported. Use typewriter or print in ink.

A. **DUTIES ACTUALLY PERFORMED ON PRESENT JOB.** To be supplied by Rater. Be specific. Give his duty assignment and all additional duties with enough specific detail to show scope of job in each area. Deputy Commanding General, Intelligence, (T-2), under command jurisdiction of the Commanding General, AMC; is responsible for planning, establishing policy and supervising all phases of Technical Intelligence for the AMC; also responsible for supervising and providing photographic services for the AMC, and for compiling the AMC history.

B. DESCRIPTION OF OFFICER RATED AND COMMENTS. These paragraphs should cover physical, mental, moral qualities of rated officer, specialties of value to the Army, and any special defects or weaknesses affecting his ability to do certain assignments.

COMMENTS OF RATING OFFICER

Smart and intelligent with a good analytical mind. Knows his job but does not express himself well. Especially qualified in engineering. Is most loyal, works hard and is highly enthusiastic in whatever he does.

COMMENTS OF INDORSING OFFICER

C. ESTIMATED DESIRABILITY IN VARIOUS CAPACITIES. Assume you are a commander of a major unit in war. Indicate to what extent you would want the rated officer to serve under you in the next higher grade in each type of duty described below. Place an X in the proper box, using the shaded NA area if the duty is not applicable. If line h is used, specify the nature of the specialty.

RATER						INDORSER					
NA	1	2	3	4	5	NA	1	2	3	4	5

a. Represent your viewpoint and make decisions in your name at a higher headquarters.

b. Command a unit immediately subordinate to you on a combat mission.

c. Be responsible in an emergency calling for initiative, coolness, forceful leadership.

d. Work on an assignment requiring great attention to detail and routine.

e. Plan all aspects of a military situation, using judgment, initiative, and coolness.

f. Carry out an assignment in a civilian component such as ROTC, NG, or ORC

g. Represent you where tact and ability to get along with people are needed.

h. Work on an assignment as specialist or technician. (Specify.) Engineering

i. Carry out the duties of the type of work to which he is now assigned.

D. IMMEDIATE RECOMMENDATIONS FOR CAREER DEVELOPMENT. Be specific.

RATER'S RECOMMENDATION FOR ASSIGNMENT (MOS CODE)

INDORSER'S RECOMMENDATION FOR ASSIGNMENT (MOS CODE)

Present Assignment

RATER'S RECOMMENDATION FOR FURTHER TRAINING

INDORSER'S RECOMMENDATION FOR FURTHER TRAINING

National War College

E. ENTRIES ARE BASED ON →
(RATER WILL CHECK)

INTIMATE DAILY CONTACT

FREQUENT OBSERVATION OF
THE RESULTS OF HIS WORK

INFREQUENT OBSERVATION OF
THE RESULTS OF HIS WORK

ACADEMIC
RECORDSOFFICIAL
REPORTS

DO NOT WRITE ON THIS PAGE

Reserved for use of the Career Sections of the Arms and Services

EFFICIENCY REPORT

USE TYPEWRITER IF POSSIBLE
IF NOT, PLEASE PRINT

PREPARE THE REPORT WITH PAINSTAKING ACCURACY. ITS VALUE LIES IN THE DEGREE OF OBJECTIVITY, IMPARTIALITY, AND SOUND CONSIDERED JUDGMENT DISPLAYED BY THE RATING OFFICER. READ INSTRUCTIONS.

SEE AR 600-185

A. PLACE OF ORIGIN OF REPORT

THEATER OR COMMAND
AIR MATERIEL COMMAND

ORGANIZATION AND UNIT
4020TH AAF BASE UNIT (HQ AMC)

DATE OF REPORT
30 Jun 47

B. OFFICER REPORTED UPON

LAST NAME—FIRST NAME—MIDDLE INITIAL

McCOY, Howard M

SERIAL NUMBER

018 054

GRADE

COL

ARM OR SERVICE

AC

COM-
PONENT

RA

DATE OF BIRTH

4 Dec 07

SERVICE

Limited

General

X

OFFICIAL STATUS OF OFFICER WITH RESPECT TO YOU

**My Deputy for Technical
Intelligence (T-2)**

PERIOD COVERED
BY REPORT



FROM

10 Dec 46

TO

30 Jun 47

C. STATIONS AT WHICH OFFICER SERVED AND DUTY ASSIGNMENTS

STATIONS	DUTY ASSIGNMENTS	DAYS	PLACE "X" IN BOX OR BOXES TO CLASSIFY DUTY					
			STAFF		COMMAND		TRAIN- ING	ADMIN. & EXEC.
			COMBAT	NOT COMBAT	COMBAT	NOT COMBAT		
1. Wright Fld, Ohio	Deputy CG, Intelligence							
2.	(T-2)	138		X				
3.								
4.								
5.	Lv	15						

D. WRITE A BRIEF GENERAL ESTIMATE OF THIS OFFICER. REFER TO POINTS OF WEAKNESS AS WELL AS STRENGTH. UNFAVORABLE ENTRIES OF OPINION IN THIS ESTIMATE NEED NOT BE REFERRED TO THE OFFICER BEING RATED.

Very serious but industrious and capable. Has handled a difficult assignment in a most excellent manner. So enthusiastic about his own job that at times may tend to irate others.

E. ALL ENTRIES ARE FORMULATED ON THE FOLLOWING BASED ON INTIMATE DAILY CONTACT FREQUENT OBSERVATION OF THE RESULTS OF HIS WORK INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK ACADEMIC RECORDS OFFICIAL REPORTS	X X X X X X	F. INDICATE YOUR ATTITUDE WOULD YOU ATTITUDE PARTICULARLY DESIRE HIM? BE PLEASED TO HAVE HIM? BE SATISFIED TO HAVE HIM? PREFER NOT TO HAVE HIM? DEFINITELY NOT WANT HIM?	X X X X X X	G. WHAT DEGREE OF SUCCESS HAS HE ATTAINED UNDER THE FOLLOWING? PLACE AN "X" IN THE APPROPRIATE SPACE TO DENOTE RATING. ENTER THE PROPER NUMERICAL VALUE IN THE APPROPRIATE COLUMN UNDER "TOTAL VALUE" NO VALUE SHOULD BE ENTERED FOR A RATING OF UNKNOWN. SEE INSTRUCTIONS ON THE REVERSE SIDE. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>RAT.</th> <th>Unsat.</th> <th>Sat.</th> <th>V. S.</th> <th>EXC.</th> <th>SUP.</th> <th>Un-known</th> <th>TOTAL VALUE</th> </tr> <tr> <th></th> <th>VAL.</th> <th>—4</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>—Total</th> <th>+Total</th> </tr> </thead> <tbody> <tr> <td>1. Physical Activity and Endurance</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td></td> <td>5</td> </tr> <tr> <td>2. Stability Under Pressure</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td></td> <td>5</td> </tr> <tr> <td>3. Attention to Duty</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td>6</td> </tr> <tr> <td>4. Cooperation</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td>6</td> </tr> <tr> <td>5. Initiative</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td>6</td> </tr> <tr> <td>6. Intelligence</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td>6</td> </tr> <tr> <td>7. Force</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td>6</td> </tr> <tr> <td>8. Judgment and Common Sense</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td>6</td> </tr> <tr> <td>9. Leadership</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td>6</td> </tr> <tr> <td>10. Ability to Obtain Results</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>X</td> <td></td> <td></td> <td></td> <td>6</td> </tr> </tbody> </table>		RAT.	Unsat.	Sat.	V. S.	EXC.	SUP.	Un-known	TOTAL VALUE		VAL.	—4	1	2	3	4	5	6	7	—Total	+Total	1. Physical Activity and Endurance						X					5	2. Stability Under Pressure						X					5	3. Attention to Duty							X				6	4. Cooperation							X				6	5. Initiative							X				6	6. Intelligence							X				6	7. Force							X				6	8. Judgment and Common Sense							X				6	9. Leadership							X				6	10. Ability to Obtain Results							X				6
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9. Leadership							X				6																																																																																																																																						
10. Ability to Obtain Results							X				6																																																																																																																																						

H. Since last report has been mentioned in official communications? Favorably Yes or No Yes Unfavorably Yes or No No	I. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? If so, enclose separate statement of nature and attendant circumstances. Yes or No No	J. In case unfavorable entries have been made, other than in D and/or F, were the deficiencies brought to the officer's attention while under your command and prior to preparation of this report? Yes or No None	Totals — + 58 K. Net Value 58	L. OUTSTANDING SPECIALTIES OF VALUE IN MILITARY SERVICE. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS. SHOW PILOT AND/OR OBSERVER RATINGS OF AIR CORPS OFFICERS. Senior Pilot Acft Obsr Combat Obsr	M. Enter numerical rating using the following basis: Numerical rating equals the net value (K) divided by total number of entries for which a numerical rating was given. 5.80 N. Enter adjectival rating based on numerical rating (M). Use following code: Below 0 (—4) —Unsatisfactory 0.0 to 1.99 —Satisfactory 2.0 to 3.49 —Very satisfactory 3.5 to 5.49 —Excellent 5.5 to 7.0 —Superior SUP
---	--	---	--	---	---

O. I CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF ALL ENTRIES MADE HEREON ARE TRUE AND IMPARTIAL AND ARE IN ACCORDANCE WITH AR 600-185.

INCLOSURES	SIGNATURE	TYPE NAME, GRADE AND ORGANIZATION	COMMANDING WHAT?
One	<i>[Signature]</i>	N. F. TWining, Lt Gen, USA	Air Materiel Command
		4020th AAFBU (HQ AMC)	

188/580

17A

TRIPPLICATE COPY EXTRACTED IN AAF

AFGAS-5

1ST. IND.

Hq AAF, Washington 25, D. C., 20 August 1947

To: The Adjutant General, Washington 25, D. C.

The Commanding General concurs in the above report.

1 Incl
n/c

Edward E. Toro
EDWARD E. TORO
Colonel, Air Corps
Ass't, Air Adjutant General

INSTRUCTIONS
(SEE AR 600-185)

1. Efficiency ratings comprise an evaluation of an officer in comparison with others of the same grade. In a large group of officers, such as are normally assigned to an Infantry division, the law of averages will establish that about twenty percent of the officers of each grade may be superior, about twenty percent may be in the two lower classifications of very satisfactory and satisfactory (Unsatisfactory officers should be identified promptly and reclassified); the remaining sixty per cent who constitute the mass of thoroughly capable officers would fall into the excellent category. Commanders of regiments and large units must analyze the reports prepared within their organization and whenever the distribution varies markedly from the above the reasons must be sought. It is highly important that officers who are genuinely superior be identified by their ratings so that their talents may be fully utilized. It is also important to identify those officers whose qualifications and standards of performance of duty are above the minimum required, but who are clearly below the standard established by the mass of officers of their grade. A series of reports of an individual officer should present a highly accurate evaluation of his worth.

2. Prior to filling in Section G of this report consider carefully the following definitions and the numerical values assigned to each. Keep them in mind when rating, taking into consideration the length of service of officer you are rating and the opportunities afforded him, which might have a bearing upon his performance of duty, personal characteristics, or professional qualifications.

Unsatisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications below minimum standards—inefficient.

Satisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications up to minimum standard—passably efficient.

Very Satisfactory: Performance of the particular duty reported upon in an efficient manner. Personal characteristics, professional qualifications, or efficiency above that acceptable as satisfactory.

Excellent: Performance of the particular duty reported upon in a very efficient manner. Personal characteristics, professional qualifications, or efficiency above very satisfactory but below superior.

Superior: Outstanding and exceptional performance of the particular duty reported upon. Personal characteristics, professional qualifications, or efficiency above that considered excellent.

Unknown: To be used in all cases in which the reporting officer has had insufficient opportunity during the period covered by this report to observe the officer reported upon to permit a rating as to the performance of the particular duty, personal characteristics, or professional qualifications.

EFFICIENCY REPORT

See AR 600-185 for details.

Unit Adjutant or Personnel Officer will complete Sections I and III.
Rating Officer will complete Sections II, IV, V, VI, VII, VIII, and IX.
Indorsing Officer will complete Sections II, V, VII, and IX.

Section I. OFFICER REPORTED UPON

Use typewriter or print in ink. Use carbon paper to fill out Section III at same time. See AR 600-185.

DO NOT
WRITE
IN THIS
SPACE

LAST NAME	FIRST NAME	INITIAL	SERIAL NUMBER	GRADE	ARM OR SERVICE	COMPONENT	PERIOD OF REPORT		WRITE IN THIS SPACE
McCOY	Howard	M	A018 054	COL	AF	USAF	FROM 15 Oct 47	TO 31 May 48	
THEATER OR CONTINENTAL COMMAND	UNIT, ORGANIZATION AND STATION		PRIMARY MOS	DUTY ASSIGNMENT (MOS CODE)	DAYS OF			PC	
AIR MATERIEL COMMAND	4020th AF Base Unit (Hq AMC)		7050	9301	DUTY 218	LEAVE 12	OTHER NON-DUTY		
DATE OF REPORT	FOR REPORTS RENDERED BECAUSE OF PERMANENT CHANGE OF STATION, SUPPLY ADDRESS OF UNIT AND INSTALLATION WHERE OFFICER WILL REPORT								OA
1 June 48	Annual report (Par 6c(5))								
NAME, GRADE, AND ORGANIZATION OR UNIT OF RATING OFFICER				NAME, GRADE, AND ORGANIZATION OR UNIT OF INDORSING OFFICER				OA	
B. W. CHIDLAW, AO-14936, Lt. General, USAF 4020th AFBU (HQ AMC)				JOSEPH T. McNARNEY, AO-3804, General, USAF 4020th AFBU (Hq AMC)					

Section II. DATA AND SUGGESTIONS FOR USE IN ASSIGNMENT

NOTE: Information on this page will be forwarded to the Career Branch of the Personnel and Administration Division by TAG after ratings have been determined. Proper future assignment and utilization of the officer will depend upon the care with which information in this section is formulated and reported. Use typewriter or print in ink.

A. DUTIES ACTUALLY PERFORMED ON PRESENT JOB. To be supplied by Rater. Be specific. Give his duty assignment and all additional duties with enough specific detail to show scope of job in each area. Chief of Intelligence, Air Materiel Command; responsible for planning, establishing policy for and supervising the normal and technical intelligence phases of the over-all AMC mission, which include: 1) Providing an Air Technical Intelligence Service for the USAF required for the prevention of technological surprise from any source, 2) Exploitation of all available sources of foreign intelligence, and 3) Promulgation of command policies pertaining to security.

B. DESCRIPTION OF OFFICER RATED AND COMMENTS. These paragraphs should cover physical, mental, moral qualities of rated officer, specialties of value to the Army, and any special defects or weaknesses affecting his ability to do certain assignments.

COMMENTS OF RATING OFFICER Well grounded through education COMMENTS OF INDORSING OFFICER

and experience, this officer has developed the relatively new field of Air Technical Intelligence and is one of the comparatively few officers within the Air Force currently qualified to handle this important assignment. Of firm opinions and possessed
(cont'd on attached sheet)

I concur in the description and comments made by the reporting officer.

C. ESTIMATED DESIRABILITY IN VARIOUS CAPACITIES. Assume you are a commander of a major unit in war. Indicate to what extent you would want the rated officer to serve under you in the next higher grade in each type of duty described below. Place an X in the proper box, using the shaded NA area if the duty is not applicable. If line h is used, specify the nature of the specialty.

a. Represent your viewpoint and make decisions in your name at a higher headquarters.	NA	NOT WANT HIM	TAKE A CHANCE ON HIM	HAPPY TO HAVE HIM	PREFER HIM TO MOST	FIGHT TO GET HIM
b. Command a unit immediately subordinate to you on a combat mission.						
c. Be responsible in an emergency calling for initiative, coolness, forceful leadership.						
d. Work on an assignment requiring great attention to detail and routine.						
e. Plan all aspects of a military situation, using judgment, initiative, and coolness.						
f. Carry out an assignment in a civilian component such as ROTC, NG, or ORC.						
g. Represent you where tact and ability to get along with people are needed.						
h. Work on an assignment as specialist or technician. (Specify.)						
i. Carry out the duties of the type of work to which he is now assigned.						

D. IMMEDIATE RECOMMENDATIONS FOR CAREER DEVELOPMENT. Be specific.

RATER'S RECOMMENDATION FOR ASSIGNMENT (MOS CODE)	INDORSER'S RECOMMENDATION FOR ASSIGNMENT (MOS CODE)
Present Assignment 9301 Intell Staff Officer	Same

RATER'S RECOMMENDATION FOR FURTHER TRAINING	INDORSER'S RECOMMENDATION FOR FURTHER TRAINING
AIR WAR COLLEGE	Same

E. ENTRIES ARE BASED ON → (RATER WILL CHECK)					
INTIMATE DAILY CONTACT	FREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	ACADEMIC RECORDS	OFFICIAL REPORTS	
☒	☐	☐	☐	☐	

DO NOT WRITE ON THIS PAGE

Reserved for use of the Career Sections of the Arms and Services

SECTION II. DATA AND SUGGESTIONS FOR USE IN ASSIGNMENT

B. (Cont'd from front sheet)

of considerable initiative he goes ahead on his own without waiting for detailed orders. His enthusiasms for broadening the horizons of his job have to be continually checked to keep them within balance. His judgment and opinions within his particular sphere of operations are well thought of by other Intelligence agencies. I have brought to the attention of this officer any weaknesses indicated herein.

EFFICIENCY REPORT

USE TYPEWRITER IF POSSIBLE
IF NOT, PLEASE PRINT

PREPARE THIS REPORT WITH PAINSTAKING ACCURACY! ITS VALUE LIES IN THE DEGREE OF OBJECTIVITY, IMPARTIALITY, AND SOUND, CONSIDERED JUDGMENT DISPLAYED BY THE RATING OFFICER. READ INSTRUCTIONS.

EE AR 600-185

A. PLACE OF ORIGIN OF REPORT

THEATER OR COMMAND Air Materiel Command	ORGANIZATION AND UNIT 4020th AAFBU, Hq Air Materiel Command	DATE OF REPORT 9 Dec 46
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B. OFFICER REPORTED UPON

LAST NAME—FIRST NAME—MIDDLE INITIAL McCoy, Howard M	SERIAL NUMBER 018054	GRADE Col.	ARM OR SERVICE Air Corps	COM- PONENT RA
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DATE OF BIRTH 4 Dec 07	SERVICE Limited ☐ General ☒	OFFICIAL STATUS OF OFFICER WITH RESPECT TO YOU One of my Division Chiefs	PERIOD COVERED BY REPORT 1 Jul 46 → 9 Dec 46
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C. STATIONS AT WHICH OFFICER SERVED AND DUTY ASSIGNMENTS

STATIONS	DUTY ASSIGNMENTS	DAYS	PLACE "X" IN BOX OR BOXES TO CLASSIFY DUTY						
			STAFF		COMMAND		TRAIN- ING	ADMIN. & EXEC.	
			COMBAT	NOT COMBAT	COMBAT	NOT COMBAT			
1. Wright Fld, Ohio	Chief, Air Documents Div,	143							X
2.	Intelligence (T-2)								
3.									
4.	Sk - 10 Lv - 9	19							
5.	Senior Pilot (UNK)	162							

D. WRITE A BRIEF GENERAL ESTIMATE OF THIS OFFICER. REFER TO POINTS OF WEAKNESS AS WELL AS STRENGTH. UNFAVORABLE ENTRIES OF OPINION IN THIS ESTIMATE NEED NOT BE REFERRED TO THE OFFICER BEING RATED.

This officer is very capable, technically qualified and a good engineer. His weakness lies in the initiation of many projects without following thru to completion. He also does not become familiar with the detailed operations of his division to the detriment of the efficiency of the organization.

E. ALL ENTRIES ARE FORMULATED ON THE FOLLOWING		F. INDICATE YOUR ATTITUDE WOULD YOU		G. WHAT DEGREE OF SUCCESS HAS HE ATTAINED UNDER THE FOLLOWING? PLACE AN "X" IN THE APPROPRIATE SPACE TO DENOTE RATING. ENTER THE PROPER NUMERICAL VALUE IN THE APPROPRIATE COLUMN UNDER "TOTAL VALUE." NO VALUE SHOULD BE ENTERED FOR A RATING OF UNKNOWN. SEE INSTRUCTIONS ON THE REVERSE SIDE.											
BASED ON	X	ATTITUDE	X	RAT. VAL.	Unsat. —4	Sat. 1	V. S. 2 3		EXC. 4 5		SUP. 6 7		Un-known	TOTAL VALUE —Total +Total	
INTIMATE DAILY CONTACT		PARTICULARLY DESIRE HIM?		1. Physical Activity and Endurance							X				6
				2. Stability Under Pressure						X					5
FREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	X	BE PLEASED TO HAVE HIM?	X	3. Attention to Duty							X				6
				4. Cooperation						X					5
INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK		BE SATISFIED TO HAVE HIM?		5. Initiative								X			7
				6. Intelligence							X				6
ACADEMIC RECORDS		PREFER NOT TO HAVE HIM?		7. Force							X				6
				8. Judgment and Common Sense							X				6
OFFICIAL REPORTS		DEFINITELY NOT WANT HIM?		9. Leadership							X				6
				10. Ability to Obtain Results						X					5
H. Since last report has he been mentioned in official communications?	Favorably Yes or No Unfavorably Yes or No	I. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? If so, enclose separate statement of nature and attendant circumstances.	Yes or No NO	J. In case unfavorable entries have been made, other than in D and/or F, were the deficiencies brought to the officer's attention while under your command and prior to preparation of this report?				Yes or No NONE				Totals	—	+ 58	
												K. Net Value		58	

H. Since last report has he been mentioned in official communications?

Favorably Yes or No
NONE
Unfavorably Yes or No

I. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? If so, enclose separate statement of nature and attendant circumstances.

Yes or No
NO

J. In case unfavorable entries have been made, other than in D and/or F, were the deficiencies brought to the officer's attention while under your command and prior to preparation of this report?

Yes or No
NONE

Totals
K. Net Value
58

L. OUTSTANDING SPECIALTIES OF VALUE IN MILITARY SERVICE. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS. SHOW PILOT AND/OR OBSERVER RATINGS OF AIR CORPS OFFICERS.

Senior Pilot

M. Enter numerical rating using the following basis: Numerical rating equals the net value (K) divided by total number of entries for which a numerical rating was given.

Numerical Rating
5.80

N. Enter adjectival rating based on numerical rating (M). Use following code.
Below 0 (-4) — Unsatisfactory
0.0 to 1.99 — Satisfactory
2.0 to 3.49 — Very satisfactory
3.5 to 5.49 — Excellent
5.5 to 7.0 — Superior

Adjectival Rating
SUP

O. I CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF ALL ENTRIES MADE HEREON ARE TRUE AND IMPARTIAL AND ARE IN ACCORDANCE WITH AR 600-185.

INCLOSURES 0	SIGNATURE <i>D. L. PUTT</i>	TYPE NAME, GRADE AND ORGANIZATION D. L. PUTT, Colonel, AC	COMMANDING WHAT? Intelligence (T-2)
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143/5-80

17 B 10

1ST. IND.

HQ, AMC, Wright Field, Dayton, Ohio. 27 December 1946.

TO: The Adjutant General, Washington 25, D. C. (Thru Channels)

I concur in the above report.

N. F. Twining
N. F. TWINING,
Lieutenant General, USA,
Commanding.

INSTRUCTIONS
(SEE AR 600-185)

1. Efficiency ratings comprise an evaluation of an officer in comparison with others of the same grade. In a large group of officers, such as are normally assigned to an Infantry division, the law of averages will establish that about twenty percent of the officers of each grade may be superior, about twenty percent may be in the two lower classifications of very satisfactory and satisfactory (Unsatisfactory officers should be identified promptly and reclassified); the remaining sixty per cent who constitute the mass of thoroughly capable officers would fall into the excellent category. Commanders of regiments and large units must analyze the reports prepared within their organization and whenever the distribution varies markedly from the above the reasons must be sought. It is highly important that officers who are genuinely superior be identified by their ratings so that their talents may be fully utilized. It is also important to identify those officers whose qualifications and standards of performance of duty are above the minimum required, but who are clearly below the standard established by the mass of officers of their grade. A series of reports of an individual officer should present a highly accurate evaluation of his worth.

2. Prior to filling in Section G of this report consider carefully the following definitions and the numerical values assigned to each. Keep them in mind when rating, taking into consideration the length of service of officer you are rating and the opportunities afforded him, which might have a bearing upon his performance of duty, personal characteristics, or professional qualifications.

Unsatisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications below minimum standards—inefficient.

Satisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications up to minimum standard—passably efficient.

Very Satisfactory: Performance of the particular duty reported upon in an efficient manner. Personal characteristics, professional qualifications, or efficiency above that acceptable as satisfactory.

Excellent: Performance of the particular duty reported upon in a very efficient manner. Personal characteristics, professional qualifications, or efficiency above very satisfactory but below superior.

Superior: Outstanding and exceptional performance of the particular duty reported upon. Personal characteristics, professional qualifications, or efficiency above that considered excellent.

Unknown: To be used in all cases in which the reporting officer has had insufficient opportunity during the period covered by this report to observe the officer reported upon to permit a rating as to the performance of the particular duty, his personal characteristics, or professional qualifications.

Efficiency report, Colonel Howard M. McCoy, AC, O-18054, 1 Jul to 9 Dec 1946.

AFGAS-5

2nd Ind.

Hq AAF, Washington, D. C. 26 February 1947.

TO: The Adjutant General, Washington, 25, D. C.

Examined and forwarded.

FOR THE COMMANDING GENERAL:



H. H. HEWITT,
Lt. Colonel, A.G.D.,
Asst. Air Adjutant General.

EFFICIENCY REPORT

USE TYPEWRITER IF POSSIBLE
IF NOT, PLEASE PRINT

PREPARE THIS REPORT WITH PAINSTAKING ACCURACY! ITS VALUE LIES IN THE DEGREE OF OBJECTIVITY, IMPARTIALITY, AND SOUND, CONSIDERED JUDGMENT DISPLAYED BY THE RATING OFFICER. READ INSTRUCTIONS.

SEE AR 600-185

A. PLACE OF ORIGIN OF REPORT

THEATER OR COMMAND AMC	ORGANIZATION AND UNIT 4020th AAFBU (HQ AMC)	DATE OF REPORT 30 June 46
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B. OFFICER REPORTED UPON

LAST NAME—FIRST NAME—MIDDLE INITIAL McCOY, Howard M.	SERIAL NUMBER 018 054	GRADE Colonel	ARM OR SERVICE AC	COM- PONENT RA
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DATE OF BIRTH 4 Dec 07	SERVICE Limited General X	OFFICIAL STATUS OF OFFICER WITH RESPECT TO YOU Chief of one of my divisions.	PERIOD COVERED BY REPORT 1 Jan 46	FROM 30 June 46	TO
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C. STATIONS AT WHICH OFFICER SERVED AND DUTY ASSIGNMENTS

STATIONS	DUTY ASSIGNMENTS	DAYS	PLACE "X" IN BOX OR BOXES TO CLASSIFY DUTY						
			- STAFF		COMMAND		TRAIN- ING	ADMIN. & EXEC.	
			COMBAT	NOT COMBAT	COMBAT	NOT COMBAT			
1. Wright Fld, Ohio	Chief, Air Documents								
2.	Div, Intelligence T-2	171							X
3.									
4.	Lv	10							
5.	Sr Pilot (SUP)	181							

D. WRITE A BRIEF GENERAL ESTIMATE OF THIS OFFICER. REFER TO POINTS OF WEAKNESS AS WELL AS STRENGTH. UNFAVORABLE ENTRIES OF OPINION IN THIS ESTIMATE NEED NOT BE REFERRED TO THE OFFICER BEING RATED. **A very intelligent, capable officer, with considerable vision and planning ability.**

E. ALL ENTRIES ARE FORMULATED ON THE FOLLOWING	F. INDICATE YOUR ATTITUDE WOULD YOU	G. WHAT DEGREE OF SUCCESS HAS HE ATTAINED UNDER THE FOLLOWING? PLACE AN "X" IN THE APPROPRIATE SPACE TO DENOTE RATING. ENTER THE PROPER NUMERICAL VALUE IN THE APPROPRIATE COLUMN UNDER "TOTAL VALUE" NO VALUE SHOULD BE ENTERED FOR A RATING OF UNKNOWN. SEE INSTRUCTIONS ON THE REVERSE SIDE.										
BASED ON	ATTITUDE	RAT. VAL.		Unsat.	Sat.	V. S.	EXC.	SUP.	Un-known	TOTAL VALUE		
				—4	1	2	3	4	5	6	7	
INTIMATE DAILY CONTACT	PARTICULARLY DESIRE HIM?	1. Physical Activity and Endurance							X		6	
FREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	BE PLEASED TO HAVE HIM?	2. Stability Under Pressure							X		6	
INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	BE SATISFIED TO HAVE HIM?	3. Attention to Duty							X		6	
ACADEMIC RECORDS	PREFER NOT TO HAVE HIM?	4. Cooperation						X			5	
OFFICIAL REPORTS	DEFINITELY NOT WANT HIM?	5. Initiative							X		6	
		6. Intelligence							X		6	
		7. Force						X			5	
		8. Judgment and Common Sense						X			5	
		9. Leadership							X		6	
		10. Ability to Obtain Results							X		5	
H. Since last report has been mentioned in official communications?	I. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? If so, enclose separate statement of nature and attendant circumstances.	Yes or No	J. In case unfavorable entries have been made, other than in D and/or F, were the deficiencies brought to the officer's attention while under your command and prior to preparation of this report?							Totals	—	+ 56
Favorably Yes or No no	Unfavorably Yes or No no	no	None							K. Net Value	56	

L. OUTSTANDING SPECIALTIES OF VALUE IN MILITARY SERVICE. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS. SHOW PILOT AND/OR OBSERVER RATINGS OF AIR CORPS OFFICERS.

Sr Pilot

M. Enter numerical rating using the following basis: Numerical rating equals the net value (K) divided by total number of entries for which a numerical rating was given.

Numerical Rating **5.6**

N. Enter adjectival rating based on numerical rating (M). Use following code:
Below 0 (—4) —Unsatisfactory
0.0 to 1.99 —Satisfactory
2.0 to 3.49 —Very satisfactory
3.5 to 5.49 —Excellent
5.5 to 7.0 —Superior

Adjectival Rating **Superior**

O. I CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF ALL ENTRIES MADE HEREON ARE TRUE AND IMPARTIAL AND ARE IN ACCORDANCE WITH AR 600-185.

INCLOSURES 0	SIGNATURE <i>D. L. PUTT</i>	TYPE NAME, GRADE AND ORGANIZATION D. L. PUTT, Colonel, A.C.	COMMANDING WHAT CG, Intelligence
------------------------	--------------------------------	---	--

Carbon Copy Extracted by AAF

1ST. IND.

HQ, AMC, Wright Field, Dayton, Ohio. 8 August 1946

TO: Commanding General, AAF, Washington 25, D. C.

I concur in the above report.

N. F. Twining
N. F. TWINING
Lt General, USA
Commanding

2d Ind

Hq., Army Air Forces, Washington 25, D. C., 20 August 1946

To: The Adjutant General, Washington 25, D. C.

Examined and forwarded.

FOR THE COMMANDING GENERAL:

INSTRUCTIONS
(SEE AR 600-185)

Edward E. Toro
EDWARD E. TORO
Colonel, Air Corps
Asst. Air Adjutant General

1. Efficiency ratings comprise an evaluation of an officer in comparison with others of the same grade. In a large group of officers, such as are normally assigned to an infantry division, the law of averages will establish that about twenty percent of the officers of each grade may be superior, about twenty percent may be in the two lower classifications of very satisfactory and satisfactory (Unsatisfactory officers should be identified promptly and reclassified); the remaining sixty per cent who constitute the mass of thoroughly capable officers would fall into the excellent category. Commanders of regiments and large units must analyze the reports prepared within their organization and whenever the distribution varies markedly from the above the reasons must be sought. It is highly important that officers who are genuinely superior be identified by their ratings so that their talents may be fully utilized. It is also important to identify those officers whose qualifications and standards of performance of duty are above the minimum required, but who are clearly below the standard established by the mass of officers of their grade. A series of reports of an individual officer should present a highly accurate evaluation of his worth.

2. Prior to filling in Section G of this report consider carefully the following definitions and the numerical values assigned to each. Keep them in mind when rating, taking into consideration the length of service of officer you are rating and the opportunities afforded him, which might have a bearing upon his performance of duty, personal characteristics, or professional qualifications.

Unsatisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications below minimum standards—inefficient.

Satisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications up to minimum standards—possibly efficient.

Very Satisfactory: Performance of the particular duty reported upon in an efficient manner. Personal characteristics, professional qualifications, or efficiency above that acceptable as satisfactory.

Excellent: Performance of the particular duty reported upon in a very efficient manner. Personal characteristics, professional qualifications, or efficiency above very satisfactory but below superior.

Superior: Outstanding and exceptional performance of the particular duty reported upon. Personal characteristics, professional qualifications, or efficiency above that considered excellent.

Unknown: To be used in all cases in which the rating officer has had insufficient opportunity during the period covered by this report to observe the officer reported upon to permit a rating as to the performance of the particular duty, personal characteristics, or professional qualifications.

EFFICIENCY REPORT

USE TYPEWRITER IF POSSIBLE
IF NOT, PLEASE PRINT

PREPARE THIS REPORT WITH PAINSTAKING ACCURACY! ITS VALUE LIES IN THE DEGREE OF OBJECTIVITY, IMPARTIALITY, AND SOUND, CONSIDERED JUDGMENT DISPLAYED BY THE RATING OFFICER. READ INSTRUCTIONS.

SEE AR 600-185

A. PLACE OF ORIGIN OF REPORT

THEATER OR COMMAND

ATSC

ORGANIZATION AND UNIT

4020th AAF BU (HQ ATSC)

DATE OF REPORT

31 Dec 45

B. OFFICER REPORTED UPON

LAST NAME—FIRST NAME—MIDDLE INITIAL

McCOY, Howard M.

SERIAL NUMBER

018 054

GRADE

Col

ARM OR SERVICE

AC

COM-
PONENT

RA

DATE OF BIRTH

4 Dec 07

SERVICE

Limited General

X

OFFICIAL STATUS OF OFFICER WITH RESPECT TO YOU

Chief of one of my divisions

PERIOD COVERED
BY REPORT



FROM

1 Jul 45

TO

31 Dec 45

C. STATIONS AT WHICH OFFICER SERVED AND DUTY ASSIGNMENTS

STATIONS	DUTY ASSIGNMENTS	DAYS	PLACE "X" IN BOX OR BOXES TO CLASSIFY DUTY					
			STAFF		COMMAND		TRAIN- ING	ADMIN. & EXEC.
			COMBAT	NOT COMBAT	COMBAT	NOT COMBAT		
1. Europe	(Fr 66-2 6.6) Dir Tech							
2.	Serv, Hq ATSC in Europe	15						
3.	(Fr 66-2 6.3) Intel Sec,							
4.	US Strategic AF in ETO	88						
5. Europe								

D. WRITE A BRIEF GENERAL ESTIMATE OF THIS OFFICER. REFER TO POINTS OF WEAKNESS AS WELL AS STRENGTH. UNFAVORABLE ENTRIES OF OPINION IN THIS ESTIMATE NEED NOT BE REFERRED TO THE OFFICER BEING RATED. **An outstanding and capable officer, particularly on engineering and technical matters. Very slightly lacking in tact and diplomacy.**

E. ALL ENTRIES ARE FORMULATED ON THE FOLLOWING		F. INDICATE YOUR ATTITUDE WOULD YOU		G. WHAT DEGREE OF SUCCESS HAS HE ATTAINED UNDER THE FOLLOWING? PLACE AN "X" IN THE APPROPRIATE SPACE TO DENOTE RATING. ENTER THE PROPER NUMERICAL VALUE IN THE APPROPRIATE COLUMN UNDER "TOTAL VALUE" NO VALUE SHOULD BE ENTERED FOR A RATING OF UNKNOWN. SEE INSTRUCTIONS ON THE REVERSE SIDE.											
BASED ON	X	ATTITUDE	X	RAT. VAL.	Unsat. -4	Sat. 1	V. S. 2	3	EXC. 4	5	SUP. 6	7	Un-known	TOTAL VALUE	
INTIMATE DAILY CONTACT	X	PARTICULARLY DESIRE HIM?	X	1. Physical Activity and Endurance							X				6
FREQUENT OBSERVATION OF THE RESULTS OF HIS WORK		BE PLEASED TO HAVE HIM?		2. Stability Under Pressure					X						5
INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK		BE SATISFIED TO HAVE HIM?		3. Attention to Duty								X			7
ACADEMIC RECORDS		PREFER NOT TO HAVE HIM?		4. Cooperation					X						5
OFFICIAL REPORTS		DEFINITELY NOT WANT HIM?		5. Initiative						X					6
				6. Intelligence						X					6
				7. Force						X					6
				8. Judgment and Common Sense						X					6
				9. Leadership						X					6
				10. Ability to Obtain Results						X					6
H. Since last report has he been mentioned in official communications?	Favorably Yes or No Yes Unfavorably Yes or No No	I. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? If so, enclose separate statement of nature and attendant circumstances.	Yes or No No	J. In case unfavorable entries have been made, other than in D and/or F, were the deficiencies brought to the officer's attention while under your command and prior to preparation of this report?	Yes or No None			Totals		-		+ 59			
				K. Net Value		59									

L. OUTSTANDING SPECIALTIES OF VALUE IN MILITARY SERVICE. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS. SHOW PILOT AND/OR OBSERVER RATINGS OF AIR CORPS OFFICERS.

Sr. Pilot

M. Enter numerical rating using the following basis: Numerical rating equals the net value (K) divided by total number of entries for which a numerical rating was given.

Numerical Rating
➡

5.9

N. Enter adjectival rating based on numerical rating (M). Use following code.
Below 0 (-4) — Unsatisfactory
0.0 to 1.99 — Satisfactory
2.0 to 3.49 — Very satisfactory
3.5 to 5.49 — Excellent
5.5 to 7.0 — Superior

Adjectival Rating
➡

Superior

O. I CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF ALL ENTRIES MADE HEREON ARE TRUE AND IMPARTIAL AND ARE IN ACCORDANCE WITH AR 600-185.

INCLOSURES

2

SIGNATURE

D. L. Putt

TYPE NAME, GRADE AND ORGANIZATION

D. L. PUTT, Colonel, A.C

COMMANDING WHAT?

CG, Intelligence

WD AGO FORM
1 FEB 1945

67 (This form supersedes WD AGO Form 67, 27 September 1944, which will be used until existing stocks are exhausted.)

1-10

(T-2) • 16-36304-0

184/6 14 @ 2.

116

PAR C (contd)

STATIONS	DUTY ASSIGNMENTS	DAYS	CLASSIFY DUTY
Wright Field, Ohio	Chief, Air Documents Div, T-2	81	x adm & exec
	Sr. Pilot (Superior)		

1ST. IND.

HQ, AMC, Wright Field, Dayton, Ohio. 16 April 1946.

TO: The Adjutant General, Washington 25, D. C. (Thru Channels)

I concur in the above report.

N. F. Twining
 N. F. TWINING
 Lt General, USA
 Commanding

INSTRUCTIONS
(SEE AR 600-185)

1. Efficiency ratings comprise an evaluation of an officer in comparison with others of the same grade. In a large group of officers, such as are normally assigned to an infantry division, the law of averages will establish that about twenty percent of the officers of each grade may be superior; about twenty percent may be in the two lower classifications of very satisfactory and satisfactory (Unsatisfactory officers should be identified promptly and reclassified); the remaining sixty per cent who constitute the mass of thoroughly capable officers would fall into the excellent category. Commanders of regiments and large units must analyze the reports prepared within their organization and whenever the distribution varies markedly from the above the reasons must be sought. It is highly important that officers who are genuinely superior be identified by their ratings so that their talents may be fully utilized. It is also important to identify those officers whose qualifications and standards of performance of duty are above the minimum required, but who are clearly below the standard established by the mass of officers of their grade. A series of reports of an individual officer should present a highly accurate evaluation of his worth.

2. Prior to filling in Section G of this report consider carefully the following definitions and the numerical values assigned to each. Keep them in mind when rating, taking into consideration the length of service of officer you are rating and the opportunities afforded him, which might have a bearing upon his performance of duty, personal characteristics, or professional qualifications.

Unsatisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications below minimum standards—inefficient.

Satisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications up to minimum standard—passably efficient.

Very Satisfactory: Performance of the particular duty reported upon in an efficient manner. Personal characteristics, professional qualifications, or efficiency above that acceptable as satisfactory.

Excellent: Performance of the particular duty reported upon in a very efficient manner. Personal characteristics, professional qualifications, or efficiency above very satisfactory but below superior.

Superior: Outstanding and exceptional performance of the particular duty reported upon. Personal characteristics, professional qualifications, or efficiency above that considered excellent.

Unknown: To be used in all cases in which the reporting officer has had insufficient opportunity during the period covered by this report to observe the officer reported upon to permit a rating as to the performance of the particular duty, personal characteristics, or professional qualifications.

APPMP-3

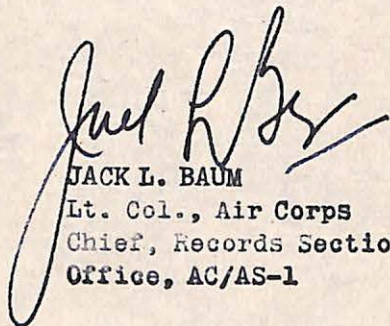
2nd Dnd

Hq. AAF, Washington 25, D. C., MAY 16 1946

To: The Adjutant General, Washington 25, D. C.

Examined and forwarded.

FOR THE COMMANDING GENERAL:


JACK L. BAUM
Lt. Col., Air Corps
Chief, Records Section
Office, AC/AS-1

*2 Incls
n/c*

Carbon Copy Extracted by AAF

EFFICIENCY REPORT

USE TYPEWRITER IF POSSIBLE
IF NOT, PLEASE PRINT

PREPARE THIS REPORT WITH PAINSTAKING ACCURACY! ITS VALUE LIES IN THE DEGREE OF OBJECTIVITY, IMPARTIALITY, AND SOUND, CONSIDERED JUDGMENT DISPLAYED BY THE RATING OFFICER. READ INSTRUCTIONS.

SEE AR 600-185

A. PLACE OF ORIGIN OF REPORT

THEATER OR COMMAND EUROPEAN THEATER OF OPERATIONS	ORGANIZATION AND UNIT HQ AIR TECHNICAL SERVICE COMMAND IN EUROPE	DATE OF REPORT 1 July 1945
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B. OFFICER REPORTED UPON

LAST NAME—FIRST NAME—MIDDLE INITIAL MCCOY, HOWARD M.	SERIAL NUMBER 018054	GRADE Col	ARM OR SERVICE AC	COM- PONENT RA
DATE OF BIRTH 4 Dec 07	SERVICE Limited ☐ General ☒	OFFICIAL STATUS OF OFFICER WITH RESPECT TO YOU Deputy of my Directorate		PERIOD COVERED BY REPORT FROM 1 Jan 45 TO 30 Jun 45

C. STATIONS AT WHICH OFFICER SERVED AND DUTY ASSIGNMENTS

STATIONS	DUTY ASSIGNMENTS	DAYS	PLACE "X" IN BOX OR BOXES TO CLASSIFY DUTY						
			STAFF		COMMAND		TRAIN- ING	ADMIN. & EXEC.	
			COMBAT	NOT COMBAT	COMBAT	NOT COMBAT			
1. AAF Station 379	Deputy Director Tech-	181							X
2.	nical Services.								
3. AAF Station 379	Pilot, Senior	181							
4.									
5.									

D. WRITE A BRIEF GENERAL ESTIMATE OF THIS OFFICER. REFER TO POINTS OF WEAKNESS AS WELL AS STRENGTH. UNFAVORABLE ENTRIES OF OPINION IN THIS ESTIMATE NEED NOT BE REFERRED TO THE OFFICER BEING RATED.

A strong forceful officer with lots of initiative and drive. Readily assumes responsibility and works best when he is boss. A firm disciplinarian with high ideals of loyalty and duty.

E. ALL ENTRIES ARE FORMULATED ON THE FOLLOWING	F. INDICATE YOUR ATTITUDE WOULD YOU	G. WHAT DEGREE OF SUCCESS HAS HE ATTAINED UNDER THE FOLLOWING? PLACE AN "X" IN THE APPROPRIATE SPACE TO DENOTE RATING. ENTER THE PROPER NUMERICAL VALUE IN THE APPROPRIATE COLUMN UNDER "TOTAL VALUE." NO VALUE SHOULD BE ENTERED FOR A RATING OF UNKNOWN. SEE INSTRUCTIONS ON THE REVERSE SIDE.											
BASED ON	ATTITUDE	RAT. VAL.	Unsat. -4	Sat. 1	V. S. 2	3	EXC. 4	5	SUP. 6	7	Un-known	TOTAL VALUE -Total +Total	
INTIMATE DAILY CONTACT	PARTICULARLY DESIRE HIM?	1. Physical Activity and Endurance							X				6
FREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	BE PLEASED TO HAVE HIM?	2. Stability Under Pressure							X				6
INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	BE SATISFIED TO HAVE HIM?	3. Attention to Duty							X				6
ACADEMIC RECORDS	PREFER NOT TO HAVE HIM?	4. Cooperation								X			7
OFFICIAL REPORTS	DEFINITELY NOT WANT HIM?	5. Initiative								X			7
		6. Intelligence								X			7
		7. Force								X			7
		8. Judgment and Common Sense								X			7
		9. Leadership							X				6
		10. Ability to Obtain Results							X				6
H. Since last report has he been mentioned in official communications?	I. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? If so, enclose separate statement of nature and attendant circumstances.	Yes or No	J. In case unfavorable entries have been made, other than in D and/or F, were the deficiencies brought to the officer's attention while under your command and prior to preparation of this report?							Yes or No	Totals	-	+ 65
Favorably Yes or No NO	Unfavorably Yes or No NO	No								-	K. Net Value	65	65

L. OUTSTANDING SPECIALTIES OF VALUE IN MILITARY SERVICE. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR PILOT AND/OR OBSERVER RATINGS OF AIR CORPS OFFICERS. Senior Pilot; Combat Observer.	M. Enter numerical rating using the following basis: Numerical rating equals the net value (K) divided by total number of entries for which a numerical rating was given. 6.50	N. Enter adjectival rating based on numerical rating (M). Use following code. Below 0 (-4) —Unsatisfactory 0.0 to 1.99 —Satisfactory 2.0 to 3.49 —Very satisfactory 3.5 to 5.49 —Excellent 5.5 to 7.0 —Superior Sup
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O. I CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF ALL ENTRIES MADE HEREON ARE TRUE AND IMPARTIAL AND ARE IN ACCORDANCE WITH AR 600-185.

INCLOSURES	SIGNATURE <i>Donald L. Putt</i>	TYPE NAME, GRADE AND ORGANIZATION DONALD L. PUTT, COL, AC	COMMANDING OFFICER Dir of Tech Services
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AR-6.64

181/650

(10)

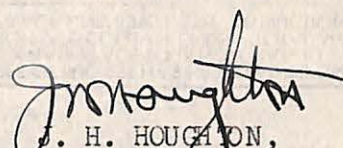
(15)

1ST. IND.

~~XXX~~ HQ AIR TECHNICAL SERVICE COMMAND IN EUROPE, AAF 379, APO 633, US ARMY, 13 JULY 1945.

TO: Commanding General, US Strategic Air Forces in Europe, APO 633, US Army.

I concur in the above report.


J. H. HOUGHTON,
Brigadier General, USA,
Commanding.

INSTRUCTIONS
(SEE AR 600-185)

1. Efficiency ratings comprise an evaluation of an officer in comparison with others of the same grade. In a large group of officers, such as are normally assigned to an Infantry division, the law of averages will establish that about twenty percent of the officers of each grade may be superior, about twenty percent may be in the two lower classifications of very satisfactory and satisfactory (Unsatisfactory officers should be identified promptly and reclassified); the remaining sixty per cent who constitute the mass of thoroughly capable officers would fall into the excellent category. Commanders of regiments and large units must analyze the reports prepared within their organization and whenever the distribution varies markedly from the above the reasons must be sought. It is highly important that officers who are genuinely superior be identified by their ratings so that their talents may be fully utilized. It is also important to identify those officers whose qualifications and standards of performance of duty are above the minimum required, but who are clearly below the standard established by the mass of officers of their grade. A series of reports of an individual officer should present a highly accurate evaluation of his worth.

2. Prior to filling in Section G of this report consider carefully the following definitions and the numerical values assigned to each. Keep them in mind when rating, taking into consideration the length of service of officer you are rating and the opportunities afforded him, which might have a bearing upon his performance of duty, personal characteristics, or professional qualifications.

Unsatisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications below minimum standards—inefficient.

Satisfactory: Performance of the particular duty reported upon or personal characteristics or professional qualifications up to minimum standard—passably efficient.

Very Satisfactory: Performance of the particular duty reported upon in an efficient manner. Personal characteristics, professional qualifications, or efficiency above that acceptable as satisfactory.

Excellent: Performance of the particular duty reported upon in a very efficient manner. Personal characteristics, professional qualifications, or efficiency above very satisfactory but below superior.

Superior: Outstanding and exceptional performance of the particular duty reported upon. Personal characteristics, professional qualifications, or efficiency above that considered excellent.

Unknown: To be used in all cases in which the reporting officer has had insufficient opportunity during the period covered by this report to observe the officer reported upon to permit a rating as to the performance of the particular duty, his personal characteristics, or professional qualifications.

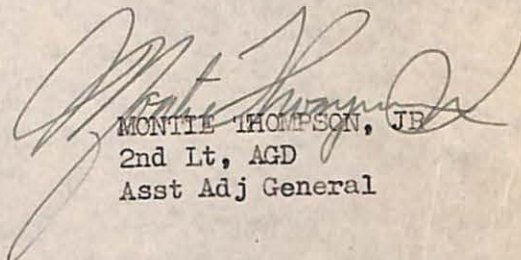
2nd Ind.

HEADQUARTERS, U S STRATEGIC AIR FORCES IN EUROPE, APO 633, U S Army, 17 July 1945

TO: Commanding General, US Forces European Theater (Rear) APO 887, U S Army

Examined and forwarded.

For the Commanding General:


MONTIE THOMPSON, JR.
2nd Lt, AGD
Asst Adj General

AG 201-McCoy, Howard M. (O)

3d Ind.

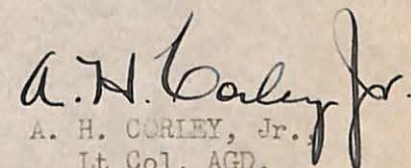
AHCJr/ssb

Hq United States Forces, European Theater (rear), APO 887, 23 July 1945.

To: The Adjutant General, Washington 25, D.C.

Examined and forwarded.

FOR THE THEATER COMMANDER:


A. H. CORLEY, Jr.
Lt Col, AGD,
Assistant Adjutant General.

ACADEMIC
CROSS REFERENCE SHEET

NAME McCoy, Howard M AFSN 5504
SCHOOL Army + Navy Staff Colg
COURSE It Comd + Staff
PERIOD - FROM 5 mas TO 22 Jun 44

COMPLETED

INCOMPLETE

FAILED

(Circle the above appropriate description)

EFFICIENCY REPORT

USE TYPEWRITER IF POSSIBLE
IF NOT, PLEASE PRINT

PREPARE THIS REPORT WITH PAINSTAKING ACCURACY. ITS VALUE LIES IN THE DEGREE OF OBJECTIVITY, IMPARTIALITY, AND SOUND, CONSIDERED JUDGMENT DISPLAYED BY THE RATING OFFICER. READ INSTRUCTIONS

SEE AR 600-185

A. PLACE OF ORIGIN OF REPORT

THEATER OR COMMAND EUROPEAN THEATER OF OPERATIONS	ORGANIZATION AND UNIT HQ ASC US STRATEGIC AIR FORCES IN EUROPE	DATE OF REPORT 14 Apr 45
---	--	------------------------------------

B. OFFICER REPORTED UPON

LAST NAME—FIRST NAME—MIDDLE INITIAL MCCOY, HOWARD M.			SERIAL NUMBER 0-18054	GRADE Col	ARM OR SERVICE AC	COM- PONENT RA
DATE OF BIRTH 4 Dec 07	SERVICE Limited ☐ General ☒	OFFICIAL STATUS OF OFFICER WITH RESPECT TO YOU My Deputy.	PERIOD COVERED BY REPORT 1 Jul 44	TO 31 Dec 44		

C. STATIONS AT WHICH OFFICER SERVED AND DUTY ASSIGNMENTS

STATIONS	DUTY ASSIGNMENTS	DAYS	PLACE "X" IN BOX OR BOXES TO CLASSIFY DUTY					
			STAFF		COMMAND		TRAIN- ING	ADMIN. & EXEC.
			COMBAT	NOT COMBAT	COMBAT	NOT COMBAT		
1. Enroute to ETO		5						
2. AAF Sta 586 and 379	Deputy Director, Tech- nical Services	179						X
4. AAF Sta 586 and 379	Senior Pilot	184						

D. WRITE A BRIEF GENERAL ESTIMATE OF THIS OFFICER. REFER TO POINTS OF WEAKNESS AS WELL AS STRENGTH. UNFAVORABLE ENTRIES OF OPINION IN THIS ESTI-
MATE NEED NOT BE REFERRED TO THE OFFICER BEING RATED.

Highly skilled technical officer and well grounded in general military affairs. Competent to assume responsibility for broad variety of activities. Excellent leader. Particularly fine officer.

E. ALL ENTRIES ARE FORMULATED ON THE FOLLOWING		F. INDICATE YOUR ATTITUDE WOULD YOU		G. WHAT DEGREE OF SUCCESS HAS HE ATTAINED UNDER THE FOLLOWING? PLACE AN "X" IN THE APPROPRIATE SPACE TO DENOTE RATING. ENTER THE PROPER NUMERICAL VALUE IN THE APPROPRIATE COLUMN UNDER "TOTAL VALUE" NO VALUE SHOULD BE ENTERED FOR A RATING OF UNKNOWN. SEE INSTRUCTIONS ON THE REVERSE SIDE.											
BASED ON	X	ATTITUDE	X	RAT. VAL.	Unsat. —4	Sat. 1	V. S. 2	3	EXC. 4	5	SUP. 6	7	Un-known	TOTAL VALUE	
														—Total	+Total
INTIMATE DAILY CONTACT	X	PARTICULARLY DESIRE HIM?	X	1. Physical Activity and Endurance							X				7
FREQUENT OBSERVATION OF THE RESULTS OF HIS WORK		BE PLEASED TO HAVE HIM?		2. Stability Under Pressure							X				7
INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK		BE SATISFIED TO HAVE HIM?		3. Attention to Duty							X				7
ACADEMIC RECORDS		PREFER NOT TO HAVE HIM?		4. Cooperation							X				6
OFFICIAL REPORTS		DEFINITELY NOT WANT HIM?		5. Initiative							X				7
				6. Intelligence							X				7
				7. Force							X				6
				8. Judgment and Common Sense							X				7
				9. Leadership							X				7
				10. Ability to Obtain Results							X				7
H. Since last report has he been mentioned in official communications?	Favorably Yes ☒ No ☐ Unfavorably Yes ☐ No ☒	I. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? If so, enclose separate statement of nature and attendant circumstances.		Yes or No No	J. In case unfavorable entries have been made, other than in D and/or F, were the deficiencies brought to the officer's attention while under your command and prior to preparation of this report?								Yes or No -	Totals -	+68
														K. Net Value 68	

L. OUTSTANDING SPECIALTIES OF VALUE IN MILITARY SERVICE. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS. SHOW PILOT AND/OR OBSERVER RATINGS OF AIR CORPS OFFICERS.

Senior Pilot; Combat Observer; Aircraft Observer. Speaks, writes and translates French passably.

59156

M. Enter numerical rating using the following basis: Numerical rating equals the net value (K) divided by total number of entries for which a numerical rating was given.

Numerical Rating
6.8

N. Enter adjectival rating based on numerical rating (M). Use following code.
Below 0 (—4) —Unsatisfactory
0.0 to 1.99 —Satisfactory
2.0 to 3.49 —Very satisfactory
3.5 to 5.49 —Excellent
5.5 to 7.0 —Superior

Adjectival Rating
Sup

O. I CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF ALL ENTRIES MADE HEREON ARE TRUE AND IMPARTIAL AND ARE IN ACCORDANCE WITH AR 600-185.

ENCLOSURES -	SIGNATURE <i>Howard G. Bunker</i>	TYPE NAME, GRADE AND ORGANIZATION HOWARD G. BUNKER, COL, AC	Director of Technical Services
------------------------	--------------------------------------	---	--------------------------------

W. D., A. G. O. Form No. 67
27 September 1944

(This Form Supersedes W. D., A. G. O. Form No. 67, 2 July 1943, Which Will Not Be Used After Receipt of This Revision.)

1-10

16-76034-2

179/680

(10)

(14)