

# COURT-MARTIAL RECORD

NAME WERST, SHANE A. SSG

SSN \_\_\_\_\_

ACTIONS CODED:

INITIAL \_\_\_\_\_

ACCA \_\_\_\_\_

FINAL \_\_\_\_\_

COMPANION(S):

ASSIGNED TO:

PANEL \_\_\_\_\_

~~EXAM. DIV.~~ ☒ \_\_\_\_\_

ACCA Clerk of Court

## RETURN THIS FILE TO:

OFFICE OF THE CLERK OF COURT

US ARMY JUDICIARY

901 NORTH STUART STREET, SUITE 1200

ARLINGTON, VA 22203-1837

VOL II OF III VOL(S)

ARMY 20050648



**SUMMARIZED  
RECORD OF TRIAL**  
(and accompanying papers)  
of

Volume II of III  
ORIGINAL  
PROSECUTION  
EXHIBITS - DEFENSE  
EXHIBITS NOT ADMITTED

WERST, SHANE ALLEN  
(Name Last, First, Middle Initial)  
HHC,  
4th Infantry Division  
(Unit/Command Name)

(Social Security Number)  
U.S. Army  
(Branch of Service)

SSG/E6  
(Rank)  
Fort Hood, Texas  
(Station or Ship)

By

GENERAL

**COURT-MARTIAL**

Convened by

COMMANDER

(Title of Convening Authority)

Headquarters, 4th Infantry Division

(Unit/Command of Convening Authority)

Tried at

Fort Hood, Texas

26 April, 16 May, and  
23-26 May 2005

(Place or Places of Trial)

on

(Date or Dates of Trial)

**ACTION OF JUDGE ADVOCATE OR GENERAL COURT-MARTIAL CONVENING AUTHORITY (SPCM)/JAG (GCM)**  
(RCM 1111 and 1112, MCM, 1984)

UNIT/COMMAND NAME	LOCATION OF JUDGE ADVOCATE OR GENERAL COURT-MARTIAL CONVENING AUTHORITY/JAG	DATE RECORD RECEIVED
<b>ACTION</b>	<b>DATE</b>	<b>REMARKS</b>
FINAL DISPOSITION: Findings and sentence, as approved by convening authority, correct in law and fact; to file		Companion Cases: None.
OR Findings and sentence, as modified or corrected (see remarks), correct in law and fact; to file		
Acquittal or sentence set aside (see remarks); to file		
Copies of CMO disposed of in accordance with departmental regulations		

US ARMY JUDICIARY

JUDGE ADVOCATE OR LAW SPECIALIST

SIGNATURE

RANK

DATE SIGNED

**PERMANENT**

See inside back cover for instructions as to use, preparation and arrangement.

DD FORM 491, MAY 2000

**FILE**  
PREVIOUS EDITION IS OBSOLETE.  
10335

USAPA V1.00

Front Cover

20050648

PROSECUTION  
EXHIBITS ADMITTED

OFFICE OF THE CLERK OF COURT  
US ARMY JUDICIARY  
ARLINGTON, VIRGINIA 22203-1837

THE RECORD OF TRIAL HAS BEEN REVIEWED FOR RELEASE UNDER THE PROVISIONS OF THE FREEDOM OF INFORMATION ACT. THE DOCUMENT[S] DESCRIBED AS FOLLOWS HAVE BEEN REMOVED FROM THIS COPY OF THE RECORD BECAUSE THE RELEASE WOULD BE IN VIOLATION OF THE DOD FREEDOM OF INFORMATION ACT PROGRAM, DOD 5400.7-R, EXEMPTION (7) (C), 5 U.S.C. 552 (b) (7) (C):

Criminal Investigation Report

*Contents cannot be released outside the Department of the Army without the approval of the Commander, United States Army Criminal Investigation Command, Fort Belvoir, VA.*



DEFENSE EXHIBITS  
ADMITTED

**DEVELOPMENTAL COUNSELING FORM**

For use of this form, see FM 22-100; the proponent agency is TRADOC

**DATA REQUIRED BY THE PRIVACY ACT OF 1974**

**AUTHORITY:** 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)  
**PRINCIPAL PURPOSE:** To assist leaders in conducting and recording counseling data pertaining to subordinates.  
**ROUTINE USES:** For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.  
**DISCLOSURE:** Disclosure is voluntary.

**PART I - ADMINISTRATIVE DATA**

Name (Last, First, MI) Stewart, Nathan	Rank/Grade PFC/E-3	Social Security No.	Date of Counseling 17 May 2005
Organization 2BCT-2ID (Forward)	Name and Title of Counselor William T. Fann CPL Squad Leader		

**PART II - BACKGROUND INFORMATION**

Purpose of Counseling: (Leader states the reason for the counseling, e.g., performance/professional growth or event-oriented counseling, and includes the leader's facts and observations prior to the counseling.)  
Event Oriented Counseling

**PART III - SUMMARY OF COUNSELING**

Complete this section during or immediately subsequent to counseling.

**Key Points of Discussion:**

PFC Stewart, You are being counseled for submitting a leave form for the dates of 29 May-11 June 2005. PFC Stewart, you submitted this leave form without informing your chain of command. You bypassed your immediate squad leader, myself, your platoon sergeant, SGT Davies, and your 1SG, SFC Byun. When you submit leave you must submit leave forms through your chain of command. You are also flagged under AR 600-9 which entitles you to no favorable action at this time.

**OTHER INSTRUCTIONS**

This form will be destroyed upon: reassignment (other than rehabilitative transfer), separa requirements and notification of loss of benefits/consequences see local

**DEFENSE EXHIBIT** **6** **FID**

DA FORM 4856, JUN 1999

EDITION OF JUN 86 IS OBSOLETE

OFFERED R. \_\_\_ ADMITTED R. \_\_\_

10339

## DEVELOPMENTAL COUNSELING FORM

For use of this form, see FM 22-100; the proponent agency is TRADOC

### DATA REQUIRED BY THE PRIVACY ACT OF 1974

**AUTHORITY:** 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)  
**PRINCIPAL PURPOSE:** To assist leaders in conducting and recording counseling data pertaining to subordinates.  
**ROUTINE USES:** For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.  
**DISCLOSURE:** Disclosure is voluntary.

### PART I - ADMINISTRATIVE DATA

Name (Last, First, MI) STEWART, NATHAN D.	Rank/Grade PFC/SPC	Social Security No.	Date of Counseling 9 MAY 2005
Organization 2/2 ID FWD DET.	Name and Title of Counselor BARNHILL, MATTHEW A. / SECTION SGT.		

### PART II - BACKGROUND INFORMATION

Purpose of Counseling: (Leader states the reason for the counseling, e.g., performance/professional growth or event-oriented counseling, and includes the leader's facts and observations prior to the counseling.)  
BODY FAT CONTENT

### PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

#### Key Points of Discussion:

SPC Stewart, you are being counseled once again due to your recent TAPE. In April your body fat was at 30.22%, you are authorized 22%. I know you have been doing remedial PT, but apparently its not enough. This recent tape your body fat went up .30%, so you are at 30.52. You were told in your last counseling that you are flagged and you are allowed no favorable action. You were also told that you will be processed for chapter from the ARMY. SPC Stewart this is inexcusable, you need to try to help yourself SGT Laguer has made appointments for everyone in the overweight program to go to the Wellness Center. Even though you have been there once before.

### OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

USAPA V1.00

# DEVELOPMENTAL COUNSELING FORM

For use of this form, see FM 22-100; the proponent agency is TRADOC

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**AUTHORITY:** 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)  
**PRINCIPAL PURPOSE:** To assist leaders in conducting and recording counseling data pertaining to subordinates.  
**ROUTINE USES:** For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.  
**DISCLOSURE:** Disclosure is voluntary.

## PART I - ADMINISTRATIVE DATA

Name (Last, First, MI) <b>STEWART, NATHAN D</b>	Rank/Grade <b>PFC/E-3</b>	Social Security No.	Date of Counseling <b>14 APRIL 2005</b>
Organization <b>2BDE, 2ID FWD DET. FT. CARSON</b>		Name and Title of Counselor <b>BARNHILL, MATTHEW/SQUAD LEADER</b>	

## PART II - BACKGROUND INFORMATION

**Purpose of Counseling:** (Leader states the reason for the counseling, e.g., performance/professional growth or event-oriented counseling, and includes the leader's facts and observations prior to the counseling.)  
**Body Fat Standards**

## PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

### Key Points of Discussion:

PFC Stewart, the purpose of this counseling is to inform of the actions that are being taken and what favorable actions you are not permitted. PFC Stewart according to regulation you are allowed a percentage of 22% body fat, currently you are at 30.22 %. Due to this all favorable actions, such as promotion, and board proceedings, as well as schools are revoked. I am not trying to diminish your view of the military but as you know it is a regulation. You can get this flag lifted by meeting the requirement of 22% but you must meet three times. So you know you will be taped again on 9 MAY 2005. If you don't meet this requirement you can be chaptered out of the ARMY. I don't want to see this happen, so this means you need to do P.T. on your own as well be in the remedial P.T. program which starts at 1630 everyday.

## OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 636-200.

USAPA V1.00

DA FORM 4856, JUN 1999

EDITION OF JUN 85 IS OBSOLETE

10341



**DEVELOPMENTAL COUNSELING FORM**

For use of this form, see FM 22-100; the proponent agency is TRADOC

**DATA REQUIRED BY THE PRIVACY ACT OF 1974**

**AUTHORITY:** 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)  
**PRINCIPAL PURPOSE:** To assist leaders in conducting and recording counseling data pertaining to subordinates.  
**ROUTINE USES:** For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.  
**DISCLOSURE:** Disclosure is voluntary.

**PART I - ADMINISTRATIVE DATA**

Name (Last, First, MI) Stewart, Nathan	Rank/Grade PFC/E-3	Social Security No.	Date of Counseling 28 April 2005
Organization HHC 2BCT-2ID	Name and Title of Counselor William T. Fann CPL Squad Leader		

**PART II - BACKGROUND INFORMATION**

**Purpose of Counseling:** (Leader states the reason for the counseling, e.g., performance/professional growth or event-oriented counseling, and includes the leader's facts and observations prior to the counseling.)  
Performance Counseling for the month of April  
APFT Performance and Expectations  
May Expectations

**PART III - SUMMARY OF COUNSELING**

Complete this section during or immediately subsequent to counseling.

**Key Points of Discussion:**

PFC Stewart this is your performance counseling for April 2005. As a Staff Duty driver you have completed your duties in a timely and responsible manner. You have shown that you are dependable and responsible. I commend you on your dedication to your specific job and the mission of the 2BCT-2ID.

You need to dedicate time and effort in the area of physical training. As a soldier in the United States Army you are to adhere to the standards set for physical training according to AR 350-15 and FM 21-20. You have not met this standard as evidenced by your APFT failure on 27 April 2005. For your age group you are required to complete 40 push-ups, 50 sit-ups, and complete the two mile run in 16:36. Your failure was in the sit-up event. You will be required to attend remedial PT sessions Monday-Friday at 1630. If you are not present you will be required to attend sessions on Saturdays. You have also been flagged according to AR 600-9 for not meeting height and weight standards. You are not entitled to any favorable action such as leave or pass, this excludes emergency leave. You will be required to take a diagnostic APFT every thirty days.

**Expectations:** As a staff duty driver you will be expected to be on time to all scheduled shifts in uniform according to the new duty roster. You will not consume alcohol 12 hours prior to your scheduled shift. You will be present at all formations with the exception of formations following your night shift.

You do a great job as a driver and I know you will continue to do so.

**OTHER INSTRUCTIONS**

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

# DEVELOPMENTAL COUNSELING FORM

For use of this form, see FM 22-100; the proponent agency is TRADOC

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**AUTHORITY:** 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)  
**PRINCIPAL PURPOSE:** To assist leaders in conducting and recording counseling data pertaining to subordinates.  
**ROUTINE USES:** For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.  
**DISCLOSURE:** Disclosure is voluntary.

## PART I - ADMINISTRATIVE DATA

Name (Last, First, MI) Stewart, Nathan D	Rank/Grade PFC/E-3	Social Security No.	Date of Counseling 1 April 2005
Organization HHC 2BCT-21D FWD Detachment		Name and Title of Counselor William T Fano SPC	

## PART II - BACKGROUND INFORMATION

**Purpose of Counseling:** (Leader states the reason for the counseling, e.g., performance/professional growth or event-oriented counseling, and includes the leader's facts and observations prior to the counseling.)  
Performance Counseling for the month of April 2005 *March*  
April's Expectations

## PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

### Key Points of Discussion:

PFC Stewart this is your performance counseling for April 2005. As a Staff Duty driver you are on a one day on two day off schedule. In keeping with your scheduled duties, you are also expected to meet standard height and weight requirements according to AR 350-15 and 600.9. You are also required to have current and up to date military and civilian driver's license which will be verified. ETS dates will also be verified if your time in service requirements will soon be completed.

Military Driver's License Verification: *EXPIRES 16 JULY 05*

Civilian Driver's License Verification: *EXPIRES 16 JULY 05*

ETS Date: *1 OCT 2006*

**Expectations:** You are expected to be on time for all of your scheduled shifts. You will not consume any alcohol within twelve hours of your expected shift. You are expected to conduct PT on your own during your days off in preparation for the April 20th PT Test. If you have been flagged in accordance with AR 350-15 and 600.9 you are expected to attend remedial PT sessions with SGT Davies at 1630 outside BLDG 1666. Continuing your education is of great importance and you are encouraged to take advantage of all available facilities on Ft. Carson and surrounding education programs provided for military personnel.

You are doing a great job and I know you will continue to do so.

## OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

PROSECUTION  
EXHIBITS NOT  
ADMITTED

OFFICE OF THE CLERK OF COURT  
US ARMY JUDICIARY  
ARLINGTON, VIRGINIA 22203-1837

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Photographs



## CURRICULUM VITAE

LTC Michael Luszcak, DO  
Department of Emergency Medicine  
Darnall Army Community Hospital  
36000 Darnall Loop  
Fort Hood, Texas 75644

michael.luszcak@amedd.army.mil

### CURRENT ASSIGNMENT

Chief, Department of Emergency Medicine  
Darnall Army Community Hospital  
Fort Hood, Texas 75644

### PREVIOUS ASSIGNMENTS

Chief, Emergency Medicine and Triage  
21<sup>st</sup> Combat Support Hospital (Operation Iraqi Freedom)  
Fort Hood, Texas 75644  
February 2003 - March 2004

Director, Emergency Department Operations  
Emergency Medicine Residency Faculty  
Darnall Army Community Hospital  
Fort Hood, Texas 75644  
December 2001 - February 2003

Staff Physician, Department of Emergency Medicine  
Emergency Medicine Residency Faculty  
Darnall Army Community Hospital  
Fort Hood, Texas 75644  
July-December 2001

Clinic Director, Family Health Center of Fort Belvoir  
Family Practice Residency Faculty  
DeWitt Army Community Hospital  
Fort Belvoir, Virginia 22060  
August 1995 - June 1998

Medical Director, Fairfax Primus Plus Clinic  
Fairfax, Virginia 22031  
October 1994 - July 1995

Chief, Aviation Medicine Clinic, Davison U.S. Army Airfield  
Fort Belvoir, Virginia 22060  
July 1993 - September 1994

PROSECUTION EXHIBIT **3** FID

OFFERED R. \_\_\_ ADMITTED R. \_\_\_

Society for Academic Emergency Medicine  
February 2004 - present

**SELECTED  
INVITED  
PRESENTATIONS**

*Spurious Thrombocytopenia*  
Uniformed Services Academy of Family Physicians  
Annual Scientific Assembly, May 1992  
(First place resident poster presentation)

*Late Presenting Diaphragmatic Hernia*  
Uniformed Services Academy of Family Physicians  
Annual Scientific Assembly, April 1993  
(First place resident case report)

*Atrial Fibrillation; 1996 Review and Update*  
Uniformed Services Academy of Family Physicians  
Annual Scientific Assembly, March 1996

*Management of Obstetric Emergencies for Family Physicians*  
North Carolina Academy of Family Physicians  
Midsummer Family Practice Digest, July 1997

*Management of Febrile Infants and Young Children: Quest Through the  
Quagmire or New Management for a New Millennium?*  
Government Services Chapter, American College of Emergency Physicians  
14<sup>th</sup> Annual Symposium, March 2001

*Coping With Adverse Events in the Emergency Department*  
American Academy of Emergency Medicine  
8<sup>th</sup> Annual Scientific Assembly, March 2002

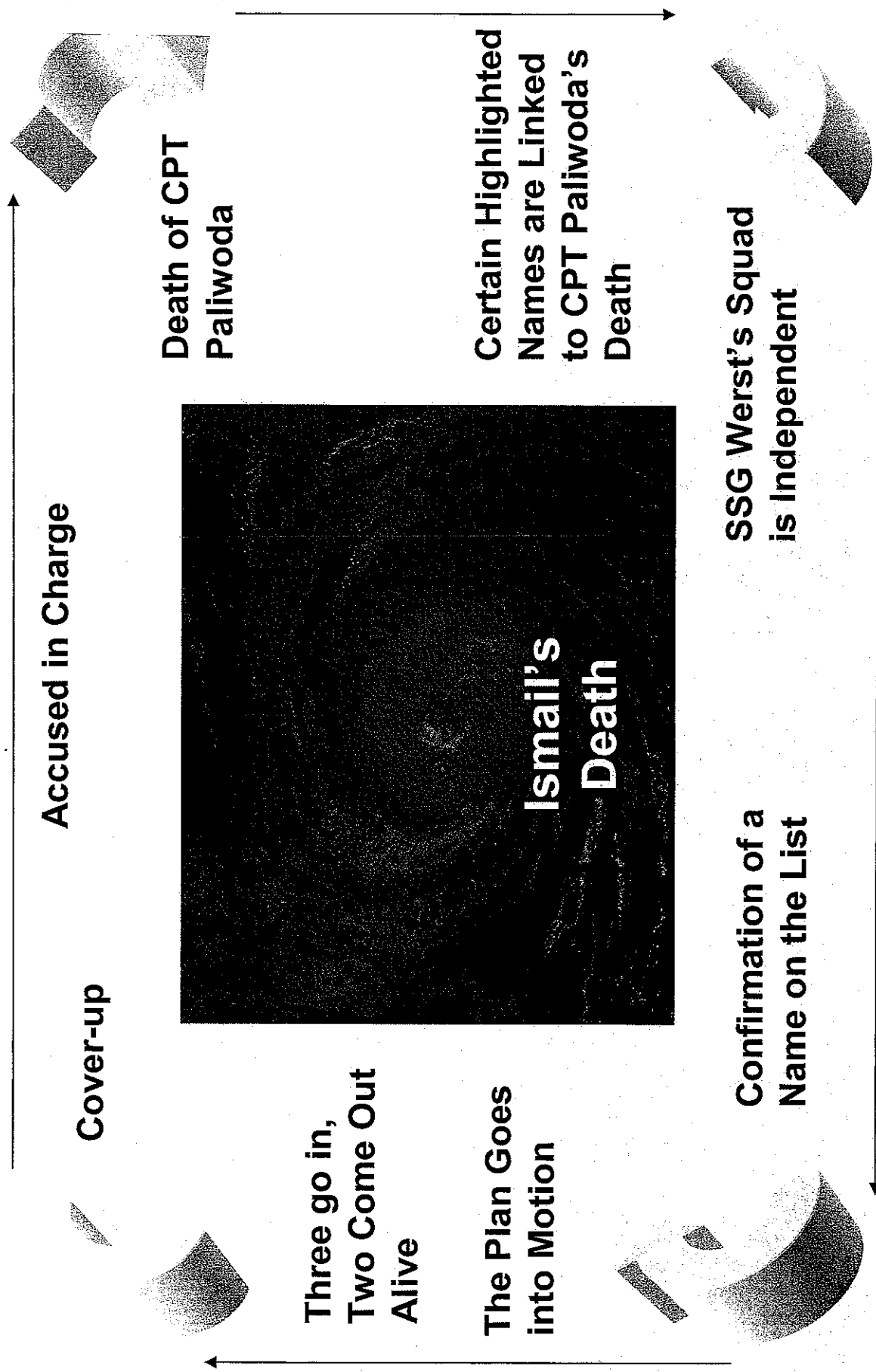
**PUBLICATIONS**

*Cervical Cytology in Pregnancy, a Cost-Benefit Analysis*  
P. Carter, T. Coburn, M. Luszczak  
Journal of the American Board of Family Practice, 1993; 6:537-545

*The Case Report as an Academic Exercise*  
Michael Luszczak, D.O.  
The Uniformed Family Physician, 1994 (summer) p12-13

*Evaluation and Management of Infants and Young Children with Fever*  
Michael Luszczak, D.O.  
American Family Physician, 2001; 64:1219-1226

*Febrile Infants and Children 3-36 Months of Age*  
Michael Luszczak, D.O.  
Admission and Discharge Decisions in Emergency Medicine  
Leonard R. Frank and Kathleen A. Jobe, Editors, 2002  
Hanley and Belfus (publisher)



# **SWORN STATEMENT**

For use of this form, see AR 190-45; the proponent agency is ODCSOPS

LOCATION Fort Hood Provost Marshal's Office	DATE <i>DMR</i> 18 March 2005	TIME <i>DMR</i> 1330	FILE NUMBER
LAST NAME, FIRST NAME, MIDDLE NAME Saville, Jack Morrison	SOCIAL SECURITY NUMBER		GRADE/STATUS 1LT/ O2
ORGANIZATION OR ADDRESS HHC, 3rd Brigade Combat Team, 4th Infantry Division			

*DMR* I, Jack M. Saville, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

My platoon moved from Samarra to Balad on 2 January 2004. We began mission planning on a raid to capture enemy insurgents. During the planning phase, FOB Eagle received mortar fire. My platoon was part of the Quick Reaction Force that responded to the mortar attack and went to the point of origin of the fires identified by the Q-36 counterbattery radar. We later learned that the mortar attack killed CPT Eric Paliwoda, the commander of B Company, 4th Engineer Battalion. B/4th Engineers was the engineer company that was task organized under 1-8 Infantry. CPT Paliwoda was a popular commander, well liked, and a West Point classmate of my commander, CPT Matthew Cunningham.

After the QRF mission, we returned to FOB Attack to continue the planning phase of the upcoming raid. During a meeting at our living area at FOB Attack, CPT Cunningham gave a mission briefing to the platoon leaders and company executive officer. During the meeting, CPT Cunningham briefed that of approximately eighteen names on a target list that was distributed to all personnel in attendance, five individuals were identified as the most dangerous and subsequently "were not to come back alive." These targeted individuals' names were marked with an asterisk next to their names on the target list. After this mission brief, LT Nelson and I discussed CPT Cunningham's order. We were both concerned about the illegal order and we decided to clarify the order with CPT Cunningham. During the briefing, we approached CPT Cunningham to clarify what the order meant. I understood the order to mean that those with an asterisk next to their names on the list were to be killed, and asked CPT Cunningham if that was his intent. CPT Cunningham repeated his statement that these detainees "were not to come back alive." I perceived the order to be intentionally ambiguous, and that CPT Cunningham's intent was to "make it happen if you can."

Later, CPT Cunningham gave a second mission briefing that was attended by A Company's squad leaders, platoon sergeants, and platoon leaders. The mission was to conduct a raid in order to capture or kill insurgents responsible for the recent mortar attacks on Eagle FOB. The mission was to raid a number of houses, with LTC Sassaman in overall command, and CPT Cunningham responsible for Company A, 1-8 IN. My platoon and I were ultimately responsible for securing and searching twenty-five houses. The squad leaders, platoon leaders, and platoon sergeants of all platoons going on the raid were present during this briefing.

Although the order was not clear, CPT Cunningham knew our platoon's reputation as being the most aggressive. SFC Perkins was the 1st Platoon Sergeant since prior to deployment. SFC Perkins specifically asked the old battalion commander, LTC Battaglia, if he could remain in 1st Platoon as a squad leader prior to the deployment and then eventually become the platoon sergeant once the position was open. My platoon had a reputation as being very aggressive and successful in combat operations. I perceived CPT Cunningham's order and intent to be that he wanted us to kill the targets with an asterisk if we could find any plausible basis for doing so. CPT Cunningham did not expressly tell us to kill the insurgents at all costs, but did not emphasize that we should exercise restraint during the raid. I am unsure if that is how the other platoons perceived CPT Cunningham's order.

By this time, everyone was aware that there was a mortar attack on FOB Eagle and that there were casualties. SFC Perkins and SSG Werst were present during CPT Cunningham's group briefing. At that time, SSG Werst was aware that CPT Paliwoda was killed. SSG Werst still volunteered to go on the raid; someone higher than me (I am not sure who) approved SSG Werst's participation in the raid.

I attended this second mission briefing along with 1LT Nelson (the platoon leader for 2nd Platoon), SFC Perkins, and other leaders in the company. I went back to my platoon and briefed the mission order given by CPT Cunningham, including the order that certain detainees were not to come back alive. I also told my platoon that they should not do anything that they were not comfortable with, and to notify me directly if one of the Iraqis with an asterisk by his name was captured. I think the platoon knew what was being asked of them after hearing CPT Cunningham's briefing--that is, to ensure the high value targets did not "come back alive" and for us to "make it happen" if we could. SFC Perkins reiterated that if any of the targets were captured that he or I must be notified.

EXHIBIT	INITIALS OF PERSON MAKING STATEMENT <i>DMR</i>	PAGE 1 OF <u>4</u> PAGES
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ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF \_\_\_\_\_ TAKEN AT \_\_\_\_\_ DATED \_\_\_\_\_ CONTINUED." THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT AND BE INITIALED AS "PAGE \_\_\_\_\_ OF \_\_\_\_\_ PAGES." WHEN ADDITIONAL PAGES ARE UTILIZED, THE BACK OF PAGE 1 WILL BE LINED OUT, AND THE STATEMENT WILL BE CONCLUDED ON THE REVERSE SIDE OF ANOTHER COPY OF THIS FORM.



STATEMENT (Continued)

Later that evening, one of the Iraqis with an asterisk by their name on the target list was killed by SFC Perkins. I was with SSG Salinas' squad during the mission and generally in the vicinity of the EPW collection point. SFC Perkins' engagement occurred very early in the raid during the first house he cleared. SFC Perkins and SSG Ironeyes were alone in the room when the shooting occurred. I was not present during the shooting, but got the report over the radio. I never physically went to their location.

After the incident, SFC Perkins and SSG Ironeyes talked with me about the incident. SFC Perkins said that he and SSG Ironeyes were clearing a room; in the room was an older man, in his 50's or 60's, sitting with his back against several mattresses. SFC Perkins said they didn't perceive him as a threat because he was old. He said that as they moved towards the man and before they checked his identification, SSG Ironeyes yelled that the man was reaching for a weapon. SFC Perkins said he shot and killed him with two shots to the chest and one to the head. He said that after they searched the area, they found a weapon within the man's reach. After they identified him, they realized that they killed one of the targets identified as one to be killed (i.e., that detainee had an asterisk next to his name on CPT Cunningham's target list). I am unsure how they eventually positively identified him-through the informants that were with us on the raid, through identification on the man, or through family members with the assistance of an interpreter. SFC Perkins told me all of this immediately after the raid occurred. SFC Perkins and SSG Ironeyes were the only U.S. soldiers in the room with the detainee.

SFC Perkins and I are very good friends and I honestly believe SFC Perkins' kill was legitimate. He openly told me what happened after the raid, and I think he would have confided in me if he did something illegal. SFC Perkins never indicated to me that he did anything illegal, and I think he would have had he done so.

SSG Shane Werst, a squad leader attached to my platoon, shot and killed a detainee that CPT Cunningham identified as one to be killed (i.e., that detainee also had an asterisk next to his name on CPT Cunningham's target list). SSG Werst and his squad were attached to my platoon in preparation for and during Operation Ivy Blizzard. We conducted several missions in Balad prior to going to Samarra on Operation Ivy Blizzard in order to develop a working relationship.

Towards the end of the raid, I got a call over the radio that SSG Werst identified a detainee that was marked on the target list with an asterisk. I started moving towards his location; as I did so, Werst said over the radio, "There is about to be contact." I then heard shots fired. When I arrived, I entered the house and saw SSG Werst in the house. SSG Werst's adrenaline was rushing and he was excitable when he told me that he just shot and killed the Iraqi. Afterwards, I told SSG Werst not to be a dumb ass and say things like that over the radio. He acknowledged, and we did not discuss the incident any further either that evening or at any later date.

I think that the stage was somewhat set for SSG Werst. SSG Werst perceived it as an opportunity to kill those responsible for CPT Paliwoda's death and the command would support it. I don't think that SSG Werst would have pulled the trigger if not for CPT Cunningham's order. I have no knowledge of LTC Sassaman's involvement in mission planning or any orders given during this mission.

AFFIDAVIT

I, \_\_\_\_\_, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1 AND ENDS ON PAGE \_\_\_\_\_. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

\_\_\_\_\_  
(Signature of Person Making Statement)

WITNESSES:

Subscribed and sworn to before me, a person authorized by law to administer oaths, this \_\_\_\_\_ day of \_\_\_\_\_, 19 \_\_\_\_\_ at \_\_\_\_\_

\_\_\_\_\_  
ORGANIZATION OR ADDRESS

\_\_\_\_\_  
(Signature of Person Administering Oath)

\_\_\_\_\_  
(Typed Name of Person Administering Oath)

\_\_\_\_\_  
ORGANIZATION OR ADDRESS

\_\_\_\_\_  
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

*JMS*

PAGE 2 OF 4 PAGES

USAPPC V1.10

# **SWORN STATEMENT**

For use of this form, see AR 190-45; the proponent agency is ODCSOPS

LOCATION Fort Hood Provost Marshal's Office	DATE 18 March 2005	TIME 1330	FILE NUMBER
LAST NAME, FIRST NAME, MIDDLE NAME Saville, Jack Morrison	SOCIAL SECURITY NUMBER		GRADE/STATUS 1LT/ O2
ORGANIZATION OR ADDRESS HHC, 3rd Brigade Combat Team, 4th Infantry Division			

I, Jack M. Saville, WANT TO MAKE THE FOLLOWING STATEMENT UNDER OATH:

Most of my soldiers did carry Iraqi weapons. We usually had AK-47s and Iraqi pistols when we went out on patrol. It was logical for us to carry pistols because many missions required close-quarters firing and M-4s and M-16s were not conducive to these missions. Most NCOs carried Iraqi pistols. Eventually almost all of my platoon carried Iraqi pistols, but then we changed the policy so that only team leaders and above could carry them.

After the raid in Balad, we conducted an After Action Review the following day. We generally went over some of the tactical issues we had about the raid. In all, the raid was considered a great success-we captured 16 out of the 18 names on the target list and had two KIAs. Nothing remarkable came out of the AAR, as we only discussed the tactical aspects of how the raid was conducted and how we can improve for the next mission.

During the following months back at Fort Carson, SFC Perkins and I routinely talked about our pending cases. SFC Perkins was extremely worried after SSG Werst's story broke and he found out that PFC Stewart made a statement. SFC Perkins realized that he killed a detainee during that same raid and was concerned that his actions would appear to be identical to SSG Werst's situation. At no point has SFC Perkins indicated to me that he did anything illegal during that raid.

After SSG Werst's case broke, I met with CPT Cunningham and SFC Perkins in CPT Cunningham's office at Fort Carson. We discussed the raid again, and the order that CPT Cunningham gave. CPT Cunningham was worried because he knew about the order he gave and statements he made. We all went over the incident again and discussed what happened during the raid. CPT Cunningham was worried that SSG Werst was going to try to place blame on him for what happened, and we specifically talked to collectively recall the events that occurred.

I later talked to SFC Perkins about this conversation with CPT Cunningham and SSG Werst's case generally. We both agreed that we weren't going to do anything improper (i.e., lie, cover up, or obscure the truth) about what happened based on the situation he and I were currently in and the legal actions we were facing. We agreed that we'd just tell the facts about what happened.

I like and respect CPT Cunningham and feel that he was a great company commander. He supported me throughout my case. I understand why CPT Cunningham feels some responsibility for what happened in these cases; he subscribed, as we all did, to the notion that you go very aggressively against the enemy, and that is the way a unit is successful and achieves success. *Jms*

*Jms*

*Jms*

*Jms*

*Jms*

EXHIBIT	INITIALS OF PERSON MAKING STATEMENT <i>Jms</i>	PAGE <u>3</u> OF <u>4</u> PAGES
---------	---	---------------------------------

ADDITIONAL PAGES MUST CONTAIN THE HEADING "STATEMENT OF \_\_\_\_\_ TAKEN AT \_\_\_\_\_ DATED \_\_\_\_\_ CONTINUED."  
THE BOTTOM OF EACH ADDITIONAL PAGE MUST BEAR THE INITIALS OF THE PERSON MAKING THE STATEMENT AND BE INITIALED AS "PAGE \_\_\_\_\_ OF \_\_\_\_\_ PAGES." WHEN ADDITIONAL PAGES ARE UTILIZED, THE BACK OF PAGE 1 WILL BE LINED OUT, AND THE STATEMENT WILL BE CONCLUDED ON THE REVERSE SIDE OF ANOTHER COPY OF THIS FORM.

STATEMENT (Continued)

*JMS*

*JMS*

*JMS*

*JMS*

AFFIDAVIT

I, Jack M. Saville, HAVE READ OR HAVE HAD READ TO ME THIS STATEMENT WHICH BEGINS ON PAGE 1 AND ENDS ON PAGE 4. I FULLY UNDERSTAND THE CONTENTS OF THE ENTIRE STATEMENT MADE BY ME. THE STATEMENT IS TRUE. I HAVE INITIALED ALL CORRECTIONS AND HAVE INITIALED THE BOTTOM OF EACH PAGE CONTAINING THE STATEMENT. I HAVE MADE THIS STATEMENT FREELY WITHOUT HOPE OF BENEFIT OR REWARD, WITHOUT THREAT OF PUNISHMENT, AND WITHOUT COERCION, UNLAWFUL INFLUENCE, OR UNLAWFUL INDUCEMENT.

*Jack M. Saville*  
(Signature of Person Making Statement)

WITNESSES:

*Thomas E. Schiffer*  
THOMAS E. SCHIFFER  
410 OSJA

ORGANIZATION OR ADDRESS

ORGANIZATION OR ADDRESS

Subscribed and sworn to before me, a person authorized by law to administer oaths, this 18th day of March, 192005 at Ft Hood, TX Bld. 2302 C

*Anthony Gallegos*  
(Signature of Person Administering Oath)

Anthony Gallegos  
(Typed Name of Person Administering Oath)

Title 5, USC section 303(b)  
(Authority To Administer Oaths)

INITIALS OF PERSON MAKING STATEMENT

*JMS*

PAGE 4 OF 4 PAGES

USAPPC V1.10

BALAD

ARMY

CANAL

X712-10

□

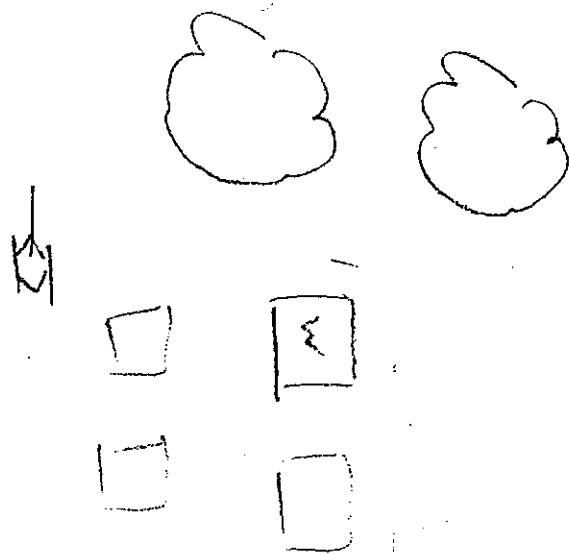
A

TOWARD THE SITE  
T. P. C. 12024

Dr. M. G. R. 11  
18 MAR 1955



# TOMATO PASTE PLT



W = West  
P = Perkins

W  
P  
W  
P  
W  
P

P

A

18 MAR 05

W

DEFENSE EXHIBITS  
NOT ADMITTED

Taha Attala Ali  
OBEID Taha Attala \*  
Taleb Khalei Ali  
Mahdi Saleh  
Arak Kudeir & Brother  
Majed Kareem Hakem \* ✓  
Jamal Kareem Hakem  
Tarek Hassan Saleh \* ✓  
Amar Naseef Jasem  
Akram Naged ✓  
Sami Zukim \*  
Ahmed Lateef

DEFENSE EXHIBIT **A** FID  
OFFERED R. \_\_\_\_ ADMITTED R. \_\_\_\_

**CFLCC ROE CARD**

1. On order, enemy military and paramilitary forces are declared hostile and may be attacked subject to the following instructions:

- a. Positive Identification (PID) is required prior to engagement. PID is a reasonable certainty that the proposed target is a legitimate military target. If no PID, contact your next higher commander for decision.
- b. Do not engage anyone who has surrendered or is out of battle due to sickness or wounds.
- c. Do not target or strike any of the following except in self-defense to protect yourself, your unit, friendly forces, and designated persons or property under your control:
  - Civilians
  - Hospitals, mosques, churches, shrines, schools, museums, national monuments, and any other historical and cultural sites
- d. Do not fire into civilian populated areas or buildings unless the enemy is using them for military purposes or if necessary for your self-defense. Minimize collateral damage.
- e. Do not target enemy infrastructure (public works, commercial communication facilities, dams), Lines of Communication (roads, highways, tunnels, bridges, railways) and Economic Objects (commercial storage facilities, pipelines) unless necessary for self-defense or if ordered by your commander. If you must fire on these objects to engage a hostile force, disable and disrupt but avoid destruction of these objects, if possible.

**CFLCC ROE CARD**

2. The use of force, including deadly force, is authorized to protect the following:

- Yourself, your unit, and friendly forces
- Enemy Prisoners of War
- Civilians from crimes that are likely to cause death or serious bodily harm, such as murder or rape
- Designated civilians and/or property, such as personnel of the Red Cross/Crescent, UN, and US/UN supported organizations.

3. Treat all civilians and their property with respect and dignity. Do not seize civilian property, including vehicles, unless you have the permission of a company level commander and you give a receipt to the property's owner.

4. Detain civilians if they interfere with mission accomplishment or if required for self-defense.

5. CENTCOM General Order No. 1A remains in effect. Looting and the taking of war trophies are prohibited.

**REMEMBER**

- Attack enemy forces and military targets.
- Spare civilians and civilian property, if possible.
- Conduct yourself with dignity and honor.
- Comply with the Law of War. If you see a violation, report it.

These ROE will remain in effect until your commander orders you to transition to post-hostilities ROE.

AS OF 311330Z JAN 03

Back

DEFENSE EXHIBIT **B** FID

OFFERED R. \_\_\_\_ ADMITTED R. \_\_\_\_



OFFICE OF THE CLERK OF COURT  
US ARMY JUDICIARY  
ARLINGTON, VIRGINIA 22203-1837

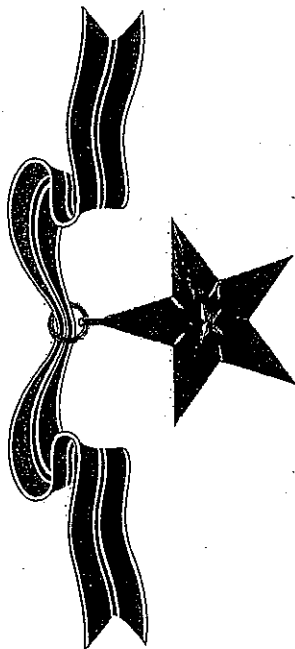
THE RECORD OF TRIAL HAS BEEN REVIEWED FOR RELEASE UNDER THE PROVISIONS OF THE FREEDOM OF INFORMATION ACT. THE DOCUMENT[S] DESCRIBED AS FOLLOWS HAVE BEEN REMOVED FROM THIS COPY OF THE RECORD BECAUSE THE RELEASE WOULD BE IN VIOLATION OF THE DOD FREEDOM OF INFORMATION ACT PROGRAM, DOD 5400.7-R, EXEMPTION (b) (6) 5 U.S.C. 552(b) 6):

Photographs

# Awards & Decorations

DEFENSE EXHIBIT **D** FID  
OFFERED R. \_\_\_\_ ADMITTED R. \_\_\_\_

620-10-0182



# THE UNITED STATES OF AMERICA

TO ALL WHO SHALL SEE THESE PRESENTS, GREETING: THIS IS TO CERTIFY THAT THE PRESIDENT OF THE UNITED STATES OF AMERICA AUTHORIZED BY EXECUTIVE ORDER, 24 AUGUST 1962 HAS AWARDED

## THE BRONZE STAR MEDAL

TO

STAFF SERGEANT SHANE A WERST  
BRAVO COMPANY, 4TH ENGINEER BATTALION, 4TH INFANTRY DIVISION (MECHANIZED)

FOR

EXCEPTIONALLY MERITORIOUS ACHIEVEMENT WHILE ASSIGNED AS A SQUAD LEADER DURING OPERATION IRAQI FREEDOM. STAFF SERGEANT WERST'S TACTICAL EXPERTISE AND ABILITY TO TAKE ON ANY MISSION MADE HIM A VITAL COMBAT MULTIPLIER TO HIS SQUAD DURING COMBAT OPERATIONS. HIS ACTIONS REFLECT DISTINCT CREDIT ON HIM, THE 4TH INFANTRY DIVISION, AND THE UNITED STATES ARMY.

19 NOVEMBER 2003 TO 17 JANUARY 2004

21 MAY 2004

GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON

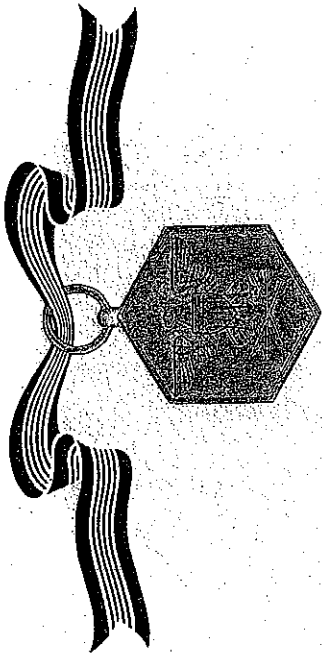
*Raymond T. Odierno*

RAYMOND T. ODIERNO  
Major General, USA  
Commanding  
Permanent Order 140-48



*R. B. Bowler*  
ACTING SECRETARY OF THE ARMY

620-10-0182



# DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

## THE ARMY COMMENDATION MEDAL

TO

STAFF SERGEANT SHANE A. WERST  
BRAVO COMPANY, 4TH ENGINEER BATTALION

FOR EXEMPLARY SERVICE WHILE ASSIGNED TO THE 4TH ENGINEER BATTALION. YOUR WORK ETHIC, TACTICAL AND TECHNICAL COMPETENCE, AND MOTIVATION GREATLY CONTRIBUTED TO THE SUCCESS OF THE BATTALION AND THE 3RD BRIGADE COMBAT TEAM. YOUR HARD WORK AND DEDICATION REFLECT DISTINCT CREDIT UPON YOU, THE 3RD BRIGADE COMBAT TEAM AND THE UNITED STATES ARMY.

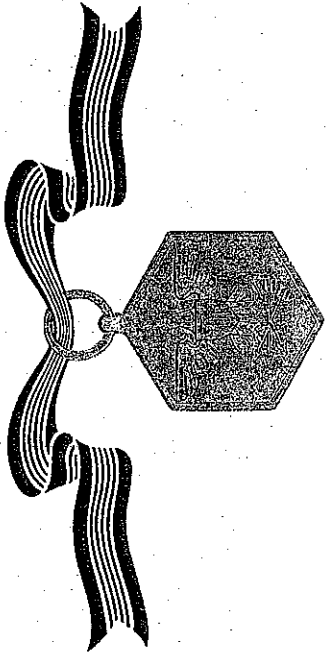
FROM 07 APRIL 2003 TO 31 DECEMBER 2003

PERMANENT ORDERS # 353-58  
3RD Brigade Combat Team, 4TH ID (M)  
Fort Carson, Colorado 80913-5000



*Frederick S. Rudesheim*

Frederick S. Rudesheim  
COL, IN  
Commanding



# DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

## THE ARMY COMMENDATION MEDAL

**SERGEANT SHANE A. WERST**

TO

BRAVO COMPANY, 9TH ENGINEER BATTALION

FOR MERITORIOUS SERVICE WHILE SERVING AS A SQUAD LEADER. SERGEANT WERST'S LEADERSHIP AND DEDICATION TO THE SOLDIERS OF HIS UNIT CONTRIBUTED TO THE SUCCESS OF THE COMPANY. HIS ACTIONS REFLECT GREAT CREDIT UPON HIM, THE ENGINEER BRIGADE, AND THE UNITED STATES ARMY.

FROM 18 MARCH 1998 TO 1 MARCH 2001

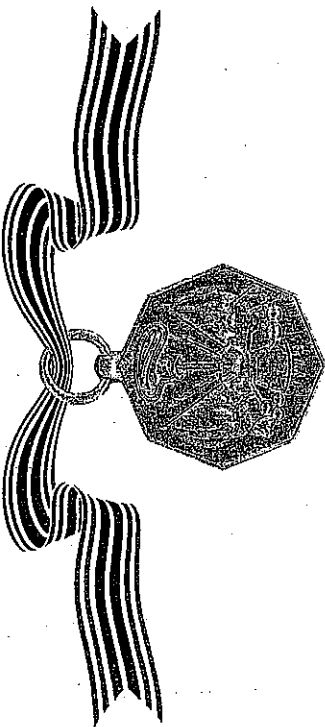
PO, 044-1, 13 FEBRUARY 2001  
Commander, Engineer Brigade  
Bamberg, Germany



*Robert L. McClure*

ROBERT L. MCCLURE  
COL, EN  
Commanding

6220-01-0182



# DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

## THE ARMY ACHIEVEMENT MEDAL

TO

STAFF SARGEANT SHANE A. WERST  
BRAVO COMPANY, 4<sup>TH</sup> ENGINEER BATTALION

FOR MERITORIOUS SERVICE WHILE ASSIGNED AS A SQUAD LEADER FOR BRAVO COMPANY, 4<sup>TH</sup> ENGINEER BATTALION. SSG WERST'S DEDICATION TO DUTY, CONTINUAL FOCUS ON IMPROVEMENT AND MISSION SUCCESS, AND WILLINGNESS TO SERVE IN ANY CAPACITY ENSURED THE SUCCESS OF HIS SQUAD AND THE PLATOON. HIS EFFORT REFLECTS GREAT CREDIT UPON HIMSELF, THE 4<sup>TH</sup> ENGINEER BATTALION, AND THE UNITED STATES ARMY.

10363

FROM 15 JULY 2002 TO 18 OCTOBER 2002

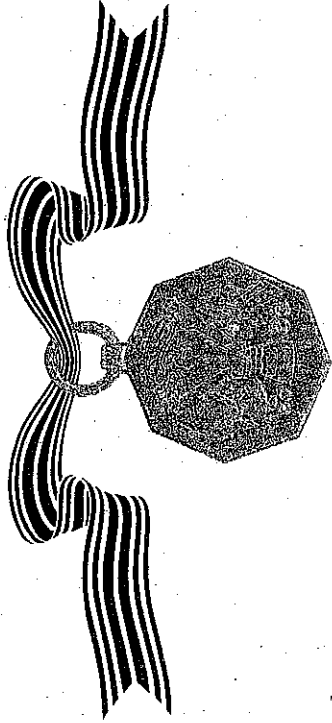
PERMANENT ORDERS # 311-01  
4<sup>TH</sup> ENGINEER BATTALION  
FORT CARSON, CO 80913



A handwritten signature in black ink, reading "Brian K. Stevens".

BRIAN K. STEVENS  
LTC, EN  
COMMANDING





# DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

## THE ARMY ACHIEVEMENT MEDAL

SPECIALIST SHANE WERST, UNITED STATES ARMY  
CHARLIE COMPANY, 317TH ENGINEER BATTALION

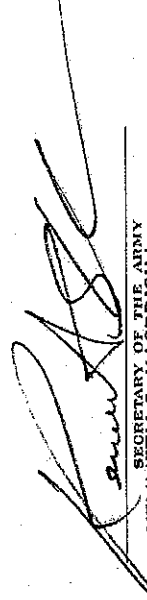
TO

FOR MERITORIOUS ACHIEVEMENT WHILE SERVING AS A COMBAT ENGINEER TEAM LEADER. SPECIALIST WERST'S DEDICATION WAS CRITICAL TO THE MANY SUCCESSES CHARLIE COMPANY HAD OVER THE PAST YEARS. HIS OUTSTANDING PERFORMANCE OF DUTY IS IN KEEPING WITH THE HIGHEST TRADITIONS OF MILITARY SERVICE AND REFLECTS GREAT CREDIT UPON HIMSELF, THE 317TH ENGINEER BATTALION AND THE UNITED STATES ARMY.

FROM: 17 DECEMBER 1994 TO 16 JULY 1995

GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON  
THIS 25TH DAY OF MAY 19 95



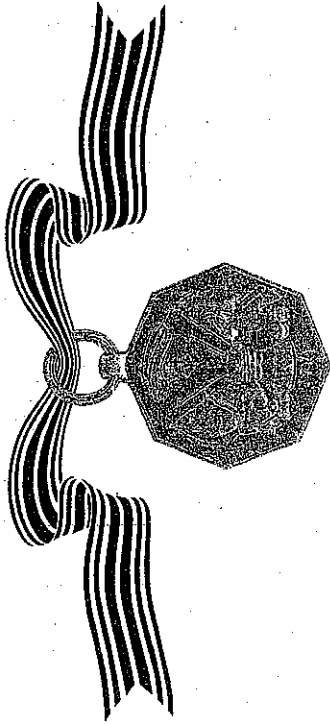
  
SECRETARY OF THE ARMY  
KENNETH S. KASPRISIN

LTC, EN  
COMMANDING

PERMANENT ORDERS #142-20  
HQ, 317TH EN BN  
FORT BENNING, GA 31905

10364

620-10-0182



# DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

## THE ARMY ACHIEVEMENT MEDAL

TO

SPECIALIST SHANE A. WERST

58TH COMBAT ENGINEER COMPANY, SUPPORT SQUADRON

FOR

MERITORIOUS ACHIEVEMENT ON 8 OCTOBER 1996, WHILE SERVING AS A COMBAT CONSTRUCTION ENGINEER. SPECIALIST WERST'S MILITARY BEARING, KNOWLEDGE, AND EXPERTISE ESTABLISHED HIM AS THE SUPPORT SQUADRON, 11TH ARMORED CAVALRY REGIMENT SOLDIER OF THE YEAR FOR FISCAL YEAR 1996. HIS OUTSTANDING PERFORMANCE OF DUTY REFLECTS GREAT CREDIT UPON HIMSELF, THE 11TH ARMORED CAVALRY REGIMENT AND THE UNITED STATES ARMY. ALLONS!

08 OCTOBER 1996

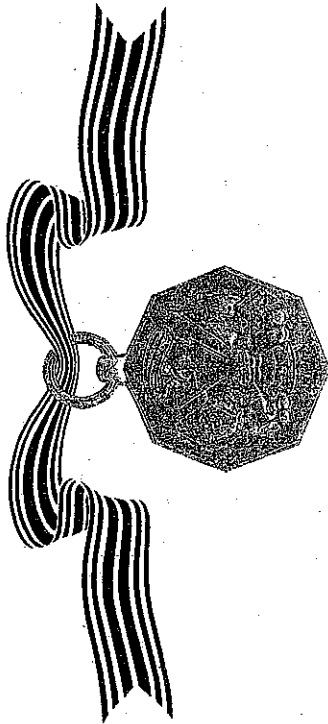
GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON  
THIS 8TH DAY OF NOVEMBER 1996



PERMANENT ORDERS 313-03  
SUPPORT SQUADRON  
FORT IRWIN, CA 92310

*Floyd E. Hudson Jr.*

SECRETARY OF THE ARMY  
FLOYD E. HUDSON JR.  
LTC, OD  
COMMANDING



# DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

## THE ARMY ACHIEVEMENT MEDAL

TO  
SERGEANT SHANE WERST  
58TH COMBAT ENGINEER COMPANY, SUPPORT SQUADRON

FOR

FOR MERITORIOUS ACHIEVEMENT AS A COMBAT ENGINEER SOLDIER. SGT WERST DIRECTLY CONTRIBUTED TO THE QUALITY OF LIFE ON FORT IRWIN BY CONSTRUCTING AND COMPLETING WORK ON TWO K-SPAN BUILDINGS FOR USE DURING THE ADVANCED WARFIGHTING EXPERIMENT. HIS ACTIONS REFLECT GREAT CREDIT UPON HIMSELF, HIS UNIT, THE 11TH ARMORED CAVALRY REGIMENT, AND THE UNITED STATES ARMY. PACKHORSE!

28 OCTOBER 1996 TO 11 NOVEMBER 1996

GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON  
THIS 15TH DAY OF FEBRUARY 19 97



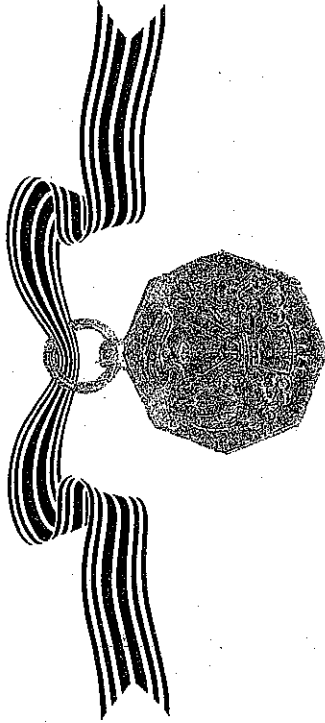
PERMANENT ORDERS 46-07  
SUPPORT SQUADRON, 11TH ACR  
FORT IRWIN, CA 92310

*Floyd E. Hudson Jr.*

SECRETARY OF THE ARMY  
FLOYD E. HUDSON JR.  
LTC, OD  
COMMANDING

620-10-0182

62-10-0182



# DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

## THE ARMY ACHIEVEMENT MEDAL

TO  
SERGEANT SHANE WERST  
58TH COMBAT ENGINEER COMPANY, SUPPORT SQUADRON

FOR

MERITORIOUS SERVICE AS A TEAM LEADER AND TRACK COMMANDER WHILE SERVING IN THE 58TH COMBAT ENGINEER COMPANY. SGT WERST'S LEADERSHIP AND DEDICATION TO DUTY WAS SECOND TO NONE. HIS ACTIONS REFLECT GREAT CREDIT UPON HIMSELF, THE 11TH ARMORED CAVALRY REGIMENT AND THE UNITED STATES ARMY.

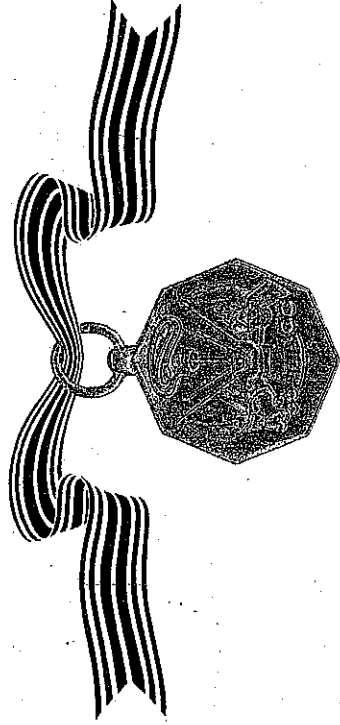
GIVEN UNDER MY HAND IN THE CITY OF WASHINGTON  
THIS 22ND DAY OF DECEMBER 19 97



PERMANENT ORDERS 356-01  
SUPPORT SQUADRON, 11TH ACR  
FORT IRWIN, CA 92310

*Floyd E. Hudson Jr.*

SECRETARY OF THE ARMY  
FLOYD E. HUDSON JR.  
LTC, OD  
Commanding



# DEPARTMENT OF THE ARMY

THIS IS TO CERTIFY THAT THE SECRETARY OF THE ARMY HAS AWARDED

## THE ARMY ACHIEVEMENT MEDAL

TO

STAFF SERGEANT WERST, SHANE A.  
BRAVO COMPANY 4TH ENGINEERS

FOR

EXCEPTIONAL MERITORIOUS SERVICE DURING OPERATION IRAQI FREEDOM ON 31 DECEMBER 03, SSG WERST'S ATTENTION TO DETAIL AND DEDICATION TO DUTY ARE IN KEEPING WITH THE FINEST TRADITIONS OF MILITARY SERVICE. HIS OUTSTANDING PERFORMANCE REFLECTS GREAT CREDIT UPON HIMSELF, THE FIGHTING EAGLE BATTALION, AND THE UNITED STATES ARMY.



PERMANENT ORDERS #020-60  
HQ'S, 1ST BN (M), 8TH IN  
FT. CARSON, CO 80913

*Nate Sassaman*  
NATE SASSAMAN  
LTC, IN  
Commanding

620-10-0182

## RECOMMENDATION FOR AWARD

For this form, see AR 600-8-22; the proponent agency: ODCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO Commander, 4ID Tikrit, Iraq APO AE 09323	2. FROM Commander, B Co, 4 EN Balad, Iraq APO AE 09323-2598	3. DATE 19 JAN 04
--	---	----------------------

## PART I - SOLDIER DATA

4. NAME Shane A. Werst	5. RANK SSG	6. SSN
7. ORGANIZATION B Co, 4 EN Balad, Iraq APO AE 09323-2598	8. PREVIOUS AWARDS ARCOM (1), AAM (10)	
9. BRANCH OF SERVICE U.S. ARMY	10. RECOMMENDED AWARD BSM	11. PERIOD OF AWARD a. FROM 19 NOV 03 b. TO 17 JAN 04

## 12. REASON FOR AWARD

12a. INDICATE ACH, SVC, PCS, ETS, OR RET

ACH

12b. INTERIM AWARD

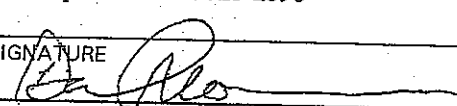
YES ☒ NO

IF YES, STATE AWARD GIVEN

## 13. POSTHUMOUS

YES ☐NO ☒

## PART II - RECOMMENDER DATA

14. NAME Daniel D. Maurer	15. ADDRESS B Co, 4 EN Balad, Iraq APO AE 09323-2598
16. TITLE/POSITION Platoon Leader	17. RANK 1LT
18. RELATIONSHIP TO AWARDEE Platoon Leader	19. SIGNATURE 

## PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)

## 20. ACHIEVEMENTS

## ACHIEVEMENT #1

SSG Werst led his squad in conducting a dismounted raid on a suspected IED-maker on 05 DEC 03, moving house-to-house and maneuvering his soldiers to cordon off potential escape routes as the suspect fled the area. These actions enabled his soldiers to successfully detain the individual, search the surrounding area and led to the discovery of electronic parts and other potential bomb-making material within the adjacent home. His decisive actions exhibited sound tactical judgment and poise in a hostile urban environment.

## ACHIEVEMENT #2

SSG Werst led his squad during OPERATION IVY BLIZZARD, attaching his soldiers to a Mechanized Infantry Company and distributing his demolition and personnel resources to accomplish myriad breaching and raid missions. SSG Werst's willingness and ability to manage the preparation and execution of these operations demonstrated superior tactical skill and superlative small-unit leadership, and was responsible for the safe explosive breach of more than 50 targets during a highly complex MOUT operation.

## ACHIEVEMENT #3

Attached to 1/A/1-8 IN during a nighttime raid on suspected terrorist and insurgent cells in the city of Balad, SSG Werst led his squad in breaching and raiding eight homes. His actions in and around the targets included entry under limited visibility conditions, cordon and search of dense urban terrain, and coordinating to get interpreters on site quickly to confirm verbal intelligence and suspects' identities, demonstrating an ability to manage multiple actions over a wide area and directly contributing to the safe capture of five suspects.

## ACHIEVEMENT #4

SSG Werst, serving as a Sapper Squad Leader outside Balad, Iraq, led his soldiers in using local terrain to lay approximately 800m of triple-strand concertina wire to effectively enclose several non-compliant neighborhoods, allowing controlled entrance to only permitted personnel. These actions helped to deny the enemy the ability to emplace IEDs along 2.5 km of a heavily traveled supply route. SSG Werst's leadership in maneuvering his squad demonstrated superior tactical expertise and inspired his soldiers under adverse conditions.

## 21. PROPOSED CITATION

FOR EXCEPTIONALLY MERITORIOUS ACHIEVEMENT WHILE SERVING AS A SAPPER SQUAD LEADER IN BRAVO COMPANY, 4TH ENGINEER BATTALION, SUPPORTING TASK FORCE 1-8 INFANTRY. SSG WERST'S TACTICAL EXPERTISE AND ABILITY TO TAKE ON ANY MISSION MADE HIM A VITAL COMBAT MULTIPLIER TO HIS SQUAD AND PLATOON DURING MOUT OPERATIONS. HIS ACTIONS REFLECT TREMENDOUS CREDIT UPON HIMSELF, BRAVO COMPANY, TASK FORCE 1-8 INFANTRY, 3RD BRIGADE COMBAT TEAM, AND THE UNITED STATES ARMY.



NAME Shane A. Werst	SSN 1
------------------------	----------

**PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL**

22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.	22a. SIGNATURE <i>Ryan T. Lisen</i>	22b. DATE
--	--	-----------

23. INTERMEDIATE AUTHORITY	a. TO Commander, 4EN Balad, Iraq APO AE 09323	b. FROM Commander, B Co, 4EN Balad, Iraq APO AE 09323-2598	c. DATE 14 Feb 04
----------------------------	--	---	----------------------

d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
---	-------------	---------------

e. NAME Matthew A. Shirley	f. RANK CPT
-------------------------------	----------------

g. TITLE/POSITION Company Commander	h. SIGNATURE <i>Matthew A. Shirley</i>
--	---

i. COMMENTS A top quality NCO - he leads his men superbly under all circumstances.
---

24. INTERMEDIATE AUTHORITY	a. TO Commander, 3BCT, 4ID Balad, Iraq APO AE 09323	b. FROM Commander, 4EN Balad, Iraq APO AE 09323	c. DATE 14 FEB 04
----------------------------	--	--	----------------------

d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
---	-------------	---------------

e. NAME Laura C. Loftus	f. RANK LTC
----------------------------	----------------

g. TITLE/POSITION Battalion Commander	h. SIGNATURE <i>Laura C. Loftus</i>
--	--

i. COMMENTS
-------------

25. INTERMEDIATE AUTHORITY	a. TO Commander, 4ID Tikrit, Iraq APO AE 09323	b. FROM Commander, 3BCT, 4ID Balad, Iraq APO AE 09323	c. DATE
----------------------------	---	--	---------

d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
---	-------------	---------------

e. NAME Frederick S. Rudesheim	f. RANK COL
-----------------------------------	----------------

g. TITLE/POSITION Brigade Commander	h. SIGNATURE <i>Frederick S. Rudesheim</i>
--	---

i. COMMENTS One of the best Sapper Squad leaders in B Co - did everything we expect of an infantry squad.
--

26. APPROVAL AUTHORITY	a. TO ORDERS ISSUING AUTHORITY	b. FROM Commander, 4ID Tikrit, Iraq APO AE 09323	c. DATE
------------------------	--------------------------------	---	---------

d. <input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED	RECOMMEND UPGRADE TO:	DOWNGRADE TO:
--	-----------------------	---------------

e. NAME Raymond Odierno	f. RANK MG
----------------------------	---------------

g. TITLE/POSITION Division Commander	h. SIGNATURE <i>Raymond Odierno</i>
---	--

i. COMMENTS
-------------

**PART V - ORDERS DATA**

27a. ORDERS ISSUING HQ HQs, 4ID Tikrit, Iraq APO AE 09323	27b. PERMANENT ORDER NO. 140-48	31. DISTRIBUTION 1-Soldier 1-Company Commander 1-Records Set 1-MPRJ 1-Fiche
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28a. NAME OF ORDERS APPROVAL AUTHORITY <i>KEITH D. TOLER</i>	28b. RANK CPT
---	------------------

28c. TITLE/POSITION CHIEF, G1 PLANS & OPS	29. APPROVED AWARD BSM
--	---------------------------

28d. SIGNATURE <i>E. J. J. J.</i>	30. DATE 15 Jun 04
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# RECOMMENDATION FOR AWARD

For use c...orm, see AR 600-8-22; the proponent agency...ESPER

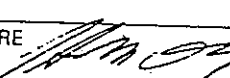
For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO Commander, 3rd Brigade Combat Team APO, AE 09323	2. FROM Commander, 4th Engineer Battalion APO AE 09323	3. DATE
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## PART I - SOLDIER DATA

4. NAME see attached list	5. RANK see attached list	6. SSN
7. ORGANIZATION HHC, 4th Engineer Battalion Fort Carson, CO 80913	8. PREVIOUS AWARDS	
9. BRANCH OF SERVICE US Army	10. RECOMMENDED AWARD ARCOM	11. PERIOD OF AWARD a. FROM 30 June 2003 b. TO 1 April 2004
12. REASON FOR AWARD	13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	
12a. INDICATE ACH, SVC, PCS, ETS, OR RET SVC	12b. INTERIM AWARD IF YES, STATE AWARD GIVEN	

## PART II - RECOMMENDER DATA

14. NAME Justin McQuary	15. ADDRESS HHC, 4th Engineer Battalion APO AE 09323
16. TITLE/POSITION Company Commander	17. RANK CPT
18. RELATIONSHIP TO AWARDEE Company Commander	19. SIGNATURE 

## PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)

20. ACHIEVEMENTS

ACHIEVEMENT #1  
The soldiers of HHC Company, 4th Engineer Battalion performed their duties with valor during combat operations, and stability and support operations during Operation Iraqi Freedom. Their efforts contributed to the success of HHC Company, 3BCT, and the 4th Engineer Battalion. In Samarra and Ad Dujayl, the Hurricanes exceeded all leader expectations. The company's success can be directly attributed to the outstanding performance of Hurricane soldiers.

ACHIEVEMENT #2

ACHIEVEMENT #3

CHIEVEMENT #4

## PROPOSED CITATION

For exemplary service while assigned in the 4th Engineer Battalion. Hurricane soldiers' work ethic, tactical and technical competence, and motivation greatly contributed to the success of the battalion and the 3BCT. Hurricane soldiers' hard work and dedication reflect distinct credit upon them, the 3rd Brigade Combat Team, and the United States Army.

NAME  
see attached list

SSN

PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL

22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.

22a. SIGNATURE *[Signature]*

22b. DATE

23. INTERMEDIATE AUTHORITY

a. TO Commander, 3rd BCT  
APO AE 09323

b. FROM Commander, 4th EN BN  
APO, AE 09323

c. DATE  
7 Feb 04

d. RECOMMEND: ☒ APPROVAL ☐ DISAPPROVAL

UPGRADE TO: DOWNGRADE TO:

e. NAME  
Laura C. Loftus

f. RANK  
LTC

g. TITLE/POSITION  
Battalion Commander

h. SIGNATURE *[Signature]*

i. COMMENTS

24. INTERMEDIATE AUTHORITY

a. TO

b. FROM

c. DATE

d. RECOMMEND: ☐ APPROVAL ☐ DISAPPROVAL

UPGRADE TO: DOWNGRADE TO:

e. NAME

f. RANK

g. TITLE/POSITION

h. SIGNATURE

i. COMMENTS

25. INTERMEDIATE AUTHORITY

a. TO

b. FROM

c. DATE

d. RECOMMEND: ☐ APPROVAL ☐ DISAPPROVAL

UPGRADE TO: DOWNGRADE TO:

e. NAME

f. RANK

g. TITLE/POSITION

h. SIGNATURE

i. COMMENTS

26. APPROVAL AUTHORITY

a. TO Orders Issuing Authority

b. FROM Commander, 3BCT  
APO, AE 09323

c. DATE

d. ☒ APPROVED ☐ DISAPPROVED

RECOMMEND UPGRADE TO: DOWNGRADE TO:

e. NAME  
Frederick S. Rudesheim

f. RANK  
COL

g. TITLE/POSITION  
Brigade Commander

h. SIGNATURE *[Signature]*

i. COMMENTS

PART V - ORDERS DATA

27a. ORDERS ISSUING HQ

27b. PERMANENT ORDER NO.

31. DISTRIBUTION

28a. NAME OF ORDERS APPROVAL AUTHORITY

28b. RANK

1-OMAF

28c. TITLE/POSITION

29. APPROVED AWARD

1-MPRS

28d. SIGNATURE

30. DATE

1-file

20 Feb 04

1-soldier

# RECOMMENDATION FOR AWARD

For use: This form, see AR 600-8-22; the proponent agency JDCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO Commander, 4th EN BN Fort Carson, Colorado 80913	2. FROM Commander, B Company, 4th EN BN Fort Carson, Colorado 80913	3. DATE 30 JUL 04
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## PART I - SOLDIER DATA

4. NAME Werst, Shane	5. RANK SSG	6. SSN
7. ORGANIZATION B Company, 4th Engineer Battalion Fort Carson, Colorado 80913	8. PREVIOUS AWARDS AAM (9) ARCOM (2)	
9. BRANCH OF SERVICE U.S. ARMY	10. RECOMMENDED AWARD ARCOM	11. PERIOD OF AWARD a. FROM 09 MAR 01 b. TO 20 NOV 04
12. REASON FOR AWARD 12a. INDICATE ACH, SVC, PCS, ETS, OR RET PCS		13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
12b. INTERIM AWARD <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO IF YES, STATE AWARD GIVEN		

## PART II - RECOMMENDER DATA

14. NAME Williams, Sarah	15. ADDRESS B Company, 4th Engineer Battalion Fort Carson, Colorado 80913
16. TITLE/POSITION Platoon Leader	17. RANK 2LT
18. RELATIONSHIP TO AWARDEE Platoon Leader	19. SIGNATURE <i>Sarah Williams</i>

## PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)

### 20. ACHIEVEMENTS

#### ACHIEVEMENT #1

SSG Werst's military knowledge and war fighting skills were key to his squad's success during combat operations in Iraq. He led his squad on more than 100 urban raids, detaining over 300 insurgents, destroying over 200,000 lbs of enemy munitions, located and destroyed 150 IEDs, and traveled over 10,000 miles in 2 vehicles with no accidents. Due to his knowledge, leadership, and courage SSG Werst was able to complete all assigned missions without fault or casualty.

#### ACHIEVEMENT #2

As a squad leader, SSG Werst led his squad to success in all areas. While at NTC, SSG Werst led his squad in destroying a platoon size infantry element and was commended by the OC Commander as the best squad leader in the company. Through a challenging PT program, his squad achieved the highest PT average in the company. SSG Werst mentored 2 NCOs and 1 soldier to excellence in their promotion boards.

#### ACHIEVEMENT #3

As a section leader in the Assault and Obstacle Platoon, SSG Werst consistently stepped up into the role of Platoon Sergeant and helped the platoon to continue to complete all missions. During Assault and Obstacle stakes, he led his ACEs to 1st place in the battalion and 1 tank crew to 1st place in the battalion.

#### ACHIEVEMENT #4

SSG Werst trained TF 1-8 Infantry soldiers in over 15 classes on demolitions. He also conducted 50 training breaches with TF 1-8 Infantry during his time in Bravo Company.

### 21. PROPOSED CITATION

For meritorious service while assigned as a Squad Leader in B Company, 4th Engineer Battalion. SSG Werst's expertise and commitment to mission accomplishment proved to be a valuable asset to the 4th Engineer Battalion. SSG Werst's efforts reflect great credit upon him, the 4th Engineer Battalion, the 3rd Brigade Combat Team, and the United States Army.

NAME Werst, Shane	SSN
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**PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL**

22. I certify that this individual is eligible for an award in accordance with AR 600-8-22, and that the information contained in Part I is correct.		22a. SIGNATURE <i>[Signature]</i>	22b. DATE 11 Aug 04
23. INTERMEDIATE AUTHORITY	a. TO Commander, 4th Engineer Battalion Fort Carson, Colorado 80913	b. FROM Commander, B Cb, 4th EN BN Fort Carson, Colorado 80913	c. DATE

d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
e. NAME MATTHEW SHIRLEY	f. RANK CPT	
g. TITLE/POSITION Company Commander	h. SIGNATURE <i>[Signature]</i>	
i. COMMENTS Our customer, 1-8 IN, always asks for SSG Werst by name when they need engineer support. Enough said.		

24. INTERMEDIATE AUTHORITY	a. TO Commander, 3BCT, 4th ID Fort Carson, Colorado 80913	b. FROM Commander, 4th Engineer Battalion Fort Carson, Colorado 80913	c. DATE 11 Aug 04
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d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
e. NAME LAURA C. LOFTUS	f. RANK LTC	
g. TITLE/POSITION Battalion Commander	h. SIGNATURE <i>[Signature]</i>	
i. COMMENTS		

25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
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d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
e. NAME	f. RANK	
g. TITLE/POSITION	h. SIGNATURE	
i. COMMENTS		

26. APPROVAL AUTHORITY	a. TO ORDERS ISSUING AUTHORITY	b. FROM Commander, 3BCT, 4th ID Fort Carson, Colorado 80913	c. DATE 18 Aug 04
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d. <input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED	RECOMMEND UPGRADE TO:	DOWNGRADE TO:
e. NAME BRIAN D. JONES	f. RANK COL	
g. TITLE/POSITION Brigade Commander	h. SIGNATURE <i>[Signature]</i>	
i. COMMENTS		

**PART V - ORDERS DATA**

27a. ORDERS ISSUING HQ HQs, 3rd Brigade Combat Team, 4th ID Fort Carson, Colorado 80913	27b. PERMANENT ORDER NO. 230-0100	31. DISTRIBUTION 1- Soldier 1- Company Commander 1- Records Set 1- MPRJ 1- Fiche
28a. NAME OF ORDERS APPROVAL AUTHORITY Kanisha Prestridge	28b. RANK SSG	
28c. TITLE/POSITION SP. Personnel Sgt.	29. APPROVED AWARD ARCOM	
28d. SIGNATURE <i>[Signature]</i>	30. DATE 040819	

# RECOMMENDATION FOR AWARD

For use of this form, see AR 600-8-22; the proponent agency is ODCSPER

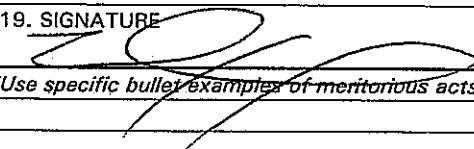
For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO Commander, 9th Engineer Battalion (CBT)	2. FROM Commander B Company, 9th Engineer Battalion (CBT)	3. DATE  26 Jan 01
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## PART I - SOLDIER DATA

4. NAME Werst, Shane A.	5. RANK SGT	6. SSN
7. ORGANIZATION B Co. 9th Engineer Battalion APO AE 09033	8. PREVIOUS AWARDS Previous Tours: AAM (8 OLC) This Tour: None	
9. BRANCH OF SERVICE U.S. Army	10. RECOMMENDED AWARD ARCOM	11. PERIOD OF AWARD a. FROM 18 MAR 98 b. TO 1 MAR 01
12. REASON FOR AWARD 12a. INDICATE ACH, SVC, PCS, ETS, OR RET PCS		13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
12b. INTERIM AWARD IF YES, STATE AWARD GIVEN		

## PART II - RECOMMENDER DATA

14. NAME Maxwell, Reginald	15. ADDRESS B Co. 9th Engineer Battalion APO AE 09033
16. TITLE/POSITION Operations Sergeant	17. RANK SFC
18. RELATIONSHIP TO AWARDEE Supervisor	19. SIGNATURE 

## PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)

20. ACHIEVEMENTS
ACHIEVEMENT #1 While assigned to the 9th Engineer Battalion, SGT Werst served as a squad leader, team leader, PAC supervisor, and supply sergeant. His ability to lead under pressure was demonstrated during the 9th Engineer Battalion no noticed deployment to Operation Joint Guardian II, Kosovo. There he single handedly established the S-1 section for Camp Bondsteel and supervised the transition of all soldiers from Germany to Kosovo. He also successfully led his ACE section on numerous dangerous missions involving UXO & mine clearance.
ACHIEVEMENT #2 Leading by example is second nature to SGT Werst. He was selected as the Engineer Brigade NCO of the Quarter, the 9th Engineer Battalion NCO of the Quarter and as the 9th Engineer Battalion NCO of the Month. He was selected as the Hero of the Battle during a Combined Manuever Training Center exercise. Through his example, he motivated one soldier to achieve the 9th Engineer Battalion Soldier of the Quarter and inspired two others to achieve the Battalion Soldier of the Month.
ACHIEVEMENT #3 SGT Werst fosters team work and cohesion. His squad achieved 910 out of a possible 1000 points during the annual 9th Engineer Battalion Squad Stakes competition. SGT Werst also strives to do his personal best and consistently achieves 290 or better on the Army Physical Fitness Test.
ACHIEVEMENT #4 As the 9th Engineer Battalion PAC supervisor, SGT Werst prided himself on taking care of soldiers. He organized the S-1 filing and automation system in order to increase shop proficiency. This resulted in his office achieving commendable ratings during three separate Command Organizational Inspections.

21. PROPOSED CITATION  <b>FOR MERITORIOUS SERVICE WHILE SERVING AS A SQUAD LEADER IN COMPANY B, 9TH ENGINEER BATTALION (CBT). SGT WERST'S LEADERSHIP AND DEDICATION TO THE SOLDIERS OF BRAVO COMPANY CONTRIBUTED TO THE SUCCESS OF BRAVO. HIS ACTIONS REFLECT DISTINCT CREDIT UPON HIM, THE 1ST INFANTRY DIVISION ENGINEER BRIGADE, AND THE UNITED STATES ARMY.</b>
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NAME Werst, Shane A.	SSN
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**PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL**

22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.	22a. SIGNATURE <i>Scott Preston</i>	22b. DATE 13 FEB 01
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23. INTERMEDIATE AUTHORITY	a. TO Commander, 9th Engineer Battalion	b. FROM Commander, B Co. 9th Engineer Battalion	c. DATE 13 FEB 01
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d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
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e. NAME Hicks, Delbert L. JR.	f. RANK CPT
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g. TITLE/POSITION Company Commander	h. SIGNATURE <i>Delbert L. Hicks</i>
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i. COMMENTS  
*TRULY DESERVING! SGT WERST HAS BEEN A SOLID PERFORMER AND HAS SERVED 9TH ENGINEER BATTALION WELL FOR 3 YEARS*

24. INTERMEDIATE AUTHORITY	a. TO Commander, Engineer Brigade, 1st Infantry Division	b. FROM Commander, 9th Engineer Battalion	c. DATE 13 FEB 01
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d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
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e. NAME McDaniel, Everett K.	f. RANK LTC
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g. TITLE/POSITION Battalion Commander	h. SIGNATURE <i>Everett K. McDaniel</i>
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i. COMMENTS  
*A truly deserving leader who has accomplished a variety of complex assignments and missions, always exceeding expectations. Dependable, tough and tenacious, a very deserving leader!*

25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
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d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO:	DOWNGRADE TO:
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e. NAME	f. RANK
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g. TITLE/POSITION	h. SIGNATURE
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i. COMMENTS

26. APPROVAL AUTHORITY	a. TO Orders Issuing Authority	b. FROM Commander, Engineer Brigade, 1st Infantry Division	c. DATE 13 FEB 01
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d. <input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED	RECOMMEND UPGRADE TO:	DOWNGRADE TO:
--	-----------------------	---------------

e. NAME McClure, Robert L.	f. RANK COL
-------------------------------	----------------

g. TITLE/POSITION Brigade Commander	h. SIGNATURE <i>Robert L. McClure</i>
--	--

i. COMMENTS


**PART V - ORDERS DATA**

27a. ORDERS ISSUING HQ HQ ENG BDE	27b. PERMANENT ORDER NO. 044-1	31. DISTRIBUTION 1- File 1- MPAT 1- SM 1- Unit
28a. NAME OF ORDERS APPROVAL AUTHORITY Scott S. Preston	28b. RANK CPT	
28c. TITLE/POSITION BDE Adjutant	29. APPROVED AWARD ARCOM	
28d. SIGNATURE <i>Scott Preston</i>	30. DATE 13 FEB 01	

# RECOMMENDATION FOR AWARD

For use his form, see AR 600-8-22; the proponent agency ODCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO Commander, 4th Engineer Battalion Fort Carson, Colorado 80913		2. FROM Commander, B Company, 4th Engineer Battalion Fort Carson, Colorado 80913		3. DATE 28 OCT 2002	
PART I - SOLDIER DATA					
4. NAME Werst, Shane A.		5. RANK SSG		6. SSN	
7. ORGANIZATION Bravo Company, 4th Engineer Battalion Fort Carson, Colorado 80913		8. PREVIOUS AWARDS ARCOM (1), AAM (2)			
9. BRANCH OF SERVICE U.S. ARMY		10. RECOMMENDED AWARD AAM		11. PERIOD OF AWARD a. FROM 15 JUL 2002 b. TO 18 OCT 2002	
12. REASON FOR AWARD		12b. INTERIM AWARD		13. POSTHUMOUS	
12a. INDICATE ACH, SVC, PCS, ETS, OR RET ACH		IF YES, STATE AWARD GIVEN		YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	
PART II - RECOMMENDER DATA					
14. NAME Sterling K. Rose		15. ADDRESS Bravo Company, 4th Engineer Battalion Fort Carson, Colorado 80913			
16. TITLE/POSITION Platoon Leader		17. RANK 1LT		19. SIGNATURE 	
18. RELATIONSHIP TO AWARDEE Platoon Leader					
PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)					
20. ACHIEVEMENTS					
ACHIEVEMENT #1 During NTC rotation 03-01, SSG Werst led his squad to achieve and maintain the highest state of combat preparedness in the battalion. SSG Werst's efforts led to the platoon receiving ratings of fours and fives on the preparation for combat checklist; a feat accomplished by only one other platoon in the battalion.					
ACHIEVEMENT #2 SSG Werst's mission oriented training in squad breach drills, marking drills, and defensive operations while conducting troop leading procedures led to his being praised by the Sergeant Major of the observer/controllers.					
ACHIEVEMENT #3 While attached to 3/A/1-8IN during Mountain Strike 2002, SSG Werst's defensive preparation and dismounted infantry tactics led to the total annihilation of the breach force during both iterations of the deliberate breach lane.					
ACHIEVEMENT #4					
21. PROPOSED CITATION For meritorious service while assigned as a squad leader for Bravo Company, 4th Engineer Battalion. SSG Werst's dedication to duty, continual focus on improvement and mission success, and willingness to serve in any capacity ensured the success of his squad and the platoon. His efforts reflect great credit upon himself, the 4th Engineer Battalion, and the United States Army.					

NAME Werst, Shane A.		SSN	
PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE <i>[Signature]</i>	22b. DATE 05 NOV 02
23. INTERMEDIATE AUTHORITY	a. TO Commander, 4th Engineer Battalion Fort Carson, Colorado 80913	b. FROM Commander, B Co, 4th En Bn Fort Carson, Colorado 80913	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME Todd J. Verrill		f. RANK CPT	
g. TITLE/POSITION Company Commander		h. SIGNATURE <i>[Signature]</i>	
i. COMMENTS OUTSTANDING EFFORT BY SSG WERST DURING BOTH FIELD PROBLEMS			
24. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO ORDERS ISSUING AUTHORITY	b. FROM Commander, 4th Engineer Battalion Fort Carson, Colorado 80913	c. DATE
d. <input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO: DOWNGRADE TO:	
e. NAME Brian K. Stevens		f. RANK LTC	
g. TITLE/POSITION Battalion Commander		h. SIGNATURE <i>[Signature]</i>	
i. COMMENTS			
PART V - ORDERS DATA			
27a. ORDERS ISSUING HQ HQs, 4th Engineer Battalion Fort Carson, Colorado 80913		27b. PERMANENT ORDER NO. 311-01	31. DISTRIBUTION 1-Soldier 1-CO CDR 1-Records Set 1-MPRJ 1-Fiche
28a. NAME OF ORDERS APPROVAL AUTHORITY JUSTIN C. McQUARY		28b. RANK CPT	
28c. TITLE/POSITION ADJUTANT		29. APPROVED AWARD ARM	
28d. SIGNATURE <i>[Signature]</i>		30. DATE 25 NOV 02	

# RECOMMENDATION FOR AWARD

For use of this form, see AR 600-8-22; the proponent agency is ODC.

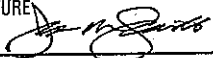
For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO CDR, 1ST BN (M), 8TH IN REGT FORT CARSON, CO 80913	2. FROM CDR, A CO, 1ST BN (M), 8TH IN REGT FORT CARSON, CO 80913	3. DATE
--	--	---------

## PART I - SOLDIER DATA

4. NAME WERST, SHANE A.	5. RANK SSG	6. SSN
7. ORGANIZATION B CO, 4TH EN BN (M) FORT CARSON, CO 80913	8. PREVIOUS AWARDS ARCOM AAM (9)	
9. BRANCH OF SERVICE U.S. ARMY	10. RECOMMENDED AWARD AAM - (90AC)	11. PERIOD OF AWARD a. FROM 31 DEC 03 b. TO 31 DEC 03
12. REASON FOR AWARD 12a. INDICATE ACH, SVC, PCS, ETS, OR RET ACH	12b. INTERIM AWARD IF YES, STATE AWARD GIVEN YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>

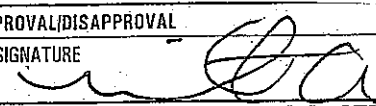
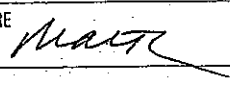
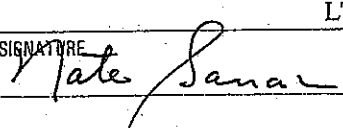
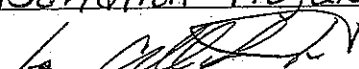
## PART II - RECOMMENDER DATA

14. NAME SAVILLE, JACK M.	15. ADDRESS A CO, 1ST BN (M), 8TH IN REGT FORT CARSON, CO 80913
16. TITLE/POSITION PLATOON LEADER	17. RANK 1LT
18. RELATIONSHIP TO AWARDEE SUPERVISOR	19. SIGNATURE 

## PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)

20. ACHIEVEMENTS
ACHIEVEMENT #1 SSG Werst prepared a demolition charge consisting of 80 pounds of C4 and propane canisters to destroy the house of Basim Thalib Akhmed, a known terrorist responsible for laying IEDs along Route 1 vicinity the 75 Northerly. His structural analysis of the building and surrounding areas coupled with precise planning and preparation process for the mission resulted in the complete destruction of the home.
ACHIEVEMENT #2 SSG Werst's execution of sound judgement, attention to detail, and accurate emplacement of demolition charges resulted in no collateral damage to civilian personnel or property. His actions prevented enemy forces from using this area as a staging ground for future IED emplacement while also serving as the final measure before Basim Thalib Akhmed turned himself in to US forces.
ACHIEVEMENT #3
ACHIEVEMENT #4

21. PROPOSED CITATION FOR EXECPTIONAL MERITORIOUS SERVICE DURING OPERATION IRAQI FREEDOM ON 31 DECEMBER 03, SSG WERST'S ATTENTION TO DETAIL AND DEDICATION TO DUTY ARE IN KEEPING WITH THE FINEST TRADITIONS OF MILITARY SERVICE. HIS OUTSTANDING PERFORMANCE REFLECTS GREAT CREDIT UPON HIMSELF, THE FIGHTING EAGLE BATTALION, AND THE UNITED STATES ARMY.
--

NAME WERST, SHANE A.		SSN	
PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE 	22b. DATE 2010118
23. INTERMEDIATE AUTHORITY	a. TO CDR, 1ST BN (M), 8TH IN FORT CARSON, CO 80913	b. FROM CDR, A CO, 1ST BN (M), 8TH IN FORT CARSON, CO 80913	c. DATE
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME MATTHEW CUNNINGHAM		f. RANK CPT	
g. TITLE/POSITION COMPANY COMMANDER		h. SIGNATURE 	
i. COMMENTS OUTSTANDING ALTERN!			
24. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO ORDER ISSUING AUTHORITY	b. FROM CDR, 1ST BN (M), 8TH IN REGT FORT CARSON, CO 80913	c. DATE
d. <input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO: DOWNGRADE TO:	
e. NAME NATE SASSAMAN		f. RANK LTC	
g. TITLE/POSITION BATTALION COMMANDER		h. SIGNATURE 	
i. COMMENTS			
PART V - ORDERS DATA			
27a. ORDERS ISSUING HQ HQ, 1st BN (M), 8th IN Fort Carson, CO 80913		27b. PERMANENT ORDER NO. 020-60	31. DISTRIBUTION 1- Soldier 1- unit 1- OMPF 1- ORDERS Issuing Authority
28a. NAME OF ORDERS APPROVAL AUTHORITY Jonathan Harvey		28b. RANK CPT	
28c. TITLE/POSITION Battalion Adjutant		29. APPROVED AWARD AAM 90KC	
28d. SIGNATURE 		30. DATE	

# RECOMMENDATION FOR AWARD

File of this form, see AR 600-8-22, the proponent agency is ODCSPER

DEC 1 1997

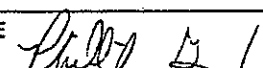
For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO COMMANDER SPT SQDN, 11TH ACR FT. IRWIN, CA. 92310	2. FROM COMMANDER 58TH CEC FT. IRWIN, CA. 92310	3. DATE 11 DEC 97
---	---	----------------------

## PART I - SOLDIER DATA

4. NAME WERST, SHANE	5. RANK SGT	6. SSN
7. ORGANIZATION 58TH CEC FT. IRWIN, CA. 92310	8. PREVIOUS AWARDS ASR, NDR, OSR, SW ASIA, AAM (5) GCM, NCOPD	
9. BRANCH OF SERVICE U.S. ARMY	10. RECOMMENDED AWARD AAM (5-OLC)	11. PERIOD OF AWARD a. FROM 07 JUN 95 b. TO 05 MAR 98
12. REASON FOR AWARD		13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
12a. INDICATE ACH, SVC, PCS, ETS OR RET PCS	12b. INTERIM AWARD <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> IF YES, STATE AWARD GIVEN:	

## PART II - RECOMMENDER DATA

14. NAME GRAY, PHILLIP	15. ADDRESS 58TH CEC FT. IRWIN, CA. 92310	
16. TITLE/POSITION SQUAD LEADER	17. RANK SGT	19. SIGNATURE 
18. RELATIONSHIP TO AWARDEE CHAIN OF COMMAND		

## PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)

20. ACHIEVEMENTS

ACHIEVEMENT #1  
SGT WERST DISTINGUISHED HIMSELF ABOVE HIS PEERS BY WINNING SOLDIER OF THE YEAR AWARD FOR THE SUPPORT SQUADRON, 11TH ARMORED CALVARY REGIMENT, FOR FISCAL YEAR 96.

ACHIEVEMENT #2  
SGT WERST WAS INSTRUMENTAL IN CONSTRUCTING OVER 22,400 ROLLS OF WIRE, 67,200 PICKETS, AND 30,300 MINES DURING 12 ROTATIONS, WHICH MADE UP OVER 168KMS OF DOCTRINALLY CORRECT OBSTACLE FRONTAGE.

ACHIEVEMENT #3  
SGT WERST WAS HIGHLY SUCCESSFUL IN LEADING OVER 22 MSD MISSIONS, 11 MOD MISSIONS, AND 24 UMZ MISSIONS IN SUPPORT OF THE OPFOR REGIMENT DURING 33 ROTATIONS.

ACHIEVEMENT #4  
SGT WERST WAS INVOLVED IN THE BUILDING OF FOUR K-SPAN BUILDINGS, THREE GAZEBOS, TWO REVIEWING STANDS, ONE MUSEUM AND HELPED REMODEL THE GEO BARRACKS AT THE NATIONAL TRAINING CENTER, WHICH GREATLY ENHANCED THE QUALITY OF LIFE FOR SOLDIERS AND FAMILY MEMBERS.

21. PROPOSED CITATION  
MERITORIOUS SERVICE, AS A TEAM LEADER, AND TRACK COMMANDER, WHILE SERVING IN THE 58TH COMBAT ENGINEER COMPANY. SGT WERST'S LEADERSHIP AND DEDICATION TO DUTY WAS SECOND TO NONE. HIS ACTIONS REFLECT GREAT CREDIT UPON HIMSELF, THE 11TH ARMORED CAVALRY REGIMENT AND THE UNITED STATES ARMY.



NAME WERST, SHANE		SSN	
<b>PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL</b>			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE <i>Dougherty</i>	22b. DATE 11 DEC 97
23. INTERMEDIATE AUTHORITY	a. TO COMMANDER, SPT SQDN	b. FROM COMMANDER, 58TH CEC	c. DATE 11 DEC 97
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL      UPGRADE TO      DOWNGRADE TO			
e. NAME MICHAEL A. DILLARD		f. RANK CPT, EN	
g. TITLE/POSITION Commanding		h. SIGNATURE <i>Michael A. Dillard</i>	
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL      UPGRADE TO      DOWNGRADE TO			
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL      UPGRADE TO      DOWNGRADE TO			
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO ORDERS ISSUING AUTHORITY	b. FROM COMMANDER, SPT SQDN	c. DATE 17 DEC 97
d. <input checked="" type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED      RECOMMEND UPGRADE TO:      DOWNGRADE TO:			
e. NAME FLOYD E. HUDSON, JR.		f. RANK LTC	
g. TITLE/POSITION SQUADRON COMMANDER		h. SIGNATURE <i>Floyd E. Hudson Jr</i>	
i. COMMENTS			
<b>PART V - ORDERS DATA</b>			
27a. ORDERS ISSUING HQ HEADQUARTERS, SUPPORT SQUADRON, 11TH ACR FORT IRWIN, CA 92310-5073		27b. PERMANENT ORDER NO. 356-01	31. DISTRIBUTION 1 - INDIV 1 - PAO 1 - MPRJ 1 - UNIT CDR
28a. NAME OF ORDERS APPROVAL AUTHORITY BRIAN J. BENDER		28b. RANK 1LT	
28c. TITLE/POSITION ADJUTANT		29. APPROVED AWARD AAM(5-OLC)	
28d. SIGNATURE <i>Brian J. Bender SFC Pay SGT</i>		30. DATE	

# RECOMMENDATION FOR AWARD

For of this form, see AR 600-8-22, the proponent age s ODCSPER

For valor/herolism/wartime and all awards higher than MSM, refer to special instructions in Chatper 3, AR 600-8-22.

1. TO COMMANDER, SPT/11TH ACR  
FT IRWIN, CA 92310

2. FROM COMMANDER, 58TH CEC  
FT IRWIN, CA 92310

3. DATE  
22 JAN 97

## PART I - SOLDIER DATA

4. NAME  
WERST, SHANE

5. RANK  
SGT

6. SSN

7. ORGANIZATION  
58TH COMBAT ENGINEER COMPANY  
FORT IRWIN, CA 92310

8. PREVIOUS AWARDS  
AAM(3)

9. BRANCH OF SERVICE

10. RECOMMENDED AWARD  
AAM(4OLC)

11. PERIOD OF AWARD

a. FROM  
28 OCT 96

b. TO  
11 NOV 96

12. REASON FOR AWARD

12a. INDICATE ACH, SVC, PCS, ETS OR RET  
ACH

12b. INTERIM AWARD YES NO  
IF YES, STATE AWARD GIVEN:

13. POSTHUMOUS

YES ☐

NO ☒

## PART II - RECOMMENDER DATA

14. NAME  
FERDON, KEITH R.

15. ADDRESS  
58TH COMBAT ENGINEER COMPANY  
FORT IRWIN, CA 92310

16. TITLE/POSITION  
PLATOON LEADER

17. RANK  
2LT

18. RELATIONSHIP TO AWARDEE  
CHAIN OF COMMAND

19. SIGNATURE  
*Keith R Fardon 2LT EN*

## PART III - JUSTIFICATION AND CITATION DATA (Use specific bullet examples of meritorious acts or service)

### 20. ACHIEVEMENTS

#### ACHIEVEMENT #1

From the ground up, constructed two K-Span buildings in the Rotational Unit Field Maintenance Area, to standard and ahead of schedule. The buildings will play a major roll in the Army's Advanced Warfighting Experiment during March 1997.

#### ACHIEVEMENT #2

Although a new skill this soldier was able to learn and become certified on the Automatic Building Machine 120 within a minimal amount of time, his hard work and attention to detail saved the army \$1,000's of dollars resulting in the project being below budget and ahead of schedule.

#### ACHIEVEMENT #3

#### ACHIEVEMENT #4

### 21. PROPOSED CITATION

For meritorious service as a combat engineer soldier from 28 October 1996 to 11 November 1996. SGT Werst directly contributed to the quality of life on Fort Irwin by constructing and completing work on two K-Span buildings for use during the Advanced Warfighting Experiment. His actions reflect great credit upon himself, the 58th Engineers and the United States Army.

NAME WERST, SHANE		SSN.	
PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE <i>[Signature]</i>	22b. DATE 9/10/05
23. INTERMEDIATE AUTHORITY	a. TO COMMANDER, SPT/11th ACR	b. FROM COMMANDER, 58th CEC	c. DATE 27 JAN 97
d. RECOMMEND:	<input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO	DOWNGRADE TO
e. NAME FLEMING, EDWARD R.	f. RANK CPT		
g. TITLE/POSITION COMPANY COMMANDER	h. SIGNATURE <i>[Signature]</i>		
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO CDR, 58th CEC, SPT SQDN FORT IRWIN, CA 92310	b. FROM CDR, SPT SQDN FORT IRWIN, CA 92310	c. DATE
d. RECOMMEND:	<input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO	DOWNGRADE TO
e. NAME FLOYD E. HUDSON JR.	f. RANK LTC		
g. TITLE/POSITION COMMANDING	h. SIGNATURE <i>[Signature]</i>		
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND:	<input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL	UPGRADE TO	DOWNGRADE TO
e. NAME	f. RANK		
g. TITLE/POSITION	h. SIGNATURE		
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO	b. FROM	c. DATE
d. <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED	RECOMMEND UPGRADE TO		DOWNGRADE TO
e. NAME	f. RANK		
g. TITLE/POSITION	h. SIGNATURE		
i. COMMENTS			
PART V - ORDERS DATA			
27a. ORDERS ISSUING HQ HEADQUARTERS, SUPPORT SQUADRON, 11TH ACR FORT IRWIN, CA 92310-5073	27b. PERMANENT ORDER NO. 46-07	31. DISTRIBUTION 1 - INDIV 1 - PAO 1 - MPRJ 1 - UNIT CDR	
28a. NAME OF ORDERS APPROVAL AUTHORITY TRACY D. KOIVISTO	28b. RANK 1LT		
28c. TITLE/POSITION ADJUTANT	29. APPROVED AWARD AAM (30LC)		
28d. SIGNATURE <i>[Signature]</i>	30. DATE 1038423 FEB 97		

# RECOMMENDATION FOR AWARD

For of this form, see AR 600-8-22, the proponent age

s ODCSPER OCT 30 1996

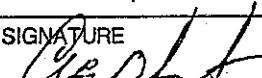
For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO COMMANDER SUPPORT SQUADRON, 11TH ACR FORT IRWIN, CA 92310-5073	2. FROM COMMAND SERGEANT MAJOR SUPPORT SQUADRON, 11TH ACR FORT IRWIN, CA 92310-5073	3. DATE
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## PART I - SOLDIER DATA

4. NAME WERST, SHANE A.	5. RANK SPC	6. SSN
7. ORGANIZATION 58TH COMBAT ENGINEER COMPANY, SUPPORT SQUADRON, 11TH ACR, FORT IRWIN, CA 92310	8. PREVIOUS AWARDS AAM (1 OLC)	
9. BRANCH OF SERVICE ARMY	10. RECOMMENDED AWARD AAM (20LC)	11. PERIOD OF AWARD a. FROM 08 OCT 96 b. TO 08 OCT 96
12. REASON FOR AWARD 12a. INDICATE ACH, SVC, PCS, ETS OR RET ACH		13. POSTHUMOUS YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
12b. INTERIM AWARD <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> IF YES, STATE AWARD GIVEN:		

## PART II - RECOMMENDER DATA

14. NAME SMITH, CRAIG O.	15. ADDRESS HHT, SUPPORT SQUADRON 11TH ACR FORT IRWIN, CA 92310
16. TITLE/POSITION SQUADRON SERGEANT MAJOR	17. RANK CSM
18. RELATIONSHIP TO AWARDEE COMMAND SERGEANT MAJOR	19. SIGNATURE 

## PART III - JUSTIFICATION AND CITATION DATA (Use specific brief examples of meritorious acts or service)

### 20. ACHIEVEMENTS

ACHIEVEMENT #1  
Selected as the Support Squadron, 11th Armored Cavalry Regiment Soldier of the Year for Fiscal Year 1996.

### ACHIEVEMENT #2

### ACHIEVEMENT #3

### ACHIEVEMENT #4

### 21. PROPOSED CITATION

FOR MERITORIOUS ACHIEVEMENT ON 8 OCTOBER 1996, WHILE SERVING AS A COMBAT CONSTRUCTION ENGINEER. SPECIALIST WERST'S MILITARY BEARING, KNOWLEDGE, AND EXPERTISE ESTABLISHED HIM AS THE SUPPORT SQUADRON, 11TH ARMORED CAVALRY REGIMENT SOLDIER OF THE YEAR FOR FISCAL YEAR 1996. HIS OUTSTANDING PERFORMANCE OF DUTY REFLECTS GREAT CREDIT UPON HIMSELF, THE 11TH ARMORED CAVALRY REGIMENT, AND THE UNITED STATES ARMY. ALLONS!

NAME WERST, SHANE - A.		SSN	
<b>PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL</b>			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE <i>C. Wick Das</i>	22b. DATE 9/6/03
23. INTERMEDIATE AUTHORITY	a. TO CDR, SPT SQDN, 11TH ACR	b. FROM CSM, SPT SQDN, 11TH ACR	c. DATE
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO DOWNGRADE TO	
e. NAME YOUNG, CHARLES S.		f. RANK MAJ	
g. TITLE/POSITION SQUADRON EXECUTIVE OFFICER		h. SIGNATURE <i>Charles S. Young</i>	
i. COMMENTS <i>Most deserving - Outstanding accomplishment</i>			
24. INTERMEDIATE AUTHORITY	a. TO CDR, SPT SQDN, 11TH ACR	b. FROM CSM, SPT SQDN, 11TH ACR	c. DATE
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO DOWNGRADE TO	
e. NAME HUDSON, FLOYD E. JR.		f. RANK LTC	
g. TITLE/POSITION SQUADRON COMMANDER		h. SIGNATURE <i>Floyd E. Hudson Jr.</i>	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO DOWNGRADE TO	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO	b. FROM	c. DATE
d. <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO: DOWNGRADE TO:	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
<b>PART V - ORDERS DATA</b>			
27a. ORDERS ISSUING HQ <i>Support Squadron, 11th ACR FT Irwin, CA 92310</i>		27b. PERMANENT ORDER NO. <i>313-03</i>	31. DISTRIBUTION <i>1- INDI 1- PPO 1- PAC 1- CDE</i>
28a. NAME OF ORDERS APPROVAL AUTHORITY <i>Tracy D. Kovisto</i>		28b. RANK <i>1LT</i>	
28c. TITLE/POSITION <i>Adjutant</i>		29. APPROVED AWARD <i>AAM</i>	
28d. SIGNATURE <i>Tracy D. Kovisto</i>		30. DATE <i>9 November 96</i>	

Race: Cav Sex: Male Age: 20 HT: 6'9" WT: 164 lbs WT: 179 lbs Meet SIO ves.

upon ex

**RECOMMENDATION FOR AWARD (For Other Than Valor) OF ARMY ACHIEVEMENT MEDAL (AAM),  
ARMY COMMENDATION MEDAL (ARCOM), AND MERITORIOUS SERVICE MEDAL (MSM)**

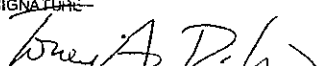
For use of this form, see AR 672-5-1, the proponent agency is ODCSPER

1. TO Commander 317th En Bn Ft. Benning, Ga 31905	2. FROM Commander C Co, 317th En Bn Ft. Benning, Ga 31905	3. DATE 28 Apr 95
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**PART A - SOLDIER DATA**

4. BRANCH OF SERVICE <input checked="" type="checkbox"/> ARMY <input type="checkbox"/> USN <input type="checkbox"/> USAF <input type="checkbox"/> USMC <input type="checkbox"/> USCG		
5. RECOMMENDED AWARD <input type="checkbox"/> MSM <input type="checkbox"/> ARCOM <input checked="" type="checkbox"/> AAM <input type="checkbox"/> OLC# <input type="checkbox"/> INTERIM		5. REASON <input type="checkbox"/> ACH <input type="checkbox"/> SVC <input checked="" type="checkbox"/> PCS <input type="checkbox"/> ETS <input type="checkbox"/> RET
7. PERIOD OF AWARD a. FROM 17 Dec 94 b. TO 16 Jul 95		8. POSTHUMOUS? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
9. PROPOSED PRESENTATION DATE 16 Jun 95		
10a. NAME (Last, First, Middle) Werst, Shane A.	10b. RANK SPC	10c. SSN
11. DUTY POSITION/TITLE Combat Engineer Team Leader		12. ORGANIZATION C Company, 317th EN BN Ft. Benning, GA 31905

13. PREVIOUS AWARDS None
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14. Recommender		
a. NAME Torrey A. DiCiro	b. TITLE/POSITION Platoon Leader	c. ADDRESS C Company, 317th En Bn Ft Benning, Ga 31905
d. SIGNATURE 	e. RANK 2LT	

**PART B - JUSTIFICATION AND CITATION DATA (Use Specific Bullet Examples of Meritorious Acts or Service)**

15. ACHIEVEMENT #1 Proved to be one of the driving forces behind the overwhelming success of first squad during Sapper Stakes 1994. His extreme dedication to each of the squads continuous missions led to his squad obtaining 1st place in the company, and 3rd place overall in the battalion.
16. ACHIEVEMENT #2 During 2-69 Ar. Bn. CALFEX, SPC Werst helped 1st platoon breach and mark a wire/mine obstacle in 1 minute and 19 seconds. His knowledge of the MICLIC, wire obstacles, and demolition skills helped the platoon run quickly and efficiently in the field
17. ACHIEVEMENT #3 SPC Werst endured the problems of downloading other equipment than his own in Kuwait to prepare for war. During Operation Vigilant Warrior, he helped prepare a deadlined war reserve APC and HMMWV, making them fully mission capable with all Sets, Kits, & Outfits in three days.
18. ACHIEVEMENT #4 SPC Werst has become the epitome of the field soldier. He qualified expert on the M16, AT4, and hand grenade. Along with his weapon prowess, SPC Werst also disseminates his knowledge of engineering skills to his subordinate soldiers.

19. PROPOSED CITATION Meritorious achievement while serving as a combat engineer team leader. SPC Werst's dedication was critical to the many successes C company had over the past year. His outstanding performance of duty is in keeping with the highest tradition of military service and reflects great credit upon himself, his unit, and the United States Army.
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# **PART C - RECOMMENDATIONS/APPROVAL/DISAPPROVAL**

## **20. Immediate Supervisor/Unit Commander/Staff Officer Recommendation**

a. TO COMMANDER 317TH EN BN	b. FROM COMMANDER C COMPANY, 317TH EN BN	c. DATE 5 May 95
d. Recommend: <input checked="" type="checkbox"/> APPROVAL	UPGRADE TO                      DOWNGRADE TO                      DISAPPROVAL	
e. NAME  ALAN M. DODD	f. TITLE/POSITION  COMPANY COMMANDER	g. SIGNATURE <i>Alan M Dodd</i> h. RANK CPT
i. COMMENTS A solid performer.		

## **21. Certification of Eligibility and Data**

I certify that this individual is eligible for an award in accordance with AFM 600-8-2; and that the information contained in Part A is correct.	a. SIGNATURE <i>Bartho Bica</i>	b. DATE 9 May 95
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## **22. AAM APPROVAL AUTHORITY**

a. TO <i>Order Issuing Authority</i>	b. FROM COMMANDER 317TH EN BN	c. DATE 17 May 95
d. Recommend: <input checked="" type="checkbox"/> APPROVAL <i>AAM</i>	UPGRADE TO                      DOWNGRADE TO                      DISAPPROVAL	
e. NAME  KENNETH S. KASPRISIN	f. TITLE/POSITION  BATTALION COMMANDER	g. SIGNATURE <i>Kenneth S Kasprisin</i> h. RANK LTC
i. COMMENTS		

## **23. ARCOM APPROVAL AUTHORITY**

a. TO	b. FROM	c. DATE
d. Recommend: <input type="checkbox"/> APPROVAL	UPGRADE TO                      DOWNGRADE TO                      DISAPPROVAL	
e. NAME	f. TITLE/POSITION	g. SIGNATURE h. RANK
i. COMMENTS		

## **24. MSM APPROVAL AUTHORITY**

a. TO	b. FROM	c. DATE
d. APPROVED	DOWNGRADE TO	RECOMMEND UPGRADE TO                      DISAPPROVED
e. NAME	f. TITLE/POSITION	g. SIGNATURE h. RANK
i. COMMENTS		

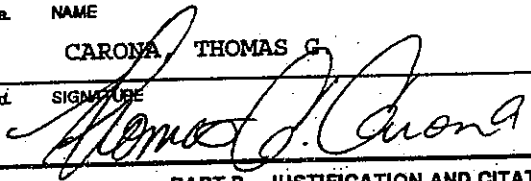
# **PART D - ORDERS DATA**

25. ORDERS ISSUING HQ HHC 317TH EN BN FT Benning, GA 31905	25a. PERMANENT ORDER NUMBER 142-20 25b. DATE 22 May 95	26. APPROVED AWARD <i>AAM</i>
27a. NAME OF ORDERS APPROVAL AUTHORITY <i>David W Marsh</i>	27b. TITLE/POSITION <i>AOJ</i>	28. DISTRIBUTION 1-Files    1-Indiv 1-PSB 1-ET Ben Harrison
27c. SIGNATURE <i>David W. Marsh</i>	27d. RANK 10388 1 LT.	

HE: 69<sup>th</sup> Wt: 164 Wt. us Qd: 150306 ARF: 950224 BASD: 920731 DOB: 730311 SLK: M Race: Ca

**RECOMMENDATION FOR AWARD (For Other Than Valor) OF ARMY ACHIEVEMENT MEDAL (AAM),  
ARMY COMMENDATION MEDAL (ARCOM), AND MERITORIOUS SERVICE MEDAL (MSM)**

For use of this form, see AR 672-5-1, the proponent agency is ODCSPER

1. TO Commander 317th En Bn Ft. Benning, Ga 31905	2. FROM Commander C. Company Ft. Benning, Ga 31905	3. DATE 18 May 95
<b>PART A - SOLDIER DATA</b>		
4. BRANCH OF SERVICE <input checked="" type="checkbox"/> ARMY <input type="checkbox"/> USN <input type="checkbox"/> USAF <input type="checkbox"/> USMC <input type="checkbox"/> USCG		
5. RECOMMENDED AWARD <input type="checkbox"/> MSM <input type="checkbox"/> ARCOM <input checked="" type="checkbox"/> AAM <input type="checkbox"/> OLC# <input type="checkbox"/> INTERIM		6. REASON <input checked="" type="checkbox"/> ACH <input type="checkbox"/> SVC <input type="checkbox"/> PCS <input type="checkbox"/> ETS <input type="checkbox"/> RET
7. PERIOD OF AWARD a. FROM 04 MAY 95 b. TO 24 May 95		8. POSTHUMOUS? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
9. PROPOSED PRESENTATION DATE 25 MAY 95		
10a. NAME (Last, First, Middle) WERST, SHANE ALLEN		10b. RANK SPC
11. DUTY POSITION/TITLE COMBAT CONSTRUCTION SPEC.		10c. SSN
12. ORGANIZATION C Company, 317th En Bn Ft. Benning, Ga 31905		
13. PREVIOUS AWARDS SWAR		
<b>14. Recommender</b>		
a. NAME CARONA THOMAS G	b. TITLE/POSITION PLATOON LEADER	c. ADDRESS C Company, 317th En Bn Ft. Benning, Ga 31905
d. SIGNATURE 	e. RANK 2LT	
<b>PART B - JUSTIFICATION AND CITATION DATA (Use Specific Bullet Examples of Meritorious Acts or Service)</b>		
15. ACHIEVEMENT #1 SPC WERST SHOWED GOOD INITIATIVE AND WAS CHOSEN TO BECOME 1ST PLATOON COMMAND TRACK TC ALLOWING THE PLATOON LEADER TO FOCUS ON THE MISSION AT HAND DURING OPERATIONS DURING VICTORY FOCUS.		
16. ACHIEVEMENT #2 SPC WERST DISPLAYED SOUND KNOWLEDGE AND JUDGEMENT BY BEING PICKED BY THE OTHER SQUADS TO ENHANCE THEIR BREACH CAPABILITIES IN THE SUCCESSFUL COMPLETION OF THE EXEVAL LANES. THIS ENABLED A/2-69 AND C/1-18 SUCCESSFUL IN THE MISSIONS SET FORTH DURING THEIR ARTEP.		
17. ACHIEVEMENT #3 SPC WERST SHOWED GREAT MOTIVATION AS A PARTICIPANT IN THE SUCCESSFUL BREACHING EXERCISE FOR FAMILY DAY.		
18. ACHIEVEMENT #4 SPC WERST'S KNOWLEDGE OF FIRE AND MANEUVER HELPED THE PLATOON BY HIS BEING ABLE TO MOVE THE COMMAND TRACK INTO POSITIONS WHERE THE PLATOON LEADER COULD CONTROL ALL PHASES OF THE MISSIONS DURING OBSTACLE BREACHES WITH A/2-69 AND C/1-18 ON THEIR ARTEP.		
19. PROPOSED CITATION MERITORIOUS ACHIEVEMENT WHILE SERVING AS A COMBAT CONSTRUCTION SPECIALIST DURING VICTORY FOCUS. HIS OUTSTANDING PERFORMANCE OF DUTY IS IN KEEPING WITH THE HIGHEST TRADITION OF THE MILITARY SERVICE AND REFLECTS GREAT CREDIT UPON HIMSELF, THE 317TH ENGINEER BATTALION, AND THE UNITED STATES ARMY. 10389		



# RECOMMENDATION FOR AWARD (For Other Than Valor) OF ARMY ACHIEVEMENT MEDAL (AAM), ARMY COMMENDATION MEDAL (ARCOM), AND MERITORIOUS SERVICE MEDAL (MSM)

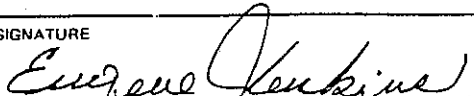
For use of this form, see AR 672-5-1, the proponent agency is ODCSPER

1. TO COMMANDER, 2D ENGR BN	2. FROM COMMANDER, HHC, 2D ENGR BN	3. DATE
--------------------------------	---------------------------------------	---------

## PART A - SOLDIER DATA

4. BRANCH OF SERVICE <input checked="" type="checkbox"/> ARMY <input type="checkbox"/> USN <input type="checkbox"/> USAF <input type="checkbox"/> USMC <input type="checkbox"/> USCG		
5. RECOMMENDED AWARD <input type="checkbox"/> MSM <input type="checkbox"/> ARCOM <input checked="" type="checkbox"/> AAM <input type="checkbox"/> OLC# <input type="checkbox"/> INTERIM		6. REASON: <input type="checkbox"/> ACH <input type="checkbox"/> SVC <input checked="" type="checkbox"/> PCS <input type="checkbox"/> ETS <input type="checkbox"/> RET
7. PERIOD OF AWARD a. FROM 17 DEC 92     b. TO 15 DEC 93		8. POSTHUMOUS? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
9. PROPOSED PRESENTATION DATE 01 DEC 93		
10a. NAME (Last, First, Middle) WERST, SHANE A.	10b. RANK PFC	10c. SSN
11. DUTY POSITION/TITLE TRACK VEHICLE DRIVER		12. ORGANIZATION HHC 2nd Engineer Battalion APO, AP 96224-0299

13. PREVIOUS AWARDS NONE
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14. Recommender		
a. NAME JENKINS, EUGENE	b. TITLE/POSITION CONSTRUCTION FOREMAN	c. ADDRESS HHC, 2D ENGR BN APO, AP 96224-0299
d. SIGNATURE 	e. RANK SSG	

## PART B - JUSTIFICATION AND CITATION DATA (Use Specific Bullet Examples of Meritorious Acts or Service)

15. ACHIEVEMENT #1	PFC Werst operated and maintained his assigned M998 HMMVW and M577 command tracked vehicle in an outstanding manner.
16. ACHIEVEMENT #2	PFC Werst displayed outstanding initiative in mastering the SINGARS. This was demonstrated during several field exercises and command post exercises.
17. ACHIEVEMENT #3	PFC Werst mastered the computer program Harvard Graphics. This enabled him to produce numerous mission essential charts and operation annexes.
18. ACHIEVEMENT #4	PFC Werst enthusiastically performed all assigned tasks and readily volunteered for additional tasks.

19. PROPOSED CITATION	For outstanding performance of duty while serving with Headquarters and Headquarters Company, 2nd Engineer Battalion's Assistant Brigade Engineer Section. PFC Werst's performance is in keeping with the highest traditions and standards. His enthusiasm brings great credit on himself, this unit, and the United States Army.
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10390

**PART C - RECOMMENDATIONS/APPROVAL/DISAPPROVAL**

**20. Immediate Supervisor/Unit Commander/Staff Officer Recommendation**

a. TO <b>CDR, 2d Engr Bn</b>	b. FROM <b>CDR, 744, 2d Engr Bn</b>	c. DATE <b>21 Oct 93</b>
d. Recommend <u>APPROVAL</u> UPGRADE TO      DOWNGRADE TO      DISAPPROVAL		
e. NAME <b>Louis C. Reagan</b>	f. TITLE/POSITION <b>Commander</b>	g. SIGNATURE <i>[Signature]</i> h. RANK <b>CPT</b>
i. COMMENTS		

**21. Certification of Eligibility and Data APFT: 23 Sep 93 208 HT:69" WT: 168**

I certify that this individual is eligible for an award in accordance with AR 600-8-2; and that the information contained in Part A is correct.	a. SIGNATURE <i>[Signature]</i>	b. DATE <b>21 Oct 93</b>
---	------------------------------------	-----------------------------

**22. AAM APPROVAL AUTHORITY**

a. TO <b>PAC, 2d ENGR BN</b>	b. FROM <b>CDR, 2d ENGR BN</b>	c. DATE <b>30 Oct 93</b>
d. Recommend <u>APPROVAL</u> UPGRADE TO      DOWNGRADE TO      DISAPPROVAL		
e. NAME <b>JERRY T. MOHR</b>	f. TITLE/POSITION <b>BN CDR</b>	g. SIGNATURE <i>[Signature]</i> h. RANK <b>LTC</b>
i. COMMENTS		

**23. ARCOM APPROVAL AUTHORITY**

a. TO	b. FROM	c. DATE
d. Recommend <u>APPROVAL</u> UPGRADE TO      DOWNGRADE TO      DISAPPROVAL		
e. NAME	f. TITLE/POSITION	g. SIGNATURE h. RANK
i. COMMENTS		

**24. MSM APPROVAL AUTHORITY**

a. TO	b. FROM	c. DATE
d. APPROVED      DOWNGRADE TO      RECOMMEND UPGRADE TO      DISAPPROVED		
e. NAME	f. TITLE/POSITION	g. SIGNATURE h. RANK
i. COMMENTS		

**PART D - ORDERS DATA**

25. ORDERS ISSUING HQ <b>PAC, 2d EN BN</b>	25a. PERMANENT ORDER NUMBER <b>69-7</b>	26. APPROVED AWARD <b>AAM</b>
	25b. DATE <b>12 Nov 93</b>	
27a. NAME OF ORDERS APPROVAL AUTHORITY <b>DARRELL A. FIELDS</b>	27b. TITLE/POSITION <b>PAC SUP.</b>	28. DISTRIBUTION <b>1-Bn PAC    1-Indiv. 1-509th PSC    1-Orders File</b>
27c. SIGNATURE <i>[Signature]</i>	27d. RANK <b>1059F</b>	



# DEPARTMENT OF THE ARMY


THIS IS TO CERTIFY THAT THE UNITED STATES ARMY HAS AWARDED

## THE GOOD CONDUCT MEDAL

TO  
**SERGEANT SHANE A. WERST**

FOR EXEMPLARY BEHAVIOR, EFFICIENCY AND FIDELITY  
IN ACTIVE FEDERAL MILITARY SERVICE  
FROM 1 December 1995 TO 30 November 1998



  
RICHARD B. JENKINS  
LTC, EN  
Commanding

DEPARTMENT OF THE ARMY  
Headquarters, National Training Center and Fort Irwin  
Fort Irwin, California 92310-5000

PERMANENT ORDER 32-138

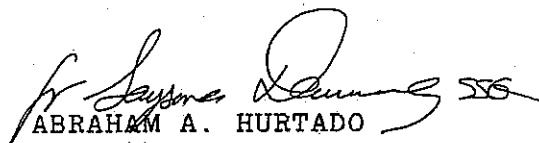
2 FEBRUARY 1996

WERST, SHANE A, SPC, 58TH ENG CO,  
(WAOLAA), Ft Irwin, CA 92310

Announcement is made of the following award.

Award: Army Good Conduct Medal 1ST Award  
Date(s) or period of service: From 01 DEC 92 TO 30 NOV 95  
Authority: Para 4-3, AR 600-8-22  
Reason: For exemplary behavior, efficiency and fidelity.  
Format: 320

FOR THE COMMANDER:

  
ABRAHAM A. HURTADO  
CW2, USA  
Chief, Personnel Information Branch

DISTRIBUTION:

SPC WERST (3)

Cdr, USAEREC, ATTN: PCRE-FS, Fort Benjamin Harrison, IN 46249-  
5000 (1)

Cdr, 58TH ENG CO, (WAOLAA), Ft Irwin, CA 92310 (1)

INQUIRIES CONCERNING THIS ORDER MAY BE DIRECTED TO THE PERSONNEL  
SERVICE BRANCH. POC FOR THIS ACTION IS SPC WELLER EXT.3103

DEPARTMENT OF THE ARMY  
DETACHMENT BRAVO, 38<sup>TH</sup> PERSONNEL SERVICES BATTALION  
APO AE 09033

PERMANENT ORDERS 265-65

22 September 1998

WERST, SHANE A., , SGT, C CO 9TH EN BN, (AMZCO) APO AE 09033

Announcement is made of the following award:

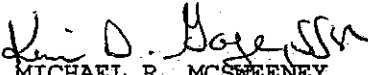
AWARD: GOOD CONDUCT MEDAL: (2ND)

DATE(S) FOR PERIOD COVERED: 01 December 1995 To 30 November 1998

AUTHORITY: AR 600-8-22

REASON: For exemplary behavior, efficiency and fidelity in active federal service.

FORMAT: 320

  
MICHAEL R. MCSWEENEY  
for CPT, AG  
Personnel Officer

DISTRIBUTION:

GCMS CLERK (1)

MPRJ (1)

SGT WERST (2)

CDR, C CO 9TH EN BN (1)

CDR, USAEREC, ATTN: PCRE-FS, FT. BENJAMIN HARRISON, IN 46249 (1)

DEPARTMENT OF THE ARMY  
4<sup>th</sup> Engineer Battalion  
Fort Carson, CO 80913

Permanent Orders: 154-01

3 June 2002

Werst, Shane A.,  
Carson, CO 80913

SGT, B CO, 4<sup>th</sup> Engineer Battalion. (WJA2B0), Fort

Announcement is made of the following award.

Award: 3<sup>rd</sup> Army Good Conduct Medal


Date (s) or period of service From 1 December 1998 to 30 November 2001

Authority: Para 4-3, AR 600-8-22

Reason: For exemplary behavior, efficiency, and fidelity

Format 320

FOR THE COMMANDER:

  
JUSTIN C. MCQUARY  
CPT, EN  
Adjutant

DISTRIBUTION:

INDIV (3)

MPRJ (1)

Cdr, 4<sup>th</sup> EN BN, (WJA2B0), Fort Carson, CO 80913

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 2D ENGINEER BATTALION  
UNIT # 15046  
APO AP 96224-0299

PERMANENT ORDERS 70-11

13 NOV 1993

WERST, SHANE A.,  
AP 96224

PFC, HHC, 2D ENGR BN (WAH7T0) APO

Announcement is made of the following award:

Award: Drivers Badge (W)

Date(s) of period of service: From 01 JAN 93 to 31 OCT 93

Authority: IAW Para 5-31 AR 672-5-1, Commander 2D Engr Bn

Reason: Individual has driven more than 10 consecutive  
accident free months.

Format: 320

FOR THE COMMANDER:

*Darrell A. Fields*  
DARRELL A. FIELDS  
SFC, USA  
PAC SUPERVISOR

DISTRIBUTION:

Indiv con (1)  
509th PSC (1)  
2d En Bn (1)

---



REPLY TO  
ATTENTION OF:

DEPARTMENT OF THE ARMY  
4<sup>th</sup> Engineer Battalion (C)  
3<sup>RD</sup> Brigade Combat Team, 4<sup>TH</sup> Infantry Division (M)  
Fort Carson, Colorado 80913

AETV-THQ-FC

1-Jun-04

MEMORANDUM FOR RECORD

SUBJECT: Award of the Global War on Terrorism Expeditionary Medal

1. The soldiers on the attached manifest are awarded the Global War on Terrorism Expeditionary Medal (GWOTEM) for service in Bravo Company, 4<sup>th</sup> Engineer Battalion, Fort Carson, Colorado during Operation Iraqi Freedom from April 2003 to April 2004.

2. I certify that all soldiers meet the minimum requirements prescribed in the authorities cited below.


3. Authority: Executive Order 13289, 12 MAR 03  
Army Regulation 600-8-22  
DOD 1348-33, Manual of Military Decorations and Awards

4. Purpose: As stated in above authority.

5. Special Instructions: All Officer Records Brief and Enlisted Records Brief will be updated following the distribution of these orders with the following codes:

DECODE	DATA CODE	ITEM 9, 2-1/ORB
GWOTEM	TE	GWOTEM

6. Point of contact for this memorandum is the undersigned at 526-3457.

  
LAURA C. LOFTUS  
LTC, EN  
Commanding



Bco 4th Engineer Battalion Operation Iraqi Freedom Manifest

	Last Name	First Name	MI	SSN	RANK
1	ADAMS	DANIN	D		CPL
2	ADAMS	TRAVIS	D		PFC
3	AGUIRRE	KEVIN	C		SPC
4	ALIBANGBANG	THEMISTOCLES	A		SPC
5	BAINES	TANNER			SPC
6	BITSILLY	MARINSEK	A		SPC
7	BJUGSTAD	JASPER	J		SPC
8	BLIESE	BENJAMIN	J		SPC
9	BRASLIN	STEVEN	B		PV2
10	BUCHANAN	ROBERT	P		PFC
11	BULLARD	STANLEY	D		SPC
12	BURTON	DAVID	A		SGT
13	BYRNES	DANIEL	T		SPC
14	CABELLO	ANTHONY			SFC
15	CARPENTIER	BRIAN	J		SGT
16	CARVELLA	SHANE	D		SGT
17	CHANDARLIS	STANLEY			SSG
18	COMFORT	MICHAEL	A		SSG
19	COOK	JEREMY	R		SPC
20	COUCH	HEATHER			SPC
21	COX	JOSEPH	M		SPC
22	CROMWELL	LEE	D		SGT
23	CULBERTSON	MONTE	A		SGT
24	DAVIS	MATTHEW	L		SGT
25	DEAL	CARL	W		PFC
26	DEMPSEY	JOSHUA			SPC
27	DUNTON	FLOYD	C		SSG
28	DZIADOS	CHRISTOPHER	R		2LT
29	ELLZEY	CHRIS	M		SPC
30	ESCOBIDO	KEONI	C		CPL
31	FARELLA	JONATHAN	C		SGT
32	FETTERS	DENNIS	E		SSG
33	FOOR	JOSEPH	F		PFC
34	FORLANO	JEFFREY			1SG
35	FOX	BRADLEY	C		SPC
36	GLASS	LARRY	N		PFC
37	GREENWOOD	JOSHUA	A		SPC
38	HABIB	AHMAD	I		PV2
39	HADD	GEORGE	B		SPC
40	HALL	JAMI	F		PVT
41	HALLMAN	SANG	J		SPC
42	HARRIS	SHAWN	A		SFC
43	HAVRON	DANA	L		SPC
44	HILL	STEVEN	R		PFC
45	HILLIS	BRYON	D		SGT
46	HOLOCKER	HARVEY	E		PFC
47	HOOKS	PAUL	I		SGT
48	HOUGH	SHAWN	M		PVT
49	HUDSON	TIMOTHY	P		LT
50	HYDE	MICHAEL			PV2
51	IRVIN	WERNER	N		SFC

Bco 4th Engineer Battal.      Operation Iraqi Freedom Manife

	Last Name	First Name	MI	SSN	RANK
52	JENNINGS	JAMES			SPC
53	JENSCHKE	JASON	J		SG
54	JORDAN	CRAIG			SGT
55	KEENE	JASON	A		PVT
56	KOKES	JOSEPH	F		SGT
57	KOWALEWSKI	ROBERT	R		PV2
58	LARRIBA	JESSICA			CPL
59	LEHNARTZ	DAVID			SPC
60	LEMASTER	REX			SPC
61	LEMMON	JAMES	M		PFC
62	LOECHER	CHRISTOPHER	D		PFC
63	MARCUS	WILLIAM	S		SPC
64	MAURER	DANIEL	D		2LT
65	MCCLURE	JACOB	O		SPC
66	MCCORD	COREY	S		SGT
67	MCCRACKEN	LARRY	R		SPC
68	MCGAUGHEY	EDGAR	F		SSG
69	MCNULTY	WYATT	S		SGT
70	MEADOWS	PHILLIP	J		PFC
71	MONTGOMERY	JUSTIN	L		PV2
72	MOYER	TODD	S		SSG
73	MURPHY	BRENDON			SSG
74	NARAVAL	NOVEL			SGT
75	NELSON	TRAVIS	O		CPL
76	NERONI	TODD	A		SGT
77	NICHOLSON	WILLIAM	B		SGT
78	OTERO	OSCAR	M		SGT
79	PACK	DUSTIN	W		SPC
80	PANNELL	CHARLES	M		SPC
81	PERDOMO	JULIO	C		SPC
82	PIZER	JASON	R		GT
83	PLATO	JOHN	E		PFC
84	REEVES	RODNEY	M		SPC
85	REICHERT	SCOTT	R		SPC
86	REYNOLDS	DANIEL	A		SGT
87	ROBINSON	MICHAEL	J		PFC
88	ROBINSON	SCOTT	L		SGT
89	ROBINSON	KENNETH	P		SPC
90	ROSALES	SHIRLEY			SPC
91	ROSE	STERLING	K		1LT
92	SAFTNER	DAVID	A		1LT
93	SANDERS	ARTHUR	L		PFC
94	SGAMBATI	SANTINO	P		PV2
95	SHIRLEY	MATTHEW	A		CPT
96	SMITH	MICHAEL	A		SFC
97	STALLBAUMER	JASON	R		PFC
98	STEWART	NATHAN	D		PFC
99	VERRILL	TODD	J		CPT
100	VILLANUEVAREYES	FRANCISCO	J		PV2
101	WADE	SHANE			SPC
102	WELLER	ROBERT	L		SPC

	Last Name	First Name	MI	SSN	RANK
103	WERST	SHANE	A		SSG
104	WIGHT	DAVID	M		SPC
105	WINKELMAN	MARK	A		SPC
106	WRIGHT	TIMOTHY	C		SPC

# NCOERs & Service School Academic Evaluation Reports

<b>NCO EVALUATION REPORT</b> For use of this form, see AR 623-205; the proponent agency is ODCSPER		SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.		
<b>PART I - ADMINISTRATIVE DATA</b>				
a. NAME (Last, First, Middle Initial) WERST, SHANE A.		b. SSN	c. RANK SSG	
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND Echo Company, 1-8 Infantry Battalion, Fort Carson, CO 80913		d. DATE OF RANK 020601	e. PMOSC 21B34	
g. REASON FOR SUBMISSION 03 Change of Rater				
h. PERIOD COVERED	i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	
FROM THRU YYYY MM YYYY MM 2004 06 2004 10	4	S		
l. RATED NCO COPY (Check one and Date)		m. PSC Initials	n. CMD CODE	
1. Given to NCO		FC	FS13	
2. Forwarded to NCO				
<b>PART II - AUTHENTICATION</b>				
a. NAME OF RATER (Last, First, Middle Initial) Mcgaughey, Edgar F.		SSN	SIGNATURE <i>Edgar F Mcgaughey</i>	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SSG, 21B30, E Co, 1-8 Infantry Battalion, Fort Carson, CO 80913		DATE Platoon Sergeant		
b. NAME OF SENIOR RATER (Last, First, Middle Initial) Arlidge, Melbourne J.		SSN	SIGNATURE <i>Melbourne J Arlidge</i>	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 2LT, EN, E Co, 1-8 Infantry Battalion, Fort Carson, CO 80913		DATE Platoon Leader		
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APFT and height/weight entries in Part IVc are correct. I have seen the report completed through Part V, except Parts IId and IIe. I am aware of the appeals process of AR 623-205.		SIGNATURE <i>Edgar F Mcgaughey</i>		
d. NAME OF REVIEWER (Last, First, Middle Initial) Shirley, Matthew A.		SSN	SIGNATURE <i>Matthew A Shirley</i>	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, EN, E Co, 1-8 Infantry Battalion, Fort Carson, CO 80913		DATE Company Commander		
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)				
<b>PART III - DUTY DESCRIPTION (Rater)</b>				
a. PRINCIPAL DUTY TITLE Squad Leader		b. DUTY MOSC 21B30		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Serves as a Sapper Squad Leader in E Co, 1st Battalion, 8th Infantry Regiment; responsible for the health, welfare, training, and discipline of a nine man squad; supervises the training and execution of combat patrols, reconnaissance, raids, cordon searches, collection and destruction of enemy equipment and munitions; maintains two M113A3 APC's, on M105A2 trailer, one MICLIC trailer, sets, kits and outfits worth in excess of \$1,500,000				
d. AREAS OF SPECIAL EMPHASIS Squad Lanes, FTX, Recruiting Course, Range Week, Demolition Ranges				
Rater: edgar.f.mcgaughey@. S/R: melbourne.arlidge@. Rev: matt.shirley@.				
e. APPOINTED DUTIES Hazmat NCO				
f. COUNSELING DATES		INITIAL 040603	LATER 040913	
		LATER	LATER	
<b>PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)</b>				
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.)			YES NO	
<b>V A L U E S</b>  Loyalty Duty Respect Selfless-Service  Honor Integrity Personal Courage	1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.		<input checked="" type="checkbox"/>	
	2. DUTY: Fulfills their obligations.		<input checked="" type="checkbox"/>	
	3. RESPECT/EO/EEO: Treats people as they should be treated.		<input checked="" type="checkbox"/>	
	4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.		<input checked="" type="checkbox"/>	
	5. HONOR: Lives up to all the Army values.		<input checked="" type="checkbox"/>	
	6. INTEGRITY: Does what is right - legally and morally.		<input checked="" type="checkbox"/>	
	7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).		<input checked="" type="checkbox"/>	
Bullet comments o extremely loyal to all the Army values o innovative and determined in pursuit of the Army's goals o driven to succeed by self-motivation and strong sense of purpose				

RATED NCO'S NAME (Last, First, Middle In) <b>+ WERST, SHANE A. shane.werst</b>		SN	THRU DATE 2004 10
Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.			
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b>			
<b>b. COMPETENCE</b> <input type="checkbox"/> Duty proficiency; MOS competency <input type="checkbox"/> Technical & tactical; knowledge, skills, and abilities <input type="checkbox"/> Sound judgment <input type="checkbox"/> Seeking self-improvement; always learning <input type="checkbox"/> Accomplishing tasks to the fullest capacity; committed to excellence <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	o graduated the U.S. Army recruiting course with a 97.5 GPA  o improved personal and professional knowledge by completing over 53 hours of computer based training  o constantly commended by his seniors for his exceptional technical and tactical knowledge		
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <input type="checkbox"/> Mental and physical toughness <input type="checkbox"/> Endurance and stamina to go the distance <input type="checkbox"/> Displaying confidence and enthusiasm; looks like a soldier <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	APFT PASS 0408      HEIGHT/WEIGHT 69/181 YES  o scored a 294 on last APFT and was awarded the APFT badge  o his personal courage and motivation has inspired Soldiers to exceed the Army APFT standards with a squad average of 269  o mental and physical stamina inspired the entire platoon		
<b>d. LEADERSHIP</b> <input type="checkbox"/> Mission first <input type="checkbox"/> Genuine concern for soldiers <input type="checkbox"/> Instilling the spirit to achieve and win <input type="checkbox"/> Setting the example; Be, Know, Do <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	o instrumental in allowing his platoon to set the standard for the battalion during the first live fire exercise despite personnel transitions  o selected over three squad leaders to serve as platoon sergeant for 47 days  o while serving as platoon sergeant his leadership facilitated the platoon for 100% preparedness for qualification tables and squad evaluations		
<b>e. TRAINING</b> <input type="checkbox"/> Individual and team <input type="checkbox"/> Mission focused; performance oriented <input type="checkbox"/> Teaching soldiers how; common tasks, duty-related skills <input type="checkbox"/> Sharing knowledge and experience to fight, survive and win <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	o selected over 27 other NCO's to teach basic and advanced demolitions, to include urban breaching to Task Force 1-8 Infantry  o provided tough, realistic training for his Soldiers, prepared his squad to be successful during combat and SASO operations  o his tough, dynamic training allowed all members of his squad to be cross-trained in dynamic breaching with a superior level of competence		
<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> <input type="checkbox"/> Care and maintenance of equipment/facilities <input type="checkbox"/> Soldier and equipment safety <input type="checkbox"/> Conservation of supplies and funds <input type="checkbox"/> Encouraging soldiers to learn and grow <input type="checkbox"/> Responsible for good, bad, right & wrong <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	o maintained all personnel and equipment at a 100% OR rate at all times  o implemented effective risk management techniques which ensured no Soldiers or equipment was harmed during all operations  o sacrificed his personal time during peacetime operations to ensure his squad was prepared for combat operations		
<b>PART V - OVERALL PERFORMANCE AND POTENTIAL</b>			
<b>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</b>  <div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>AMONG THE BEST</span> <span>FULLY CAPABLE</span> <span>MARGINAL</span> </div> <div style="display: flex; justify-content: space-around;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>		<b>e. SENIOR RATER BULLET COMMENTS</b> o promote ahead of peers and send to ANCOC now  o exceptionally talented NCO who demonstrated a strong potential for service as a platoon sergeant  o this NCO defines himself by honest mission assessments and strong sense of selfless duty; puts mission and Soldiers ahead of himself	
<b>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</b> Platoon Sergeant Recruiter Observer/Controller			
<b>c. SENIOR RATER. Overall performance</b> <div style="display: flex; align-items: center;"> <input checked="" type="checkbox"/> <div style="margin-left: 10px;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> </div> <div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span> </div> <div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>Successful</span><span>Fair</span><span>Poor</span> </div>		<b>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</b> <div style="display: flex; align-items: center;"> <input checked="" type="checkbox"/> <div style="margin-left: 10px;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> </div> <div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span> </div> <div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>Superior</span><span>Fair</span><span>Poor</span> </div>	

NCO EVALUATION REPORT										SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.	
For use of this form, see AR 623-205; the proponent agency is ODCSPER											
PART I - ADMINISTRATIVE DATA											
a. NAME (Last, First, Middle Initial) WERST, SHANE					b. SSN		c. RANK SSG		d. DATE OF RANK 020601		e. PMOSC 21B30
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND Bravo Company, 4th Engineer Battalion, Fort Carson, CO 80913 (FORSCOM)								g. REASON FOR SUBMISSION 02 ANNUAL			
h. PERIOD COVERED				i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PSC Initials	n. CMD CODE	o. PSB CODE
FROM		THRU					1. Given to NCO				
YYYY MM		YYYY MM		12		0	2. Forwarded to NCO		040810	mw	FC FS13
2003 06		2004 05									
PART II - AUTHENTICATION											
a. NAME OF RATER (Last, First, Middle Initial) Cabello, Anthony					SSN		SIGNATURE				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 21B4X, B Co 4th Engineer Battalion, Fort Carson, CO 80913 Platoon Sergeant								DATE 040810			
b. NAME OF SENIOR RATER (Last, First, Middle Initial) Maurer, Daniel					SSN		SIGNATURE				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 1LT, EN, B Co, 4th Engineer Battalion, Fort Carson, CO 80913 Platoon Leader								DATE 040810			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APFT and height/weight entries in Part IVc are correct. I have seen the report completed through Part V, except Parts IId and IIc. I am aware of the appeals process of AR 623-205.							SIGNATURE		DATE		
d. NAME OF REVIEWER (Last, First, Middle Initial) Shirley, Matthew A.							SSN		SIGNATURE		DATE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, EN, B Co, 4th Engineer Battalion, Fort Carson, CO 80913 Company Commander								DATE 040810			
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)											
PART III - DUTY DESCRIPTION (Rater)											
a. PRINCIPAL DUTY TITLE Squad Leader							b. DUTY MOSC 21B30				
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Serves as a Sapper Squad Leader in a mechanized combat engineer company attached to the 1st Battalion, 8th Infantry Regiment as the fourth line company; responsible for the health, welfare, training and discipline of an eight man squad; supervises the training and execution of combat patrols, reconnaissance and collection of enemy equipment and munitions, raids and cordon searches; maintains two M11A3 APC, one MICLIC trailer; sets, kits and outfits worth in excess of \$1,200,000											
d. AREAS OF SPECIAL EMPHASIS Operation Peninsula strike, Operation Ivy Serpent, Operation Eagle Needle and Operation Black Flag Rater: anthony.cabello@. S/R: daniel.d.maurer@. Rev: matt.shirley@.											
e. APPOINTED DUTIES Hazmat NCO											
f. COUNSELING DATES				INITIAL 030605		LATER 030903		LATER 031203		LATER 040302	
PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)											
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.										YES	NO
<div style="display: flex; align-items: center;"> <div style="font-size: 2em; margin-right: 10px;">V  A  L  U  E  S</div> <div> Loyalty Duty Respect Selfless-Service    Honor Integrity Personal Courage </div> </div>										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
										<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Bullet comments											
o innovative and determined in pursuit of goals of the Army											
o driven to succeed by self-motivation and strong sense of purpose											

10404

## PART IV (Rater) - VALUES/NCO RESPONSIBILITIES

Specific Bullet examples of "EXCELLENCE" or "SUCCESS" are mandatory. Specific Bullet examples of "NEEDS IMPROVEMENT" are optional.

## b. COMPETENCE

- o Duty proficiency; MOS competency
- o Technical & tactical; knowledge, skills, and abilities
- o Sound judgment
- o Seeking self-improvement; always learning
- o Accomplishing tasks to the fullest capacity; committed to excellence

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

☒ ☐ ☐ ☐

- o commended by both company and task force commanders for his engineer skills during Operation Ivy Blizzard
- o his technical expertise ensured the complete destruction of 4 buildings by implosion with no collateral damage
- o responsible for locating, securing and destroying more than 20 Improvised Explosive Devices, saving numerous lives

## c. PHYSICAL FITNESS &amp; MILITARY BEARING

- o Mental and physical toughness
- o Endurance and stamina to go the distance
- o Displaying confidence and enthusiasm; looks like a soldier

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

☐ ☒ ☐ ☐

APFT PASS 0405 HEIGHT/WEIGHT 69/179 YES

- o has the mental and physical stamina to lead Soldiers in combat
- o demands and enforces high standards in his Soldiers appearance

## d. LEADERSHIP

- o Mission first
- o Genuine concern for soldiers
- o Instilling the spirit to achieve and win
- o Setting the example; Be, Know, Do

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

☐ ☒ ☐ ☐

- o responsible for the supervision, emplacement and destruction of over 300,000 lbs of enemy munitions
- o during Operation Peninsula Strike, led squad on combat river patrols, preventing the egress of enemy across the Tigris
- o personally led squad on more than 50 raids, capturing dozens of suspected terrorists and former Baath party loyalists

## e. TRAINING

- o Individual and team
- o Mission focused; performance oriented
- o Teaching soldiers how; common tasks, duty-related skills
- o Sharing knowledge and experience to fight, survive and win

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

☒ ☐ ☐ ☐

- o selected over three other squad leaders to intergrate with an Infantry company and train them on dynamic breaching in Samarra, Iraq
- o superior mission focused training allowed his squad to safely conduct 54 breaches in an urban environment in a 72 hour period
- o constantly rehearses and refines his tactics and react to contact drills to ensure his Soldiers are always prepared

## f. RESPONSIBILITY &amp; ACCOUNTABILITY

- o Care and maintenance of equipment/facilities
- o Soldier and equipment safety
- o Conservation of supplies and funds
- o Encouraging soldiers to learn and grow
- o Responsible for good, bad, right & wrong

EXCELLENCE (Exceeds std) SUCCESS (Meets std) NEEDS IMPROVEMENT (Some) (Much)

☐ ☒ ☐ ☐

- o conducted risk assessment prior to, during and following missions allowed for a 100% zero injury rate during 11.5 months of combat
- o by sacrificing his personal time during peacetime he ensured his squad was prepared for deployment

## PART V - OVERALL PERFORMANCE AND POTENTIAL

## a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.

AMONG THE BEST FULLY CAPABLE MARGINAL

☐ ☒ ☐

## b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

Squad Leader

Drill Sergeant

Recruiter

## e. SENIOR RATER BULLET COMMENTS

- o promote with peers and send to ANCOC when slots become available
- o a tactically and technically competent NCO; a valued asset to both Engineers and Infantry
- o trusted to provide honest feedback and mission assessment to unit leaders

## c. SENIOR RATER. Overall performance

☐ ☒ ☐ ☐ ☐
1 2 3 4 5  
Successful Fair Poor

## d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.

☐ ☒ ☐ ☐ ☐
1 2 3 4 5  
Superior Fair Poor



NCO EVALUATION REPORT										SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.	
For use of this form, see AR 623-205; the proponent agency is ODCSPER											
PART I - ADMINISTRATIVE DATA											
a. NAME (Last, First, Middle Initial) WERST, SHANE A						c. RANK SSG		d. DATE OF RANK 020601		e. PMOSC 12B30	
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND B co, 4th Engineer Battalion, Fort Carson, CO 80913, 4th Infantry Division (FORSCOM)								g. REASON FOR SUBMISSION 02 ANNUAL			
h. PERIOD COVERED				i. RATED MONTHS		j. NON-RATED CODES		k. NO. OF ENCL		l. RATED NCO COPY (Check one and Date)	
FROM		THRU								m. PSC Initials	
YYYY	MM	YYYY	MM	12						FC	
2002	06	2003	05							FS13	
PART II - AUTHENTICATION											
a. NAME OF RATER (Last, First, Middle Initial) Cabelló, Anthony						SSN		SIGNATURE <i>[Signature]</i>			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 12B4X, 4th Engineer Battalion, Fort Carson, CO 80913						Platoon Sergeant		DATE 030625			
b. NAME OF SENIOR RATER (Last, First, Middle Initial) Rose, Sterling K						SSN		SIGNATURE <i>[Signature]</i>			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 1LT, EN, 4th Engineer Battalion, Fort Carson, CO 80913						Platoon Leader		DATE 030625			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluation of this rater and senior rater. I further understand my signature certifies that the administrative data in Part I, the rating in Part II, the duty description to include the counseling dates in Part III, and the APP and signature in Part IV are correct. I have seen the report completed through Part V, except Parts III and IV. I am aware of the appeals process of AR 623-205.						SIGNATURE <i>[Signature]</i>		DATE 030625			
d. NAME OF REVIEWER (Last, First, Middle Initial) Verrill, Todd J						SSN		SIGNATURE <i>[Signature]</i>			
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, EN, 4th Engineer Battalion, Fort Carson, CO 80913						Company Commander		DATE 030625			
<input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)											
PART III - DUTY DESCRIPTION (Rater)											
a. PRINCIPAL DUTY TITLE Squad Leader						b. DUTY MOSC 12B30					
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Squad Leader of an eight man mechanized combat engineer squad; responsible for the training, leadership, development, health and welfare, morale, discipline, and physical fitness of the squad; responsible for the maintenance and accountability of the squad M113A3 APC, one M105A2 trailer, one M200 series trailer and squad set, kits, and outfits totaling \$500,000.											
d. AREAS OF SPECIAL EMPHASIS Mountain Strike'02, NTC Rotation 03-01, DRB Assumption, Deployment to Operation Iraqi Freedom Rater: anthony.cabelló@ S/R: sterling.rose@ Rev: todd.verrill@											
e. APPOINTED DUTIES Hazmat NCO, Airload planner NCO											
f. COUNSELING DATES				INITIAL 020615		LATER 020912		LATER 021206		LATER 030305	
PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)											
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.										YES NO	
1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.										X	
2. DUTY: Fulfills their obligations.										X	
3. RESPECTED/ERED: Treats people as they should be treated.										X	
4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.										X	
5. HONOR: Lives up to all the Army values.										X	
6. INTEGRITY: Does what is right - legally and morally.										X	
7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).										X	
V A L U E S  Loyalty Duty Respect Selfless-Service  Honor Integrity Personal Courage										o dedicated to all the values and traditions of the Army o sets a great example of a team player o NCO with unequalled integrity	

DA FORM 2168-B, OCT 2001

REPLACES DA FORM 2168-B, SEP 87, WHICH IS OBSOLETE

USAPA V1.01

RATED NCO'S NAME (Last, First, Middle Initial)		SSN	THRU DATE
+ WERST, SHANE A shane.werst@		2	2003 05 +
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i>			
<b>b. COMPETENCE</b> o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>		o commended by the OC CSM during NTC rotation 03-01, for outperforming all other squads in the Battalion o enrolled in eARMYU o completed 8 semester hours during this rating period	
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input checked="" type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>		APFT PASS 0303 HEIGHT/WEIGHT 69/178 YES o demands and enforces high standards of his soldiers appearance o motivated NCO; who held the highest squad average in the platoon with 269 o enthusiastic NCO; who always takes lead in physical fitness training	
<b>d. LEADERSHIP</b> o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input checked="" type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>		o personally mentored two soldiers to overcome APFT failures o superb NCO; who ensured his squad met all deployment requirements for Operation Iraqi Freedom o always puts soldiers needs first	
<b>e. TRAINING</b> o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win EXCELLENCE (Exceeds std) <input checked="" type="checkbox"/> SUCCESS (Meets std) <input type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>		o selected over five other NCO'S to conduct MOPM's and demolition's training for Task Force 1-8 Infantry o chosen to instruct Task Force scouts on Engineer and Obstacle Reconnaissance o personally responsible for the destruction of over 300,000 pounds of enemy ordnance	
<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong EXCELLENCE (Exceeds std) <input type="checkbox"/> SUCCESS (Meets std) <input checked="" type="checkbox"/> NEEDS IMPROVEMENT (Some) <input type="checkbox"/> (Much) <input type="checkbox"/>		o accepts responsibility not only for himself but for his squad as well o maintained 100% accountability of all squad equipment throughout rated period o instilled safety consciousness, responsibility and integrity in the squad	
<b>PART V - OVERALL PERFORMANCE AND POTENTIAL</b>			
<b>a. RATER.</b> Overall potential for promotion and/or service in positions of greater responsibility. AMONG THE BEST <input checked="" type="checkbox"/> FULLY CAPABLE <input type="checkbox"/> MARGINAL <input type="checkbox"/>		<b>b. SENIOR RATER BULLET COMMENTS</b> o promote now; select for ANCOC o extremely competent and organized NCO o outstanding NCO; will be an asset in areas of increased responsibility	
<b>b. RATER.</b> List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. Drill Sergeant Operations Sergeant Platoon Sergeant			
<b>c. SENIOR RATER.</b> Overall performance <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 Successful Fair Poor		<b>d. SENIOR RATER.</b> Overall potential for promotion and/or service in positions of greater responsibility. <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 2 3 4 5 Superior Fair Poor	

DA FORM 2166-8, OCT 2001

USAPA VI.01

10407

<b>NCO EVALUATION REPORT</b> For use of this form, see AR 623-205; the proponent agency is ODCSPER		SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.	
PART I - ADMINISTRATIVE DATA			
a. NAME (Last, First, Middle Initial) WERST, SHANE A.		b. SSN	c. RANK SGT
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND B Co., 4th Engineer Battalion, Ft. Carson, CO. 80913 (FORSCOM)		d. DATE OF RANK 961201	e. PMOSC 12B20
g. REASON FOR SUBMISSION 3 Change of Rater			
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES
FROM THRU YYYY MM YYYY MM 2001 11 2002 05		7	
k. NO. OF ENCL		l. RATED NCO COPY (Check one and Date)	
0		1. Given to NCO 2. Forwarded to NCO	
		Date 020618	
m. PSC Initials		n. CMD CODE	o. PSB CODE
SM		FC	FS13
PART II - AUTHENTICATION			
a. NAME OF RATER (Last, First, Middle Initial) Norton, Mark A.		SSN	SIGNATURE <i>Mark A. Norton</i>
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 12B40, B Co., 4th Engineer Battalion, Ft. Carson, CO. 80913		Platoon Sergeant	DATE 020618
b. NAME OF SENIOR RATER (Last, First, Middle Initial) Andrews, Daniel J.		SSN	SIGNATURE <i>Daniel J. Andrews</i>
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 2LT, EN, B Co., 4th Engineer Battalion, Ft. Carson, CO. 80913		Platoon Leader	DATE 020618
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APFT and height/weight entries in Part IVc are correct. I have seen the report completed through Part V, except Parts II and III. I am aware of the appeals process of AR 623-205.		SIGNATURE <i>Mark A. Norton</i>	DATE 020618
d. NAME OF REVIEWER (Last, First, Middle Initial) Verrill, Todd J.		SSN	SIGNATURE <i>Todd J. Verrill</i>
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, EN, B Co., 4th Engineer Battalion, Ft. Carson, CO. 80913		Company Commander	DATE 020618
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)			
PART III - DUTY DESCRIPTION (Rater)			
a. PRINCIPAL DUTY TITLE Obstacle Section Sergeant		b. DUTY MOSC 12B30	
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Serves as the Obstacle Section Sergeant in a mechanized combat engineer company providing mobility, countermobility, and survivability support to a mechanized infantry battalion; accountable for the health, welfare training, and discipline of 8 engineer soldiers; responsible for the maintenance, BII, and associated components of two M998 HUMMV's, two M985 HEMTT's, two Small Emplacement Excavators, two M548A3 carriers with Volcano Mine Dispensing System, and 1 M928 5-ton cargo valued in excess of 2,000,000 dollars.			
d. AREAS OF SPECIAL EMPHASIS Basic Rifle Marksmanship, Squad Artep, Assumption of Division Ready Brigade, Engineer Qualification tables, Demolition Certification, 1/8 Gunnery Support, 1/8 Calfex Rater: mark.a.norton@, S/R: daniel.j.andrews@, Reviewer: todd.verrill@			
e. APPOINTED DUTIES Unit Hazmat NCO, Safety NCO, Key Control Custodian (Alternate)			
f. COUNSELING DATES		INITIAL 011101	LATER 020402
		LATER 020501	LATER
PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)			
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.			YES NO
1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.			X
2. DUTY: Fulfills their obligations.			X
3. RESPECT/EO/EEO: Treats people as they should be treated.			X
4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.			X
5. HONOR: Lives up to all the Army values.			X
6. INTEGRITY: Does what is right - legally and morally.			X
7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).			X
Bullet comments o totally supports the Army EO/EEO o committed to the unit readiness o takes responsibility for his actions			

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## PART IV (Rater) - VALUES/NCO RESPONSIBILITIES

Specific Bullet examples of "EXCELLENCE" or "IMPROVEMENT" are mandatory.  
Specific Bullet examples of "SUCCESS" are optional.

<b>COMPETENCE</b> <input type="checkbox"/> Duty proficiency; MOS competency <input type="checkbox"/> Technical & tactical; knowledge, skills, and abilities <input type="checkbox"/> Sound judgment <input type="checkbox"/> Seeking self-improvement; always learning <input type="checkbox"/> Accomplishing tasks to the fullest capacity; committed to excellence			
<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some)	<b>NEEDS IMPROVEMENT</b> (Much)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- ☐ was enrolled in college during the rating period
- ☐ very knowledgeable of his duty position and MOS
- ☐ technical and tactical proficiency well above standard

<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <input type="checkbox"/> Mental and physical toughness <input type="checkbox"/> Endurance and stamina to go the distance <input type="checkbox"/> Displaying confidence and enthusiasm; looks like a soldier			
<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some)	<b>NEEDS IMPROVEMENT</b> (Much)
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- |      |           |               |              |
|------|-----------|---------------|--------------|
| APFT | PASS 0203 | HEIGHT/WEIGHT | 70 / 185 YES |
|------|-----------|---------------|--------------|
- ☐ scored 296 on last APFT
  - ☐ received the APFT badge
  - ☐ confident in his ability on all tasks given to him

<b>d. LEADERSHIP</b> <input type="checkbox"/> Mission first <input type="checkbox"/> Genuine concern for soldiers <input type="checkbox"/> Instilling the spirit to achieve and win <input type="checkbox"/> Setting the example; Be, Know, Do			
<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some)	<b>NEEDS IMPROVEMENT</b> (Much)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- ☐ totally committed to the welfare of his soldiers and their families
- ☐ conducted excellent class IV/ V point operations for the company during the battalion EQT
- ☐ selected over two other section sergeants to take charge of the platoon during the platoon sergeants absence

<b>e. TRAINING</b> <input type="checkbox"/> Individual and team <input type="checkbox"/> Mission focused; performance oriented <input type="checkbox"/> Teaching soldiers how; common tasks, duty-related skills <input type="checkbox"/> Sharing knowledge and experience to fight, survive and win			
<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some)	<b>NEEDS IMPROVEMENT</b> (Much)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- ☐ demanded teamwork from his soldiers in everything they did
- ☐ always ready to share his knowledge and past experiences with his soldiers
- ☐ successfully coordinated the platoon's weapon qualification to the battalion standard

<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> <input type="checkbox"/> Care and maintenance of equipment/facilities <input type="checkbox"/> Soldier and equipment safety <input type="checkbox"/> Conservation of supplies and funds <input type="checkbox"/> Encouraging soldiers to learn and grow <input type="checkbox"/> Responsible for good, bad, right & wrong			
<b>EXCELLENCE</b> (Exceeds std)	<b>SUCCESS</b> (Meets std)	<b>NEEDS IMPROVEMENT</b> (Some)	<b>NEEDS IMPROVEMENT</b> (Much)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- ☐ always worked to keep his vehicles mission ready
- ☐ placed safety of his soldiers as a first priority
- ☐ encouraged his soldiers to enroll in correspondence courses and college

## PART V - OVERALL PERFORMANCE AND POTENTIAL

a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.

AMONG THE BEST	FULLY CAPABLE	MARGINAL
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

Squad Leader  
 Recruiter  
 Drill Sergeant

e. SENIOR RATER BULLET COMMENTS:

- ☐ promote to staff sergeant ahead of peers
- ☐ one of the top three NCO's in the platoon
- ☐ will achieve success as a squad leader
- ☐ has great potential for serving in positions of greater responsibility

c. SENIOR RATER. Overall performance

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5
Successful			Fair	Poor

d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5
Superior			Fair	Poor

+ NC EVALUATION REPORT		SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E.		+	
For use of this form, see AR 623-205; the proponent agency is DCSPER					
PART I - ADMINISTRATIVE DATA					
a. NAME (Last, First, Middle Initial) Werst, Shane A.		b. SSN	c. RANK SGT	d. DATE OF RANK 961220	e. PMOSC 12B20
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND B CO, 4TH EN BN, FORT CARSON, CO 80913 4TH INFANTRY DIVISION (FORSCOM)				g. REASON FOR SUBMISSION 03 Change of Rater	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)
FROM THRU					1. Given to NCO
YY MM YY MM					Date
01 03 01 10		08		0	2. Forwarded to NCO 011016
					m. PSC Initials CS
					n. CMD CODE FC
					o. PSC CODE FS13
PART II - AUTHENTICATION					
a. NAME OF RATER (Last, First, Middle Initial) Diaz-Pollock, Juan C.		SSN	SIGNATURE		DATE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SSG, 62N30, B Co. 4TH Engineer Battalion, Fort Carson CO 80913			Platoon Sergeant		011016
b. NAME OF SENIOR RATER (Last, First, Middle Initial) Nero, Heath A.		SSN	SIGNATURE		DATE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 2LT, EN, B Co. 4TH Engineer Battalion, Fort Carson CO 80913			Platoon Leader		011016
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).			SIGNATURE		DATE
d. NAME OF REVIEWER (Last, First, Middle Initial) Verrill, Todd J.		SSN	SIGNATURE		DATE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, EN, B Co. 4TH Engineer Battalion, Fort Carson CO 80913			Company Commander		011016
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)					
PART III - DUTY DESCRIPTION (Rater)					
a. PRINCIPAL DUTY TITLE Section Sergeant			b. DUTY MOSC 12B30		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Section Sergeant in a mechanized engineer battalion; responsible for the training, welfare, and discipline of thirteen soldiers; responsible for the accountability and maintenance of four M916 Tractors, four M870 40 Ton Trailers, four D7G Dozers, two SEE Tractors, one M928 5 Ton Truck, and one M998 (HUMVEE); supervises employment and maintenance related to hauling general and heavy construction equipment; and estimates equipment and operator requirements for the specifics jobs.					
d. AREAS OF SPECIAL EMPHASIS Mountain Strike 01, Basic Rifle Marksmanship, Training to Standards, Physical Fitness, and Safety.					
e. APPOINTED DUTIES					
f. Counseling dates from checklist/record		INITIAL 010330	LATER 010608	LATER 010907	LATER
PART IV - VALUES/NCO RESPONSIBILITIES (Rater)					
a. Complete each question. (Comments are mandatory for "No" entries; optional for "Yes" entries.)					YES NO
1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.					1 X
2. Is committed to and shows a sense of pride in the unit - works as a member of the team.					2 X
3. Is disciplined and obedient to the spirit and letter of a lawful order.					3 X
4. Is honest and truthful in word and deed.					4 X
5. Maintains high standards of personal conduct on and off duty.					5 X
6. Has the courage of convictions and the ability to overcome fear - stands up for and does what's right.					6 X
7. Supports EO/EEO.					7 X
Bullet comments					
o Totally committed to unit mission					
o Takes a positive approach to every task					
o Personal conduct on and off duty reflects favorably on the NCO Corps					

RATED NCO'S NAME (Last, First, Middle Initial) + Werst, Shane A.	IN	THRU DATE 0110
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PART IV (Rater) - VALUES/INCO RESPONSIBILITIES	
<b>b. COMPETENCE</b> o Duty proficiency; MDS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>SUCCESS</b>  <i>(Meets std)</i>  <input checked="" type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>(Much)</b>  <input type="checkbox"/> </div> </div>	o Personally recognized by B 1-8 IN commander for implementing a defense with digging assets resulting in complete mission success  o Demonstrated a high level of technical competence while operating heavy equipment outside his MOS  o Constantly seeks ways to learn, grow, and improve
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier  <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>SUCCESS</b>  <i>(Meets std)</i>  <input checked="" type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>(Much)</b>  <input type="checkbox"/> </div> </div>	<div style="display: flex; justify-content: space-between; margin-bottom: 10px;"> <span>APFT PASS 0110</span> <span>HEIGHT/WEIGHT 69/177 Yes</span> </div> o Scored 286 on Army Physical Fitness Test  o Displayed mental and physical toughness to endure continuous operations during Mountain Strike 01  o Sets tough, realistic goals for his soldiers to achieve
<b>d. LEADERSHIP</b> o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do  <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>SUCCESS</b>  <i>(Meets std)</i>  <input checked="" type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>(Much)</b>  <input type="checkbox"/> </div> </div>	o Led squad to a 100% first time qualification during Battalion range week  o Always available to subordinates to assist in solving problems
<b>e. TRAINING</b> o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win  <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>SUCCESS</b>  <i>(Meets std)</i>  <input checked="" type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>(Much)</b>  <input type="checkbox"/> </div> </div>	o Prepared an MOS diverse squad for Mountain Strike 01 with outstanding results in all of the squad's missions  o Brought section from a U to a T; dug in a company team during Mountain Strike 01
<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> o Care and maintenance of equip./facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong  <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <b>EXCELLENCE</b>  <i>(Exceeds std)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>SUCCESS</b>  <i>(Meets std)</i>  <input checked="" type="checkbox"/> </div> <div style="text-align: center;"> <b>NEEDS IMPROVEMENT</b>  <i>(Some)</i>  <input type="checkbox"/> </div> <div style="text-align: center;"> <b>(Much)</b>  <input type="checkbox"/> </div> </div>	o Strict enforcement of PMCS allowed his section to support TF 1-8 IN and the 4TH EN BN simultaneously during Mountain Strike 01  o Encourages soldiers to continue personal development through classes and military correspondence courses

PART V - OVERALL PERFORMANCE AND POTENTIAL	
<b>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</b>  <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <span>AMONG THE BEST</span> <span>FULLY CAPABLE</span> <span>MARGINAL</span> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> </div>	<b>e. SENIOR RATER BULLET COMMENTS</b> o Continue to challenge this NCO with tough assignments  o A confident NCO; promote with peers  o A competent soldier who displays good judgement
<b>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</b> <u>Squad Leader</u> <u>Drill Instructor</u> <u>Recruiter</u>	<b>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</b>
<b>c. SENIOR RATER. Overall performance</b> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="flex: 1;"> <input checked="" type="checkbox"/> </div> <div style="flex: 1; text-align: center;">             1 2 3 4 5              Successful Fair Poor           </div> </div>	<div style="display: flex; align-items: center; margin-top: 10px;"> <div style="flex: 1;"> <input checked="" type="checkbox"/> </div> <div style="flex: 1; text-align: center;">             1 2 3 4 5              Superior Fair Poor           </div> </div>

<b>NCO EVALUATION REPORT</b> For use of this form, see 3-205; the proponent agency is DCSPER						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E		
PART I - ADMINISTRATIVE DATA								
a. NAME (Last, First, Middle Initial) WERST, SHANE A.			b. SSN		c. RANK SGT	d. DATE OF RANK 961201	e. PMOSC 12B20	
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND B CO, 9TH ENGR BN (CBT), APO AE 09033, 1ST INFANTRY DIVISION, USAREUR						g. REASON FOR SUBMISSION 03 CHANGE OF RATER		
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PSC Initials	
FROM THRU					1. Given to NCO Date			
YY MM YY MM					2. Forwarded to NCO			
00 11 01 02		4					UX EU20	
PART II - AUTHENTICATION								
a. NAME OF RATER (Last, First, Middle Initial) MAXWELL, REGINALD B.			SSN		SIGNATURE 			DATE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 12B4V, B CO, 9TH ENGR BN (CBT), APO AE 09033			OPERATIONS SERGEANT					
b. NAME OF SENIOR RATER (Last, First, Middle Initial) MITCHELL, LUCIUS			SSN		SIGNATURE 			DATE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 1LT, EN, B CO, 9TH ENGR BN (CBT), APO AE 09033			EXECUTIVE OFFICER					
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).					SIGNATURE 		DATE	
d. NAME OF REVIEWER (Last, First, Middle Initial) HICKS, DELBERT L. JR			SSN		SIGNATURE 			DATE
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, EN, B CO, 9TH ENGR BN (CBT), APO AE 09033			COMPANY COMMANDER					
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)								
PART III - DUTY DESCRIPTION (Rater)								
a. PRINCIPAL DUTY TITLE SUPPLY SERGEANT					b. DUTY MOSC 92Y30			
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Supply Sergeant of a Combat Engineer Company forward deployed in Europe; responsible for the request, receipt, and issuing of supplies for 104 soldiers and 35 vehicles; establishes and maintains sub-hand receipts on all organizational property in the company worth a total of \$16,000,000, including installation property; conducts inventories and lateral transfers, is responsible for expenditures and management of the supply budget, and is responsible for the health, welfare, and training of two soldiers.								
d. AREAS OF SPECIAL EMPHASIS GTA, APFT								
e. APPOINTED DUTIES								
f. Counseling dates from checklist/record			INITIAL 001101	LATER 010211	LATER	LATER		
PART IV - VALUES/NCO RESPONSIBILITIES (Rater)								
a. Complete each question. (Comments are mandatory for "No" entries; optional for "Yes" entries.)							YES	NO
1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.							1	<input checked="" type="checkbox"/>
2. Is committed to and shows a sense of pride in the unit - works as a member of the team.							2	<input checked="" type="checkbox"/>
3. Is disciplined and obedient to the spirit and letter of a lawful order.							3	<input checked="" type="checkbox"/>
4. Is honest and truthful in word and deed.							4	<input checked="" type="checkbox"/>
5. Maintains high standards of personal conduct on and off duty.							5	<input checked="" type="checkbox"/>
6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right.							6	<input checked="" type="checkbox"/>
7. Supports EO/EEEO.							7	<input checked="" type="checkbox"/>
<b>VALUABLES</b> <b>ARMY ETHIC</b> Loyalty Duty Selfless Service Integrity							Bullet comments o personal conduct on and off duty reflects favorably on the NCO Corps o possesses the moral courage to stand up for what is right	

RATED NCO'S NAME (Last, First, Middle Initial) <b>+ WERST, SHANE A.</b>		SSN _____	THRU DATE 0102
<b>PART IV (Rater) - VALUES/NCO RESPONSIBILITIES</b>			
Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.			
<b>b. COMPETENCE</b> <input type="checkbox"/> Duty proficiency; MOS competency <input type="checkbox"/> Technical & tactical; knowledge, skills, and abilities <input type="checkbox"/> Sound judgment <input type="checkbox"/> Seeking self-improvement; always learning <input type="checkbox"/> Accomplishing tasks to the fullest capacity; committed to excellence <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around; text-align: center;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	<input type="checkbox"/> performed one level above current grade and out of his MOS as company supply sergeant  <input type="checkbox"/> enrolled in the Army Correspondence Course Program		
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> <input type="checkbox"/> Mental and physical toughness <input type="checkbox"/> Endurance and stamina to go the distance <input type="checkbox"/> Displaying confidence and enthusiasm; looks like a soldier <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around; text-align: center;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	APFT <b>PASS 0010</b> HEIGHT/WEIGHT <b>69 / 175 YES</b>  <input type="checkbox"/> scored 292 on last APFT earning the physical fitness excellence badge  <input type="checkbox"/> demonstrates strong mental and physical toughness		
<b>d. LEADERSHIP</b> <input type="checkbox"/> Mission first <input type="checkbox"/> Genuine concern for soldiers <input type="checkbox"/> Instilling the spirit to achieve and win <input type="checkbox"/> Setting the example; Be, Know, Do <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around; text-align: center;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	<input type="checkbox"/> accomplished most supply tasks resulting in the unit being able to deploy on various field training exercises  <input type="checkbox"/> head-strong leader		
<b>e. TRAINING</b> <input type="checkbox"/> Individual and team <input type="checkbox"/> Mission focused; performance oriented <input type="checkbox"/> Teaching soldiers how; common tasks, duty-related skills <input type="checkbox"/> Sharing knowledge and experience to fight, survive and win <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around; text-align: center;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	<input type="checkbox"/> trained two infantry platoons on MDI during a rotation to Grafenwehr Training Area  <input type="checkbox"/> ensured all of his soldiers were qualified on their individual weapons		
<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> <input type="checkbox"/> Care and maintenance of equip./facilities <input type="checkbox"/> Soldier and equipment safety <input type="checkbox"/> Conservation of supplies and funds <input type="checkbox"/> Encouraging soldiers to learn and grow <input type="checkbox"/> Responsible for good, bad, right & wrong <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>EXCELLENCE (Exceeds std)</span> <span>SUCCESS (Meets std)</span> <span>NEEDS IMPROVEMENT (Some)</span> <span>(Much)</span> </div> <div style="display: flex; justify-content: space-around; text-align: center;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	<input type="checkbox"/> maintained all company sub-hand receipts on organizational property valued at over \$16,000,000  <input type="checkbox"/> issued and accounted for the company's barracks space, and motorpool during all of the company deployments		
<b>PART V - OVERALL PERFORMANCE AND POTENTIAL</b>			
<b>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</b>  <div style="display: flex; justify-content: space-between; font-size: x-small;"> <span>AMONG THE BEST</span> <span>FULLY CAPABLE</span> <span>MARGINAL</span> </div> <div style="display: flex; justify-content: space-around; text-align: center;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> </div>		<b>e. SENIOR RATER BULLET COMMENTS</b> <input type="checkbox"/> promote with peers  <input type="checkbox"/> accomplished most tasks assigned in a timely manner  <input type="checkbox"/> has potential to excel as a leader	
<b>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</b> <u>Team Leader</u> <u>Squad Leader</u> <u>Service School Instructor</u>			
<b>c. SENIOR RATER. Overall performance</b>		<b>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</b>	
<div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span> </div> <div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>Successful</span><span>Fair</span><span>Poor</span> </div>		<div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span> </div> <div style="display: flex; justify-content: space-around; font-size: x-small;"> <span>Superior</span><span>Fair</span><span>Poor</span> </div>	



+ <b>NCO EVALUATION REPORT</b> +		For use of this form, see 23-205; the proponent agency is DCSPER		SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E. +	
<b>PART I - ADMINISTRATIVE DATA</b>					
a. NAME (Last, First, Middle Initial) WERST, SHANE A.		b. SSN	c. RANK SGT	d. DATE OF RANK 961201	e. PMOSC 12B20
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND B CO, 9TH ENG BN APO AE 09033, 1ST INFANTRY DIVISION, USAEUR				g. REASON FOR SUBMISSION 03 Change of Rater	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)
FROM THRU					
YY MM	YY MM				1. Given to NCO
00 08	00 10	3		0	2. Forwarded to NCO 27 Nov 00
					m. PSC Initials LMN
					n. CMD CODE UX
					o. PSC CODE EU20
<b>PART II - AUTHENTICATION</b>					
a. NAME OF RATER (Last, First, Middle Initial) JAEHRLING, PATRICK J.		SSN	SIGNATURE <i>Patrick J. Jaehrling</i>		DATE Nov 27 00
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SSG 12B30, B CO, 9TH ENG BN (CBT), APO AE 09033		SQUAD LEADER			
b. NAME OF SENIOR RATER (Last, First, Middle Initial) WILLIAMS, FARRELL A.		SSN	SIGNATURE <i>Farrell Williams</i>		DATE Nov 27 00
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC 12B4Z, B CO, 9TH ENG BN (CBT), APO AE 09033		PLATOON SERGEANT			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).		SIGNATURE <i>Patrick J. Jaehrling</i>		DATE Nov 27 00	
d. NAME OF REVIEWER (Last, First, Middle Initial) HICKS, DELBERT L., JR.		SSN	SIGNATURE <i>Delbert L. Hicks</i>		DATE Nov 27 00
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, EN, B CO, 9TH ENG BN (CBT), APO AE 09033		COMPANY COMMANDER			
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)					
<b>PART III - DUTY DESCRIPTION (Rater)</b>					
a. PRINCIPAL DUTY TITLE TEAM LEADER		b. DUTY MOSC 12B20			
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Team Leader in a Combat Engineer Company in support of a Mechanized Infantry Task Force with a world wide contingency mission; responsible for the training, welfare, and fitness of three soldiers; assists in planning, preparing, and conducting of training for the squad; responsible for the operational readiness of one M113A3, one M105A2 trailer, and maintenance and accountability of the squad's tools, equipment and sets, kits, and outfits valued in excess of \$500,000.					
d. AREAS OF SPECIAL EMPHASIS Demo and M2 range, Squad Stakes at Grafenwohr					
e. APPOINTED DUTIES Assistant Unit Reenlistment NCO					
f. Counseling dates from checklist/record		INITIAL 000809	LATER	LATER	LATER
<b>PART IV - VALUES/NCO RESPONSIBILITIES (Rater)</b>					
a. Complete each question. (Comments are mandatory for "No" entries; optional for "Yes" entries.)					
					YES NO
<b>V</b>  <b>A</b>  <b>L</b>  <b>U</b>  <b>E</b>  <b>S</b>	PERSONAL				
	Commitment				
	Competence				
	Candor				
	Courage				
	ARMY ETHIC				
	Loyalty Duty Selfless Service Integrity				
1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.				1	X
2. Is committed to and shows a sense of pride in the unit - works as a member of the team.				2	X
3. Is disciplined and obedient to the spirit and letter of a lawful order.				3	X
4. Is honest and truthful in word and deed.				4	X
5. Maintains high standards of personal conduct on and off duty.				5	X
6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right.				6	X
7. Supports EO/EEQ.				7	X
Bullet comments					
o Extremely dedicated to his soldiers and their families					
o Committed to all our Army's values					
o Moral courage to defend what is right					

## PART IV (Rater) - VALUES/NCO RESPONSIBILITIES

Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory.  
Specific Bullet examples of "SUCCESS" are optional.

## b. COMPETENCE

- o Duty proficiency; MOS competency
- o Technical & tactical; knowledge, skills, and abilities
- o Sound judgment
- o Seeking self-improvement; always learning
- o Accomplishing tasks to the fullest capacity; committed to excellence

EXCELLENCE (Exceeds std) ☒ SUCCESS (Meets std) ☐ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

- o Due to his excellent knowledge and competency was hand picked over his peers to run the company supply room
- o Completed 64 credit hours of ACCP's during this rated period
- o Came to the platoon and immediately had an impact on the training and knowledge growth of the soldiers within the platoon

## c. PHYSICAL FITNESS &amp; MILITARY BEARING

- o Mental and physical toughness
- o Endurance and stamina to go the distance
- o Displaying confidence and enthusiasm; looks like a soldier

EXCELLENCE (Exceeds std) ☒ SUCCESS (Meets std) ☐ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

APFT PASS 0010

HEIGHT/WEIGHT 69/174 YES

- o Scored a 294 on his last APFT and earned the Physical Fitness Badge
- o Motivation during all physical training sessions is refreshing and asserts others to excel
- o Military bearing is an excellent example for subordinates to follow

## d. LEADERSHIP

- o Mission first
- o Genuine concern for soldiers
- o Instilling the spirit to achieve and win
- o Setting the example; Be, Know, Do

EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

- o Personally responsible for the success of the squad during Squad Stakes
- o Planned and prepared both the M2 and the Demo ranges during Grafenwohr deployment
- o Every mission was accomplished to a standard higher than was set

## e. TRAINING

- o Individual and team
- o Mission focused; performance oriented
- o Teaching soldiers how; common tasks, duty-related skills
- o Sharing knowledge and experience to fight, survive and win

EXCELLENCE (Exceeds std) ☒ SUCCESS (Meets std) ☐ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

- o With a brand new soldiers, instrumental in squad scoring 910 out of possible 1000 points during Squad Stakes
- o Conducted excellent M2 PMI to division standards resulting in 100% qualification of the company gunners
- o Trained squad to compete and excel during Squad Stakes in a very short amount of time with exceptional results

## f. RESPONSIBILITY &amp; ACCOUNTABILITY

- o Care and maintenance of equip./facilities
- o Soldier and equipment safety
- o Conservation of supplies and funds
- o Encouraging soldiers to learn and grow
- o Responsible for good, bad, right & wrong

EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

- o Served as Safety NCOIC for M2 and Demo ranges; attention to detail resulted in no incidents or accidents
- o Commended by Bn CSM for Leader Book; sets the example for the entire Battalion
- o Maintained and kept all equipment and personnel in a high state of readiness

## PART V - OVERALL PERFORMANCE AND POTENTIAL

## a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.

AMONG THE BEST ☒ FULLY CAPABLE ☐ MARGINAL ☐

## b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

Squad leader

Operation Sergeant

Instructor

## e. SENIOR RATER BULLET COMMENTS

- o promote ahead of peers and send to BNCOC
- o Always puts forth 100% into everything he does
- o Has potential for promotion and increased responsibility

## c. SENIOR RATER. Overall performance

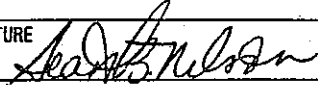

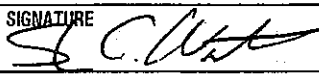

☒ ☐ ☐ ☐ ☐  
1 2 3 4 5  
Successful Fair Poor

## d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.

☒ ☐ ☐ ☐ ☐  
1 2 3 4 5  
Superior Fair Poor

NCO EVALUATION REPORT						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E.	
For use of this form, see AR 623-205; the proponent agency is DCSPER							
<b>PART I - ADMINISTRATIVE DATA</b>							
a. NAME (Last, First, Middle Initial) WERST, SHANE A.				b. SSN	c. RANK SGT	d. DATE OF RANK 961201	e. PMOSC 12B20
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND B CO, 9TH ENGINEER BATTALION (CBT), APO AE 09033, 1ST INF DIV, USAREUR						g. REASON FOR SUBMISSION 02 ANNUAL	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PSC Initials
FROM THRU					1. Given to NCO 2. Forwarded to NCO		n. CMD CODE
YY 99	MM 08	YY 00	MM 07	12		000908 EDT	UX EU20
<b>PART II - AUTHENTICATION</b>							
a. NAME OF RATER (Last, First, Middle Initial) WESLEY, JOHN H.				SSN	SIGNATURE		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT SFC, 12B4X, B CO, 9TH ENGINEER BATTALION (CBT), APO AE 09033, PLATOON SERGEANT				DATE 000815			
b. NAME OF SENIOR RATER (Last, First, Middle Initial) LEADBETTER, CHRISTOPHER E.				SSN	SIGNATURE		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 1LT, EN, B CO, 9TH ENGINEER BATTALION (CBT), APO AE 09033, PLATOON LEADER				DATE 000815			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).					SIGNATURE		DATE 000815
d. NAME OF REVIEWER (Last, First, Middle Initial) HICKS, DELBERT L. JR.				SSN	SIGNATURE		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, EN, B CO, 9TH ENGINEER BATTALION (CBT), APO AE 09033, COMPANY COMMANDER				DATE 000815			
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)							
<b>PART III - DUTY DESCRIPTION (Rater)</b>							
a. PRINCIPAL DUTY TITLE AVLB SECTION LEADER					b. DUTY MOSC 12B20		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Squad Leader for a Mechanized Combat Engineer Company in support of a Mechanized Task Force providing Mobility, Countermobility, and Survivability; Responsible for safety, training, discipline, and welfare of eight personnel; Prepares squad to execute all collective task in both Combat and Peacetime Operational Environments; Advises and directs force protection measures, supervises maintenance and accountability of four M60 class AVLB's, two MICLIC trailers, sets, kits, and outfits valued in excess of \$5,000,000 dollars Stakes, Battalion Gunnery							
e. APPOINTED DUTIES Unit Savings Bond NCO, Alternate Company Reenlistment NCO							
f. Counseling dates from checklist/record				INITIAL 990801	LATER 991105	LATER 000207	LATER 000510
<b>PART IV - VALUES/NCO RESPONSIBILITIES (Rater)</b>							
a. Complete each question. (Comments are mandatory for "No" entries; optional for "Yes" entries.)							
<b>V</b>  <b>A</b>  <b>L</b>  <b>U</b>  <b>E</b>  <b>S</b>  +	<b>PERSONAL</b> Commitment Competence Candor Courage		1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.	1	X	NO	
			2. Is committed to and shows a sense of pride in the unit - works as a member of the team.	2	X		
			3. Is disciplined and obedient to the spirit and letter of a lawful order.	3	X		
			4. Is honest and truthful in word and deed.	4	X		
			5. Maintains high standards of personal conduct on and off duty.	5	X		
			6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right.	6	X		
			7. Supports EO/EEO.	7	X		
			Bullet comments				
o Loyalty to the unit and Army is without question							
o Personal courage and confidence sets the example for leaders, peers and subordinates							
o NCO who supports Equal Opportunity							

RATED NCO'S NAME (Last, First, Middle Initial) <b>+ WERST SHANE A.</b>		SSN 	THRU DATE 0007
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES <div style="text-align: right; font-size: small;">           Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory.            Specific Bullet examples of "SUCCESS" are optional.         </div>			
<b>b. COMPETENCE</b> o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence <div style="display: flex; justify-content: space-between;"> <div> <b>EXCELLENCE</b> (Exceeds std)  <input checked="" type="checkbox"/> </div> <div> <b>SUCCESS</b> (Meets std)  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Some) (Much)  <input type="checkbox"/> <input type="checkbox"/> </div> </div>		o Selected as the Battalion and Brigade NCO of the Quarter for the first Quarter of FY00  o Attended the promotion board and was recommended for promotion to Staff Sergeant  o Completed 247 credit hours of ACCP's during this rated period	
<b>c. PHYSICAL FITNESS &amp; MILITARY BEARING</b> o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier <div style="display: flex; justify-content: space-between;"> <div> <b>EXCELLENCE</b> (Exceeds std)  <input type="checkbox"/> </div> <div> <b>SUCCESS</b> (Meets std)  <input checked="" type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Some) (Much)  <input type="checkbox"/> <input type="checkbox"/> </div> </div>		APFT <b>PASS 0003</b> HEIGHT/WEIGHT <b>69/174 YES</b> o Scored a 285 on last APFT with 90% in two out of three events  o Trained his squad to attain an APFT average of 270  o Unlimited endurance and stamina during Battalion, Company and Platoon runs	
<b>d. LEADERSHIP</b> o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do <div style="display: flex; justify-content: space-between;"> <div> <b>EXCELLENCE</b> (Exceeds std)  <input type="checkbox"/> </div> <div> <b>SUCCESS</b> (Meets std)  <input checked="" type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Some) (Much)  <input type="checkbox"/> <input type="checkbox"/> </div> </div>		o Gained loyalty through care and concern for his subordinates  o Accomplished many missions to standard and without fail  o NCO who inspires enthusiasm and confidence	
<b>e. TRAINING</b> o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win <div style="display: flex; justify-content: space-between;"> <div> <b>EXCELLENCE</b> (Exceeds std)  <input checked="" type="checkbox"/> </div> <div> <b>SUCCESS</b> (Meets std)  <input type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Some) (Much)  <input type="checkbox"/> <input type="checkbox"/> </div> </div>		o Mentored and prepared two soldiers for the promotion board resulting in both being recommended for promotion  o Trained his squad to achieve 100% Go's during FY00 Battalion A&O Stakes Evaluation at GTA  o Conducted excellent M9 PMI to division standards, on individual weapons, resulting in the company's 100% qualification	
<b>f. RESPONSIBILITY &amp; ACCOUNTABILITY</b> o Care and maintenance of equip./facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong <div style="display: flex; justify-content: space-between;"> <div> <b>EXCELLENCE</b> (Exceeds std)  <input type="checkbox"/> </div> <div> <b>SUCCESS</b> (Meets std)  <input checked="" type="checkbox"/> </div> <div> <b>NEEDS IMPROVEMENT</b> (Some) (Much)  <input type="checkbox"/> <input type="checkbox"/> </div> </div>		o Promotes career enhancement by insisting that soldiers participate in ACCP and civilian education  o Dedicates countless hours of personal time to ensure his sections equipment is fully accountable and mission capable  o Accepts full responsibility for his actions as well as the actions of his soldiers	
<b>PART V - OVERALL PERFORMANCE AND POTENTIAL</b>			
<b>a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.</b>  <div style="display: flex; justify-content: space-around;"> <div>           AMONG THE BEST  <input type="checkbox"/> </div> <div>           FULLY CAPABLE  <input checked="" type="checkbox"/> </div> <div>           MARGINAL  <input type="checkbox"/> </div> </div>		<b>e. SENIOR RATER BULLET COMMENTS</b> o Send to BNCOC and promote with peers  o Capable NCO who possesses the potential to excel  o Performed well as Squad Leader, producing effective results	
<b>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</b> <u>Squad Leader</u> <u>Operations Sergeant</u> <u>Recruiter</u>			
<b>c. SENIOR RATER. Overall performance</b> <div style="display: flex; justify-content: space-around;"> <div> <input checked="" type="checkbox"/> </div> <div> <input type="checkbox"/> </div> <div> <input type="checkbox"/> </div> <div> <input type="checkbox"/> </div> <div> <input type="checkbox"/> </div> </div>		<b>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</b> <div style="display: flex; justify-content: space-around;"> <div> <input checked="" type="checkbox"/> </div> <div> <input type="checkbox"/> </div> <div> <input type="checkbox"/> </div> <div> <input type="checkbox"/> </div> <div> <input type="checkbox"/> </div> </div>	
1 2 3 4 5 Successful Fair Poor		1 2 3 4 5 Superior Fair Poor	

+ <b>EVALUATION REPORT</b>		SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E. +			
For use of this form: AR 623-205; the proponent agency is DCSPER					
<b>PART I - ADMINISTRATIVE DATA</b>					
a. NAME (Last, First, Middle Initial) <b>WERST, SHANE A.</b>		b. SSN	c. RANK <b>SGT</b>		
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND <b>C CO. 9TH ENGR BN (CBT), APO AE 09033, 1ST INF DIV, USAREUR</b>		d. DATE OF RANK <b>961201</b>			
		e. PMOSC <b>12B20</b>			
		g. REASON FOR SUBMISSION <b>03 CHANGE OF RATER</b>			
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES		
FROM THRU		6	LO		
YY MM	YY MM				
97 12	98 09				
		k. NO. OF ENCL <b>0</b>	l. RATED NCO COPY (Check one and Date)		
			1. Given to NCO		
			2. Forwarded to NCO		
			Date <b>981017</b>		
		m. PSC Initials <b>EC</b>	n. CMD CODE <b>UX</b>		
		o. PSC CODE <b>EU20</b>			
<b>PART II - AUTHENTICATION</b>					
a. NAME OF RATER (Last, First, Middle Initial) <b>NELSON, SEAN B.</b>		SSN	SIGNATURE 		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT <b>SGT, 12B20, C CO. 9TH. ENGR BN (CBT), SQUAD LEADER</b>		DATE <b>981016</b>			
b. NAME OF SENIOR RATER (Last, First, Middle Initial) <b>FINNEY, RANDY K.</b>		SSN	SIGNATURE 		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT <b>SFC, 12B4X, C CO. 9TH ENGR BN (CBT), PLATOON SERGEANT</b>		DATE <b>981016</b>			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).		SIGNATURE 	DATE <b>981016</b>		
d. NAME OF REVIEWER (Last, First, Middle Initial) <b>PICKANDS, SAMMUEL R.</b>		SSN	SIGNATURE 		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT <b>2LT, EN, C CO. 9TH ENGR BN (CBT), PLATOON LEADER</b>		DATE <b>981016</b>			
e. <input checked="" type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)					
<b>PART III - DUTY DESCRIPTION (Rater)</b>					
a. PRINCIPAL DUTY TITLE <b>TEAM LEADER</b>		b. DUTY MOSC <b>12B20</b>			
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) <b>Team Leader in a Mechanized Combat Engineer Squad providing mobility, countermobility and survivability support to a Mechanized Task Force. Responsible for training, health, welfare and safety of two personnel; Conducts force protection tasks in all operational environment; Responsible for maintenance and accountability of one M113A3, sets, kits and outfits in excess of \$400,000.</b>					
d. AREAS OF SPECIAL EMPHASIS <b>CMTC Rotation, MAIT's, CTT</b>					
e. APPOINTED DUTIES					
f. Counseling dates from checklist/record		INITIAL <b>980406</b>	LATER <b>980719</b>		
		LATER	LATER		
<b>PART IV - VALUES/NCO RESPONSIBILITIES (Rater)</b>					
a. Complete each question. (Comments are mandatory for "No" entries; optional for "Yes" entries.)					
<b>V</b>  <b>A</b>  <b>L</b>  <b>U</b>  <b>E</b>  <b>S</b>  <b>ARMY ETHIC</b> Loyalty Duty Selfless Service Integrity		1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.	1	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		2. Is committed to and shows a sense of pride in the unit - works as a member of the team.	2	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		3. Is disciplined and obedient to the spirit and letter of a lawful order.	3	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		4. Is honest and truthful in word and deed.	4	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		5. Maintains high standards of personal conduct on and off duty.	5	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right.	6	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		7. Supports EO/EEO.	7	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		Bullet comments o Dedicated to the Army's Values o Speaks frankly while using military bearing			

RATED NCO'S NAME (Last, First, Middle Initial)

+ WERST, SHANE A.

THRU DATE

9809

+

PART IV (Rater) - VALUES/INCO RESPONSIBILITIES

Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory.  
Specific Bullet examples of "SUCCESS" are optional.

b. COMPETENCE

- o Duty proficiency; MOS competency
- o Technical & tactical; knowledge, skills, and abilities
- o Sound judgment
- o Seeking self-improvement; always learning
- o Accomplishing tasks to the fullest capacity; committed to excellence

EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

- o Uses sound judgement in making difficult decisions under pressure
- o Displays tactical knowledge during combat training maneuvers
- o Understands his job to the next higher level

c. PHYSICAL FITNESS & MILITARY BEARING

- o Mental and physical toughness
- o Endurance and stamina to go the distance
- o Displaying confidence and enthusiasm; looks like a soldier

EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

APFT PASS 9808

HEIGHT/WEIGHT

69/172 YES

- o Shows continuous improvement of physical fitness
- o Displays the mental capacity to correctly manage stressful events

d. LEADERSHIP

- o Mission first
- o Genuine concern for soldiers
- o Instilling the spirit to achieve and win
- o Setting the example; Be, Know, Do

EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

- o Accomplishes all given missions in a timely manner
- o Speaks candidly for the soldier's rights
- o Teaches and enforces the team concept in all his team members

e. TRAINING

- o Individual and team
- o Mission focused; performance oriented
- o Teaching soldiers how; common tasks, duty-related skills
- o Sharing knowledge and experience; to fight, survive and win

EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

- o Strives to ensure all soldiers are properly trained on all essential tasks
- o Seeks knowledge to improve himself and his team
- o Plans realistic training for soldiers when the opportunity exist

f. RESPONSIBILITY & ACCOUNTABILITY

- o Care and maintenance of equip./facilities
- o Soldier and equipment safety
- o Conservation of supplies and funds
- o Encouraging soldiers to learn and grow
- o Responsible for good, bad, right & wrong

EXCELLENCE (Exceeds std) ☐ SUCCESS (Meets std) ☒ NEEDS IMPROVEMENT (Some) ☐ (Much) ☐

- o Encourages soldiers to seek greater responsibilities
- o Demonstrates and shares a high degree of technical knowledge
- o Will take responsibility for decisions good or bad

PART V - OVERALL PERFORMANCE AND POTENTIAL

g. RATER. Overall potential for promotion and/or service in positions of greater responsibility.

AMONG THE BEST ☐ FULLY CAPABLE ☒ MARGINAL ☐

h. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.

Squad Leader

Recruiter

Operations Sergeant

i. SENIOR RATER BULLET COMMENTS

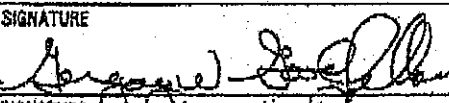
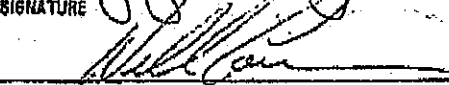
- o Send to BNCOC now
- o Displays a high level of MOS competence
- o Dedicated and committed to training and mission accomplishment
- o A good manager of personnel and resources

j. SENIOR RATER. Overall performance

1 2 3 4 5  
Successful Fair Poor

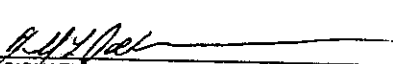
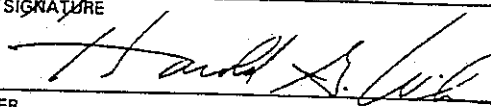
k. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.

1 2 3 4 5  
Superior Fair Poor

1. LAST NAME - FIRST NAME - MIDDLE INITIAL WERST, SHANE A.		2. SSN [REDACTED]	3. GRADE SGT	4. BR [REDACTED]	5. SPECIALTY/MOSC 12B20	DATE 11 MAY 01
8. COURSE TITLE COMBAT ENGINEER BNOC, CLASS 3-01		7. NAME OF SCHOOL MANSCEN NCOA, FLW, MO 65473 (WOVL50)		8. COMP RA		
9. TYPE OF REPORT <input checked="" type="checkbox"/> RESIDENT <input type="checkbox"/> NONRESIDENT	10. PERIOD OF REPORT (Year, month, day) From: 01 03 28 To: 01 05 11		11. DURATION OF COURSE (Year, month, day) From: 01 03 28 To: 01 05 11			
12. EXPLANATION OF NONRATED PERIODS:						
13. PERFORMANCE SUMMARY						
a. <input type="checkbox"/> EXCEEDED COURSE STANDARDS (Limited to 20% of class enrollment) b. <input checked="" type="checkbox"/> ACHIEVED COURSE STANDARDS c. <input type="checkbox"/> MARGINALLY ACHIEVED COURSE STANDARDS d. <input type="checkbox"/> FAILED TO ACHIEVE COURSE STANDARDS *Rating must be supported by comments in ITEM 16.						
14. DEMONSTRATED ABILITIES						
a. WRITTEN COMMUNICATION: <input checked="" type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR b. ORAL COMMUNICATION: <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR c. LEADERSHIP SKILLS: <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR d. CONTRIBUTION TO GROUP WORK: <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR e. EVALUATION OF STUDENT'S RESEARCH ABILITY: <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR (SUPERIOR/UNSAT rating must be supported by comments in ITEM 16)						
15. HAS THE STUDENT DEMONSTRATED THE ACADEMIC POTENTIAL FOR SELECTION TO HIGHER LEVEL SCHOOLING/TRAINING?						
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A (A "NO" response must be supported by comments in ITEM 16)						
16. COMMENTS: (This item is intended to obtain a word picture of each student that will accurately and completely portray academic performance, intellectual qualities, and communication skills and abilities. The narrative should also discuss broader aspects of the student's potential, leadership capabilities, moral and overall professional qualities. In particular, comments should be made if the student failed to respond to recommendations for improving academic or personal affairs).						
ITEM 13b. A KNOWLEDGEABLE AND DECISIVE NONCOMMISSIONED OFFICER WHO ACHIEVED THE COURSE REQUIREMENTS WITH A GRADE POINT AVERAGE OF 95.56% ITEM 14b. COMMUNICATES WITH HIGH CREDIBILITY AND SELF CONFIDENCE ITEM 14c. DISPLAYS A STRONG PERSONAL COMMITMENT TO GENERATING TEAM COHESION AND MISSION ACCOMPLISHMENT ITEM 14d. ENCOURAGES TEAMWORK THROUGH DEDICATION AND A CARING PERSONALITY, BOLSTERING MORALE AND A WINNING ATTITUDE AMONG HIS PEERS ITEM 14e. DEMONSTRATED THE ABILITY TO RESEARCH INFORMATION AND APPLY IT DURING COURSE EXAMINATIONS DEMONSTRATES THE POTENTIAL FOR HIGHER LEVELS OF RESPONSIBILITY						
69/181 YES						
17. AUTHENTICATION						
a. TYPED NAME, GRADE, BRANCH, AND TITLE OF PREPARING OFFICER GREGORY W. GOODFELLOW, SSG, USA SMALL GROUP LEADER			SIGNATURE 			
b. TYPED NAME, GRADE, BRANCH, AND TITLE OF REVIEWING OFFICER WILLIAM D. McDANIEL Jr., CSM, USA COMMANDANT			SIGNATURE 			
18. MILITARY PERSONNEL OFFICER						
a. FORWARDING ADDRESS (Rated student)			b. DISTRIBUTION <input checked="" type="checkbox"/> STUDENT <input checked="" type="checkbox"/> UNIT COR (P/B NCOES only) <input checked="" type="checkbox"/> STUDENT'S OFFICIAL MILITARY RECORDS			





SERVICE SCHOOL ACADEMIC EVALUATION REPORT				DATE	
For use of this form, R 623-1; the proponent agency is MILPERCEN.				9 August 96	
1. LAST NAME - FIRST NAME - MIDDLE INITIAL		2. SSN	3. GRADE	4. BR	5. SPECIALTY/MOSC
Werst, Shane A.			SPC		12B10
6. COURSE TITLE		7. NAME OF SCHOOL		8. COMP	
PRIMARY LEADERSHIP DEVELOPMENT COURSE		US Army I Corps NCO Academy		RA	
9. TYPE OF REPORT	10. PERIOD OF REPORT (Year, month, day)		11. DURATION OF COURSE (Year, month, day)		
<input checked="" type="checkbox"/> RESIDENT	From: 960708 Thru: 960809		<input checked="" type="checkbox"/> From: 960708 Thru: 960809		
<input type="checkbox"/> NONRESIDENT	12. EXPLANATION OF NONRATED PERIODS				
13. PERFORMANCE SUMMARY			14. DEMONSTRATED ABILITIES		
*a. <input type="checkbox"/> EXCEEDED COURSE STANDARDS <i>(Limited to 20% of class enrollment)</i> b. <input checked="" type="checkbox"/> ACHIEVED COURSE STANDARDS *c. <input type="checkbox"/> MARGINALLY ACHIEVED COURSE STANDARDS *d. <input type="checkbox"/> FAILED TO ACHIEVE COURSE STANDARDS  <i>*Rating must be supported by comments in ITEM 16.</i>			a. WRITTEN COMMUNICATION <input checked="" type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR b. ORAL COMMUNICATION <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR c. LEADERSHIP SKILLS <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR d. CONTRIBUTION TO GROUP WORK <input type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input checked="" type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR e. EVALUATION OF STUDENT'S RESEARCH ABILITY <input checked="" type="checkbox"/> NOT EVALUATED <input type="checkbox"/> UNSAT <input type="checkbox"/> SAT <input type="checkbox"/> SUPERIOR  <i>(SUPERIOR/UNSAT rating must be supported by comments in ITEM 16)</i>		
15. HAS THE STUDENT DEMONSTRATED THE ACADEMIC POTENTIAL FOR SELECTION TO HIGHER LEVEL SCHOOLING/TRAINING?					
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A <i>(A "NO" response must be supported by comments in ITEM 16)</i>					
16. COMMENTS <i>(This item is intended to obtain a word picture of each student that will accurately and completely portray academic performance, intellectual qualities, and communication skills and abilities. The narrative should also discuss broader aspects of the student's potential: leadership capabilities, moral and overall professional qualities. In particular, comments should be made if the student failed to respond to recommendations for improving academic or personal affairs)</i>					
* Active participant in group discussions * Accepted responsibility for actions and decisions as a leader * Successfully implements self-directed teams * Assisted classmates in the accomplishment of all assigned tasks					
APFT passed on 1996/07/08    HT: 69    WT: 165    yes					
17. AUTHENTICATION					
a. TYPED NAME, GRADE, BRANCH, AND TITLE OF PREPARING OFFICER			SIGNATURE		
KIMBERLY L. JACKSON SGT. USA, SGL					
a. TYPED NAME, GRADE, BRANCH, AND TITLE OF REVIEWING OFFICER			SIGNATURE		
HAROLD G. WILSON MSG, USA, CHIEF OF TRAINING					
18. MILITARY PERSONNEL OFFICER					
a. FORWARDING ADDRESS <i>(Rated student)</i>			b. DISTRIBUTION		
58 ENG CO FORT IRWIN, CA 92310			<input type="checkbox"/> STUDENT <input type="checkbox"/> UNIT CDR <i>(P/B NCOES only)</i> <input type="checkbox"/> STUDENT'S OFFICIAL MILITARY RECORDS		

DA

FORM  
1 NOV 77

1059

EDITION OF 1 JUL 73 IS OBSOLETE.

10422

# Certificates Of Achievement



# DEPARTMENT OF THE ARMY

## CERTIFICATE OF ACHIEVEMENT

**AWARDED TO**  
**SERGEANT SHANE A. WERST**

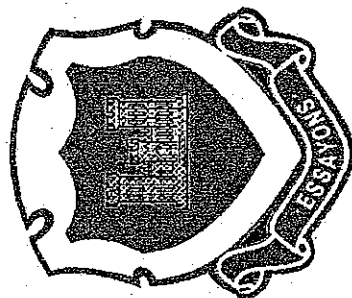
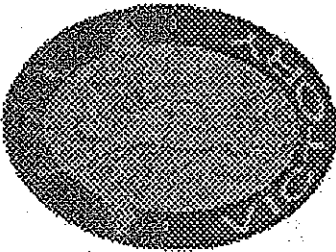
B CO, 9TH ENGINEER BATTALION (COMBAT), SCHWEINFURT GERMANY

For demonstrated physical fitness readiness that exceeds the standards. Your outstanding score of 292 on the Army Physical Fitness Test conducted on 25 October 2000. His performance epitomizes the United States Army's tradition of physical readiness, and is a demonstration of his superb strength, endurance and mental preparedness. This achievement proves him to be a model soldier and reflects great credit upon him the 9th Engineer Battalion, 11D Engineer Brigade and the United States Army.

**FIRST TO CROSS!!**

6 NOVEMBER 2000

EVERETT K. MCDANIEL  
LTC, EN  
Commanding



9TH ENGINEER BATTALION

1ST INFANTRY DIVISION (MECH)

# CERTIFICATE OF ACHIEVEMENT

IS AWARDED TO

SERGEANT SHANE A. WERST

B. CO 9TH ENGINEER BATTALION

FOR COMMENDABLE PERFORMANCE DURING THE MAY 2000 NCO OF THE MONTH BOARD. SERGEANT WERST DISPLAYED OUTSTANDING KNOWLEDGE OF NCO LEADERSHIP, AND BASIC SOLDIER SKILLS. SERGEANT WERST'S PERFORMANCE AND SELECTION AS THE NCO OF THE MONTH REFLECTS GREAT CREDIT UPON HIMSELF, THE 9TH ENGINEER BATTALION, THE 1ST INFANTRY DIVISION, AND THE UNITED STATES ARMY.

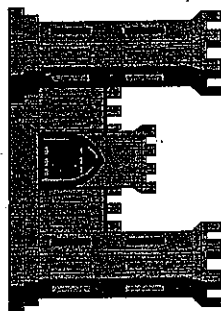
*Sergeant A. Riddle*  
COMMAND SERGEANT MAJOR  
9TH ENGINEER BATTALION

*Sergeant A. Riddle*  
COMMANDER  
9TH ENGINEER BATTALION

"FIRST TO CROSS!"

# Certificate of Achievement

SAPPERS ATTACK!




Engineer Brigade (Combat)  
1st Infantry Division (Mechanized)  
United States Army, Europe, and Seventh Army

is awarded to

SERGEANT SHANE A. WERST  
BRAVO COMPANY, 9<sup>TH</sup> ENGINEER BATTALION (CBT)

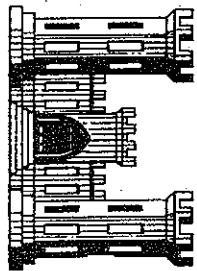
for OUTSTANDING ACHIEVEMENT AS A PEACEKEEPER IN SUPPORT OF OPERATION JOINT GUARDIAN II IN KOSOVO FROM 15 JUNE 1999 TO 5 DECEMBER 1999. SERGEANT WERST'S HARD WORK, KNOWLEDGE AND CONTRIBUTIONS PROVED VITAL TO THE SUCCESS OF HIS UNIT'S MISSION IN KOSOVO. HIS ACHIEVEMENTS REFLECT DISTINCT CREDIT UPON HIM, THE ENGINEER BRIGADE, AND THE UNITED STATES ARMY.

*Well done!*

  
ROBERT L. MCCLURE  
COL, EN  
Commanding

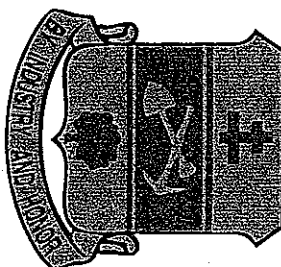
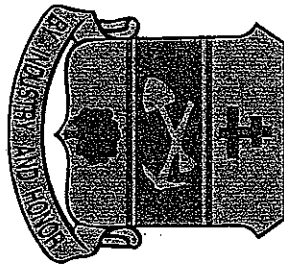
Office 23<sup>rd</sup> day of NOVEMBER 19 99

# Certificate of Achievement



## 317th Engineer Battalion

(Attach)



IS AWARDED TO  
SPECIALIST SHANE A. WEBER  
CHARLIE COMPANY, 317TH ENGINEER BATTALION

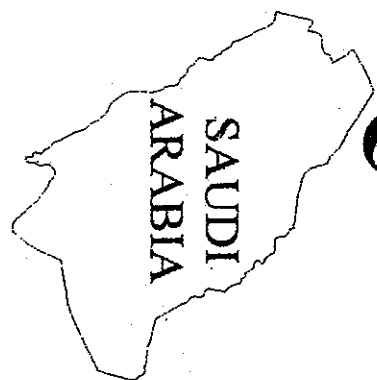
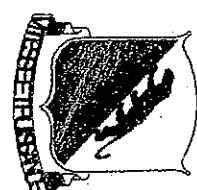
For MERITORIOUS SERVICE RENDERED AS A MEMBER OF 317TH EN BN, 3RD BRIGADE COMBAT TEAM, 24TH INFANTRY DIVISION (MECH) DURING OPERATION VIGILANT WARRIOR, CONDUCTED IN SOUTH WEST ASIA. DISPLAYING PERSEVERANCE IN THE FACE OF PERSONAL HARDSHIP AND MISSION CHALLENGES, THIS SOLDIER EXHIBITED THE SUPERB MILITARY PROFESSIONALISM AND VITAL TECHNICAL SKILLS NECESSARY TO ENSURE THE SUCCESS OF THE BUFFALO BATTALION. HIS CONTRIBUTION AND COMMITMENT TO EXCELLENCE REFLECTS GREAT CREDIT UPON HIMSELF, HIS UNIT AND THE UNITED STATES ARMY.

0930R 43300N 109399.41N 0430R 900R

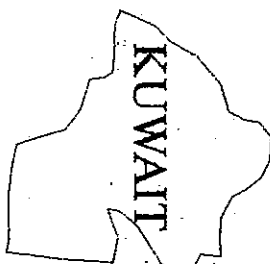
SAPERS FORWARD!  
KENNETH S. KASPRISIN  
LTC, EN  
COMMANDING




# OPERATION VIGILANT WARRIOR




ACHIEVEMENT  
IS AWARDED TO  
SPC SHANE A. WERST



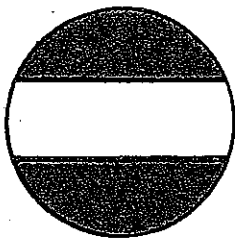
FOR OUTSTANDING PERFORMANCE OF DUTY WHILE ASSIGNED TO TASK FORCE 2-69 ARMOR DURING OPERATION VIGILANT WARRIOR, 9 OCTOBER 1994 - 8 DECEMBER 1994. YOUR COMMITMENT TO THE HIGHEST STANDARDS OF PROFESSIONAL EXCELLENCE CONTRIBUTED DIRECTLY TO OUR ABILITY TO PROJECT COMBAT POWER RAPIDLY AND DECISIVELY IN DETERING IRAQI AGGRESSION IN THE SOUTHWEST ASIA THEATER OF OPERATIONS.

  
ROBERT R. MCCORD  
CSM, USA  
COMMAND SERGEANT MAJOR

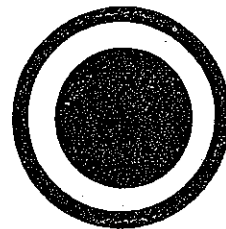
**"SPEED AND POWER"**

  
HAL M. DAVIS  
LTC, AR  
COMMANDING

# Primary Leadership Development Course



Be it known that



Specialist Shane A. Werst

has successfully completed the  
Primary Leadership Development  
Course

conducted by the  
US Army Noncommissioned Officer  
Academy I Corps

and is hereby declared

**GRADUATE**

In testimony thereof, this

**DIPLOMA**

is hereby awarded at  
Fort Lewis, Washington

on this the 9th day of August, 19 96

Command Sergeant Major  
Commandant

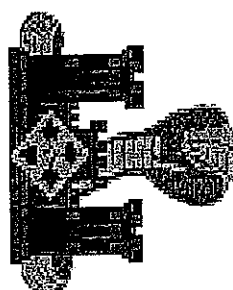
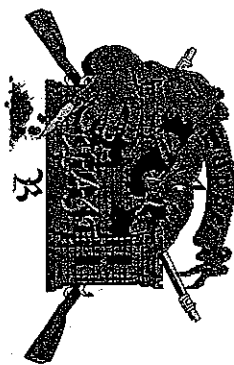
Lieutenant General, USA  
Commander  
I Corps and Fort Lewis



# The Vanguard Certificate of Achievement

is awarded to

SSG Shane A. Werst



For outstanding achievement while serving

with the 4<sup>th</sup> Engineer Battalion. Your

dedication to duty significantly enhanced the

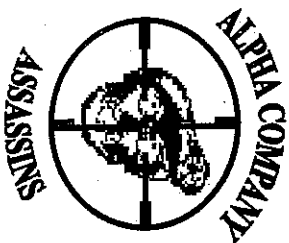
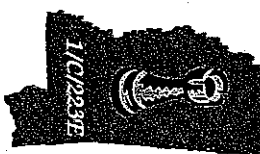
Vanguard Battalion efforts in securing Iraq.

Your exemplary performance is in keeping with

the highest traditions of military service and

reflects great credit upon you, the 4<sup>th</sup> Engineer

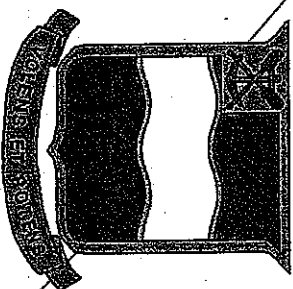
Battalion, and the United States Army.



*Md. Ki*

Gerald L. Kinloch

Command Sergeant Major



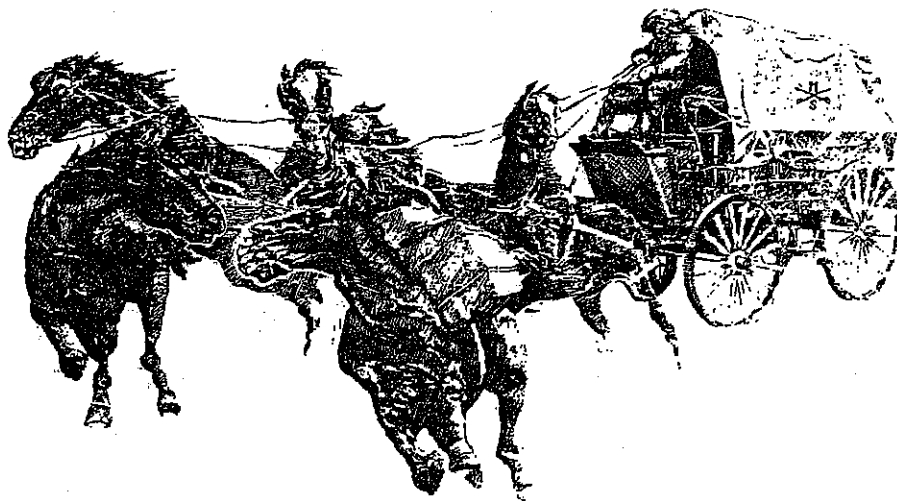
*Laura C. Loftus*

Laura C. Loftus

Battalion Commander

# PACKHORSE

SUPPORT SQUADRON  
11th ARMORED CAVALRY



## CERTIFICATE OF ACHIEVEMENT

Presented to

SPECIALIST SHANE A. WERST

58TH COMBAT ENGINEER COMPANY, SUPPORT SQUADRON

FOR MERITORIOUS ACHIEVEMENT, ON 6TH MARCH, WHILE SERVING AS A COMBAT CONSTRUCTION ENGINEER. SPC WERST'S MILITARY BEARING, KNOWLEDGE, AND EXPERTISE ESTABLISHED HIM AS THE SUPPORT SQUADRON SOLDIER OF THE QUARTER FOR SECOND QUARTER, FISCAL YEAR 1996. HIS OUTSTANDING PERFORMANCE REFLECTS GREAT CREDIT UPON HIMSELF, HIS UNIT AND THE UNITED STATES ARMY.

Awarded

4 APRIL 1996

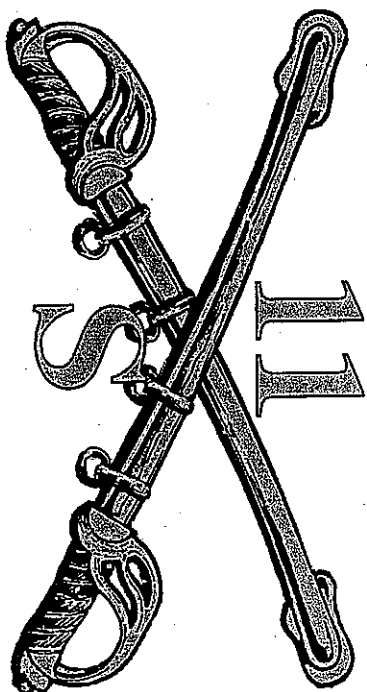
  
CRAIG O. SMITH, CSM  
Command Sergeant Major



10431

  
ALLEN FRENZEL, LTC, QM  
Commanding

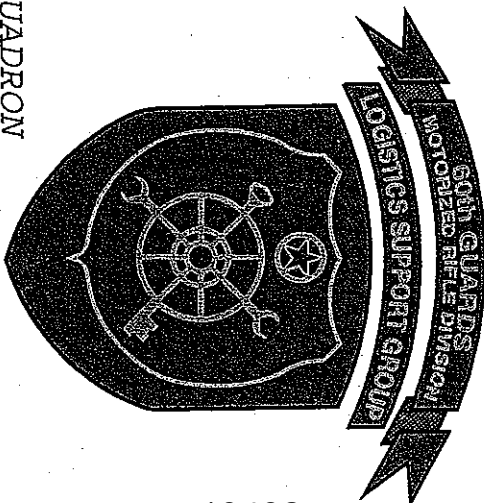
# Certificate of Achievement



Support Squadron  
11th Armored Cavalry Regiment

Fort Irwin, California  
"PACKHORSE"  
Awarded To

SPECIALIST SHANE A. WERST  
58TH COMBAT ENGINEER COMPANY, SUPPORT SQUADRON



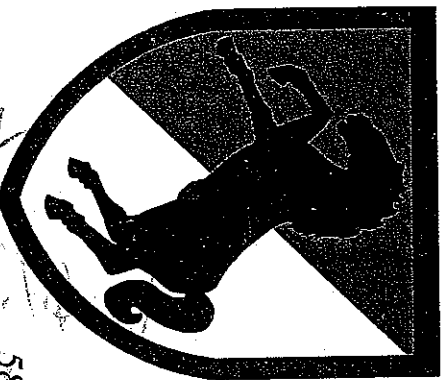
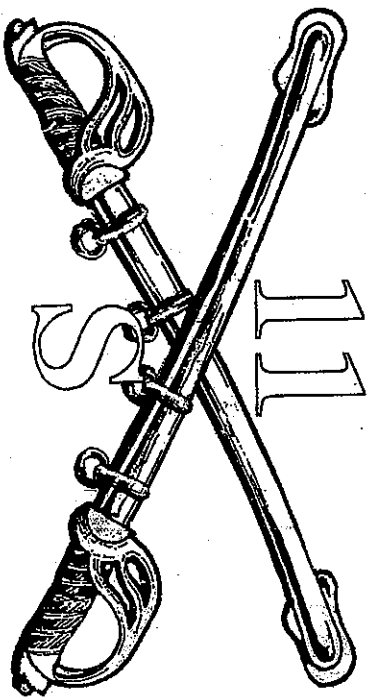
FOR MERITORIOUS ACHIEVEMENT, ON 6TH FEBRUARY 1996, WHILE SERVING AS A COMBAT CONSTRUCTION ENGINEER. SPC WERST'S MILITARY BEARING, KNOWLEDGE, AND EXPERTISE ESTABLISHED HIS AS THE SUPPORT SQUADRON SOLDIER OF THE MONTH FOR FEBRUARY 1996. HIS OUTSTANDING PERFORMANCE REFLECTS GREAT CREDIT UPON HIMSELF, HIS UNIT, AND THE UNITED STATES ARMY.

This <sup>3RD</sup> Day of <sup>APRIL</sup>, 19 <sup>96</sup>

*Allen Frenzel*  
ALLEN FRENZEL, LTC, QM, COMMANDING

10432

# Certificate of Achievement



Support Squadron  
11th Armored Cavalry Regiment

Fort Irwin, California

"PACKHORSE"

Awarded To

SPECIALIST SHANE WEST

58TH COMBAT ENGINEER COMPANY, SUPPORT SQUADRON

FOR SUCCESSFULLY COMPLETING THE 40 HOUR  
SQUADRON DRIVERS TRAINING COURSE

DA87  
to turn  
in as  
to

This 28TH Day of JULY, 19 95

KENZEL, LTC, COM, COMBAT ENGINEER