

FITNESS REPORT & COUNSELING RECORD (E7-O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) HAGGARD, CURTIS D			2. Grade/Rate ETCM		3. Desig SS		4. SSN [REDACTED]-7168		
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ ²⁶⁵ <input type="checkbox"/>		6. UIC 45997		7. Ship/Station CHNPERSUP WASHDC			8. Promotion Status REGULAR		9. Date Reported 97MAY13
Occasion for Report 10. Periodic <input checked="" type="checkbox"/> 11. Detachment of Individual <input type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>			Period of Report 14. From: 01APR16 15. To: 02APR15						
16. Not Observed Report <input type="checkbox"/>		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>			20. Physical Readiness P/WS		21. Billet Subcategory (if any) NA		
22. Reporting Senior (Last, FI MI) DIGAN, T.E.		23. Grade CAPT	24. Desig 1120	25. Title PROGRAM MGR		26. UIC 45997	27. SSN [REDACTED]		
28. Command employment and command achievements. Established and administered all personnel policies associated with the Navy's Nuclear Propulsion Program; planned and administered all Nuclear Field enlisted accession and pay programs.									
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) NUC ENL QC Nuclear Enlisted Quality Control: Principle Assistant to the Nuclear Enlisted Program Manager. Responsible for quality control of the nuclear-trained enlisted community, including: Screening personnel for instructor assignments, evaluating program enlistment waivers and awarding nuclear Navy Enlisted Classifications (NECs).									
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)			30. Date COUNSELED 01OCT01		31. Counselor R.E. PALISIN, CDR		32. Signature of Individual COUNSELED <i>[Signature]</i>		
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.									
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards				
33. PROFESSIONAL EXPERTISE: Professional proficiency, and qualifications. NOB <input type="checkbox"/>	-Lacks basic professional knowledge to perform effectively. -Cannot apply basic skills. -Fails to develop professionally or achieve timely qualifications.	-	-Has thorough professional knowledge. -Competently performs both routine and new tasks. -Steadily improves skills, achieves timely qualifications.	-	-Recognized expert, sought after to solve difficult problems. -Exceptionally skilled, develops and executes innovative ideas. -Achieves early/highly advanced qualifications.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
34. EQUAL OPPORTUNITY: Fairness, respect for human worth. NOB <input type="checkbox"/>	-Displays personal bias or engages in harassment. -Tolerates bias, unfairness or harassment in subordinates. -Lacks respect for EO objectives. -Interferes with order and discipline by disregarding rights of others.	-	-Always treats others with fairness and respect. -Does not condone bias or harassment in or outside of workplace. -Supports Navy EO objectives. -Contributes to unit cohesiveness and morale.	-	-Admired for fairness and human respect. -Ensures a climate of fairness and respect for human worth. -Pro-active EO leader, achieves concrete EO objectives. -Leader and model contributor to unit cohesiveness and morale.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
35. MILITARY BEARING/ CHARACTER: Appearance, Physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	-Consistently unsat appearance. -Unsatisfactory demeanor/conduct. -Unable to meet one or more physical readiness standards. -Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	-Excellent personal appearance. -Excellent demeanor or conduct. -Complies with physical readiness program, within all standards. -Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	-Exemplary personal appearance. -Exemplary representative of Navy. -A leader in physical readiness. -Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
36. TEAMWORK: Contributions to team building and team results. NOB <input type="checkbox"/>	-Creates conflict, unwilling to work with others, puts self above team. -Fails to understand team goals or teamwork techniques. -Does not take directions well.	-	-Reinforces others' efforts, meets personal commitments to team. -Understands team goals, employs good teamwork techniques. -Accepts and offers team direction.	-	-Team builder, inspires cooperation and progress. -Talented mentor, focuses goals and techniques for team. -The best at accepting and offering team direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
37. MISSION ACCOMPLISHMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission. NOB <input type="checkbox"/>	-Lacks initiative. -Unable to plan or prioritize. -Does not maintain readiness. -Fails to get the job done.	-	-Takes initiative to meet goals. -Plans/prioritizes effectively. -Maintains high state of readiness. -Always gets the job done.	-	-Develops innovative ways to accomplish mission. -Plans/prioritizes with exceptional skill and foresight. -Maintains superior readiness, even with limited resources. -Gets jobs done earlier and far better than expected.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

PERFORMANCE REPORT AND COUNSELING RECORD (E7-O6) (cont 'd) RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) HAGGARD, CURTIS D	2. Grade/Rate ETCM	3. Desig SS	4. SSN [REDACTED] 7168
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PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	-Fails to motivate, train or develop subordinates. -Fails to organize, creates problems for subordinates. -Does not set or achieve goals relevant to command mission. -Lacks ability to cope with or tolerate stress. -Inadequate communicator. -Tolerates hazards or unsafe practices. -Does not attend to welfare of subordinates.	-	- Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare.	-	- Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.
NOB <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	-Has difficulty attaining qualification expected for the rank or experience. -Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. -Warfare skills in specialty are below standards compared to others of same rank and experience.	-	-Attains qualifications as required and expected. -Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. -Warfare skills in specialty equal to others of same rank and experience.	-	-Fully qualified at appropriate level for rank and experience. -Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. -Warfare skills in specialty exceed others of same rank and experience.
NOB <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.	COB	CMC
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41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is Prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.

Master Chief Haggard's principle-centered leadership and proactive involvement in critical issues ensured the continued success of the Navy Nuclear Propulsion Program. (33, 38) Effective Program Manager. Administers all aspects of personnel programs for over 11000 Sailors with costs in excess of \$420M. Developed and implemented two changes to the policy for assignment of women. As Program Web Master, ensured sites were Section 508 (of the Rehabilitation Act) accessible.

- Human Resource Manager. Key contributor to manning and compensation improvements (each up 3%) and attrition reduction initiatives (down 6%) that have greatly improved personnel readiness, ensuring his communities' ability to fight the war on terrorism.
- Served as Department Information Systems Security Officer (ISSO) during the initial migration to the Navy & Marine Corps Internet.
- Experienced Policy Analyst. His analysis of promotion, selection and retention statistics turned raw data into meaningful information, clearly highlighting the policy options that have led to exceptional program success.
- Volunteers his time on the Board of Directors for the DC area Public Administration Professional Association (NCA Chapter of ASPA) and the U.S. Naval Institute.

Master Chief Haggard is committed to service, quality and productivity. He not only does things right, he does the right things--Right for his team and right for the Navy.


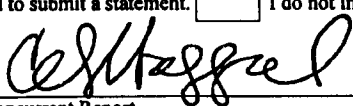
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL						X	MILITARY PERSONNEL PLANS AND POLICY DIVISION (N133) 2 NAVY ANNEX WASHINGTON DC 20370-0133
43. SUMMARY	<input checked="" type="checkbox"/>					1	

45. Signature of Reporting Senior <div style="font-family: cursive; font-size: 1.2em;">T.E. Dugan</div> <div style="text-align: right; margin-top: 10px;">14 Jun 02 Date:</div>	46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. <input type="checkbox"/> I do not intend to submit a statement. <input checked="" type="checkbox"/> <div style="font-family: cursive; font-size: 1.2em;">C. Haggard</div> <div style="text-align: right; margin-top: 10px;">Date: 14 Jun 2002</div>
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47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

Date:

FITNESS REPORT AND COUNSELING RECORD (E7-06) (cont 'd) RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) HAGGARD, CURTIS D		2. Grade/Rate ETCM		3. Desig SS		4. SSN [REDACTED]-7168	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards		
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals. NOB <input type="checkbox"/>	-Fails to motivate, train or develop subordinates. -Fails to organize, creates problems for subordinates. -Does not set or achieve goals relevant to command mission. -Lacks ability to cope with or tolerate stress. -Inadequate communicator. -Tolerates hazards or unsafe practices. -Does not attend to welfare of subordinates.	<input type="checkbox"/>	-Effectively motivates, trains and develops subordinates. -Organizes successfully, solves problems as they occur. -Sets/achieves useful, realistic goals which support command mission. -Performs well in stressful situations. -Clear, timely communicator. -Ensures safety of personnel and equipment. -Routinely considers subordinates' personal and professional welfare.	<input type="checkbox"/>	<input type="checkbox"/>	-Inspiring motivator and trainer, consistently builds winners. -Superb organizer, great foresight, gets ahead of problems. -Leadership achievements dramatically further command mission. -Perseveres through the toughest challenges and inspires others. -Exceptional communicator. -Makes subordinates safety-conscious, maintains top safety record. -Constantly improves the personal and professional lives of others.	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems. NOB <input checked="" type="checkbox"/>	-Has difficulty attaining qualification expected for the rank or experience. -Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. -Warfare skills in specialty are below standards compared to others of same rank and experience.	<input type="checkbox"/>	-Attains qualifications as required and expected. -Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. -Warfare skills in specialty equal to others of same rank and experience.	<input type="checkbox"/>	<input type="checkbox"/>	-Fully qualified at appropriate level for rank and experience. -Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. -Warfare skills in specialty exceed others of same rank and experience.	
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.				COB		CMC	
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is Prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case. Master Chief Haggard superbly serves as the senior enlisted advisor to the Nuclear Propulsion Program Manager for all enlisted personnel matters. Provided key leadership and timely input to a variety of personnel management proposals and initiatives. (33,36,37) As Nuclear Enlisted Quality Control Advisor he minimized nuclear program accession risk by carefully researching and evaluating over 1,300 entrance waivers during the recruitment of 600 at-risk future Sailors. Additionally, he screened the assignment of 700 advanced instructors and approved 125 Navy-CASH scholarships. (33,37) Frequently used his extensive information systems technology ability and served as the publisher of N133's web page. Assisted in the development, beta-testing and maintenance of several external webbed-based applications, such as CNRC CyberDEP module. (36,37) Developed and used in-depth statistical models to support policy and budgetary programming rate decisions. His detailed analysis, including several short-notice data requests, supported the planning and administration of annual Nuclear Field accession, continuation and special pay budgets of over \$78M. (35,38) Active in the greater Navy and civilian community where he was reelected to the U.S. Naval Institute Board of Directors and volunteered at the local public radio station. Master Chief Haggard is an active member of the Chief Petty Officer community and has an outstanding record of increasing responsibility in the Naval service.							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address MILITARY PERSONNEL PLANS AND POLICY DIVISION (N133) 2 NAVY ANNEX WASHINGTON DC 20370-0133
42. INDIVIDUAL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
43. SUMMARY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	
45. Signature of Reporting Senior  Date: 4/18/01				46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. <input type="checkbox"/> I do not intend to submit a statement. <input checked="" type="checkbox"/>  Date: 5/02/01			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report Date:							

1. Name (Last, First MI Suffix)

HAGGARD, CURTIS D

2. Grade/Rate

ETCM

3. Desig

SS

RCS BUPERS 1610-1

4. SSN

7168

PERFORMANCE TRAITS	1.0° Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0° Greatly Exceeds Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.
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NOB <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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COB

CMC

41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is Prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.

Master Chief Haggard's outstanding efforts and vision have ensured proper manning and administration of the Nuclear Field (NF) for years to come. His problem solving contributions frequently extended beyond the Nuclear Propulsion Program.

(33,37) Provided top-quality service to the Nuclear Enlisted Community Manager and to Fleet Sailors. Improved the submarine disqualification and NF LIMDU process; modified communication with Naval Personnel Command and other players such that turnaround time was reduced from 2 weeks to 3 days. Key player on several electronic media upgrade projects.

(33) Experience as Engineering Department Master Chief led to crafting a plan to improve the nuclear enlisted billet structure and manning on SSN 689 and SSN 21 Class submarines.

(36) Frequently conducted detailed analyses of complex data calls. Assisted closely in Community Management decisions through his insightful research and recommendations. By downloading "by name" data, he supported increased compensation, better utilization/detailing for Sailors, and more precise Community Management actions.

(36,37) Corrected NEC posting problems by working with nuclear training commands and CNET. Led to reduced pay problems and reduced roadblocks to reenlistments and incentive bonuses.

(35,38) Distinctly honored by his election to the U.S. Naval Institute Board of Directors. Master Chief Haggard is a superb member of the Chief Petty Officer community who's leadership and guidance have been invaluable to the continued success of the NF.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL						X	MILITARY PERSONNEL PLANS AND POLICY DIVISION (N133) 2 Navy Annex Washington, DS 20370-0133
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	0	0	1	

45. Signature of Reporting Senior

[Signature] Date: 4/15/20

46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. I do not intend to submit a statement.

[Signature] Date: 25 APR 2020

47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

Date:

FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd) RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) **HAGGARD, CURTIS D** 2. Grade/Rate **ETCM** 3. Desig **SS** 4. SSN **[REDACTED]-7168**

PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards
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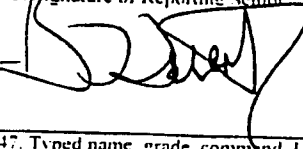
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School. COB CMC

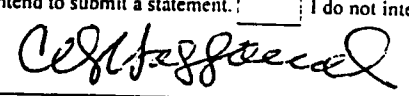
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is Prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.

Master Chief Haggard's continued enthusiasm, initiative and innovation significantly contributed to the success of the Nuclear Propulsion Program.

- Expertly developed enlistment waiver software and processing procedures for Navy Recruiting Command, enabling fully electronic waiver processing and significantly reducing nuclear field recruiter workload. Directly contributed to the vastly improved nuclear field recruiting posture. Critically reviewed and adjudicated over 2000 nuclear field enlistment waiver requests, ensuring the highest quality nuclear recruit input. (33, 36, 37)
- Proactive in maintaining the integration of nuclear propulsion program plans and policies with the enlisted distribution system in support of BUPERS move to Millington, TN. (33, 36, 37)
- Founded the DCNO(N1) Chief Petty Officer Association. (38)
- Superbly assisted the Enlisted Community Manager in all aspects of nuclear propulsion program personnel issues. His in-depth statistical data analyses directly influenced Navy policy and programming actions. (33, 36, 37)
- Outstanding demeanor and appearance. Scored an Excellent on the PRT. (35)

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL						X	Deputy Chief of Naval Operations (M&P) (N133) 2 Navy Annex Washington, DC 20370
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	0	0	1	

45. Signature of Reporting Senior:  Date: **13 APR 99**

46. Signature of Individual Evaluated: "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. I do not intend to submit a statement.  Date: **15 APR 99**

47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

Date:

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

RCS BUPERS 1610-1

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COB

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41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

ETCM Haggard is an outstanding Master Chief. His innovation, forward thinking, and initiative significantly contributed to the Nuclear Enlisted Community's continued success. ETCM Haggard is personally responsible for the Nuclear Propulsion Program quality control for nuclear instructor assignments and recruit program waivers.

*33, 36, 37: Thoroughly researched and implemented meaningful changes to nuclear field entry requirements, ensuring only the most highly qualified personnel are selected for the nuclear program. Working directly with Recruiting Command and Recruit Training Command, ETCM Haggard personally screened and adjudicated over 1000 enlistment waiver requests. Instituted policy changes that improved recruiter efficiency and streamlined the recruiting process.

*33, 37: Expertly evaluated over 700 nuclear instructor assignment requests, ensuring that only the most highly capable and qualified nuclear-trained enlisted personnel were assigned to this extremely demanding and important duty. I trust his judgement completely.

- A leader in physical fitness. Fully complied with Navy's PRT program.
- Awarded the Navy Achievement Medal for service onboard USS HYMAN G. RICKOVER (SSN 709).

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address Deputy Chief of Naval Operations (M & P) (N133) 2 Navy Annex Washington, DC 20370-5000
42. INDIVIDUAL						<input checked="" type="checkbox"/>	
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	0	0	1	

45. Signature of Reporting Senior

 Date: **17 APR 98**

46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement."
 I intend to submit a statement. I do not intend to submit a statement.

 Date: **17 APR 98**

47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

Date:

PERFORMANCE REPORT & COUNSELING RECORD (E7 - O6) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) HAGGARD, CURTIS D	2. Grade/Rate ETCM	3. Desig SS	4. SSN [REDACTED]-7168
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PERFORMANCE TRAIT	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 	-	<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 	-	<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.
NOB <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 	-	<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 	-	<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.
NOB <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, WO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School. CMC

41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

This evaluation is submitted on the occasion of Master Chief Haggard's transfer to the Bureau of Naval Personnel (PERS 241). He has been a key contributor to the success enjoyed by RICKOVER, including the selection as Submarine Squadron EIGHT Battle Efficiency "E" winner for 1996.

- He was one of the key supervisors during a highly successful Scheduled Preservation Coordinated Effort period.
- Performed admirably as a Drill Team Member during the preparation for and conduct of a Tactical Readiness Evaluation. His efforts directly contributed to the grade of Excellent received on this demanding inspection.
- Manages a cross-qualification program which has significantly increased the flexibility of the Engineering Department's watchbill and quality of life.
- Performed as a drill monitor for a recent Operational Reactor Safeguards Examination. Again, his actions directly contributed to the superb results achieved on this arduous examination.

Master Chief Haggard is a "can do" leader whose positive attitude and quest for excellence set him apart from his peers. He has been a valuable asset to the command and he possesses unlimited potential for continued success.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER USS HYMAN G RICKOVER FPO AE 09586-2389
42. INDIVIDUAL					<input checked="" type="checkbox"/>		
43. SUMMARY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

45. Signature of Reporting Senior: Date: 4/10/97

46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement I do not intend to submit a statement Date: 10 APR 97

47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

Date:

BUSINESS REPORT & COUNSELING RECORD (E7 - O6) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) HAGGARD, CURTIS D		2. Grade/Rate ETCS		3. Desig SS		4. SSN ██████████-7166	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards		
38. LEADERSHIP: organizing, motivating and developing others to accomplish goals.	<ul style="list-style-type: none"> - Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates. 		<ul style="list-style-type: none"> - Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare. 		<ul style="list-style-type: none"> - Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatic by further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others. 		
NOB <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	<ul style="list-style-type: none"> - Has difficulty attaining qualification expected for rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Below others in knowledge and employment. - Warfare skills in specialty are below standards compared to others of same rank and experience. 		<ul style="list-style-type: none"> - Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience. 		<ul style="list-style-type: none"> - Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience. 		
NOB <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LBO, Dept Head, XO, OIC, CO, Major Command, War College, PG School. **CMC**

41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. No numerical ranking permitted. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 pitch (10 to 12 point) only. Use upper and lower case.

This evaluation is submitted on the occasion of Senior Chief Haggard's promotion to Master Chief Petty Officer. He is an excellent non-commissioned officer whose commitment permeates everything he does.

- An equal opportunity leader. His positive attitude is infectious throughout the command. Scored excellent on the Physical Readiness Test.
- Rapidly requalified Engineering Watch Supervisor, Engineering Duty Petty Officer and Reactor Operator adding flexibility to the engineering watchbill. His dedication and talents have vastly improved the Engineering Department administration. He rewrote numerous procedures and improved the conduct and administration of shipboard training with outstanding results.
- Guided the Engineering Department through a demanding, extended Northern Atlantic deployment and an Operational Reactor Safeguards Examination. Despite a personnel turnover rate of sixty percent, the department performed admirably. He was directly responsible for the vast improvement in the Engineering Logroom area on the examination. Additionally, he was instrumental in instituting a cross-qualification program which led to an unprecedented five-section duty rotation for the Engineering Department.

Senior Chief Haggard's performance as Engineering Department Enlisted Advisor has been excellent. He possesses unlimited potential for continued success in all endeavors.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL					<input checked="" type="checkbox"/>		COMMANDING OFFICER USS HYMAN G RICKOVER FPO AE 09586-2389
43. SUMMARY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

45. Signature of Reporting Senior: *[Signature]* Date: **4/30/96**

46. Signature of individual evaluated. "I have seen this report, been apprised of my performance, and understand my right to make a statement." I intend to submit a statement I do not intend to submit a statement

[Signature] Date: **30 APR 96**

47. Report name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

50. MEMBER'S LAST NAME, INITIALS

HAGGARD, C D

51. SSN

-7168

PERIOD OF REPORT

52. FROM 95APR28

53. TO

95SEP30

54. DUTIES AND RESPONSIBILITIES

PRI: Engineering Department Enlisted Advisor-2. Enroute Travel:
95APR28-95JUL30.

55. SPECIAL ACHIEVEMENTS

Completed the Navy Senior Enlisted Academy course.

56. EVALUATION COMMENTS

Senior Chief Haggard is a mature leader with unlimited potential. Since arriving on board, his infectious, positive "can do" attitude has noticeably improved the morale and performance of the Engineering Department. Specific accomplishments during his short period onboard include:

- Professional Leader. Made significant strides in improving the professional development and administrative record keeping for the engineering department. He has already made positive and lasting changes in the operation of the ship and the quality of life of the crew.

- Superb performance as Tactical Readiness Evaluation Drill Coordinator. Although on board for only two weeks, he overhauled the ship's casualty drill program. As a direct result of his efforts, RICKOVER was evaluated above average overall, and excellent in presenting casualty drills.

- Navy Senior Enlisted Academy Honor Graduate: Selected from his group to graduate with military excellence. Four Command Master Chiefs selected him as the Senior Chief Petty Officer or Master Chief Petty Officer who best displayed the traits of a professional Master Chief Petty Officer.

- Graded excellent on all physical readiness tests.

Senior Chief Haggard is an exceptional leader and manager. His thoughtful mature judgement and even-handed forcefulness will make him a mainstay of this command and the Engineering Department. He is most highly recommended for early promotion to Master Chief Petty Officer and any program leading to a commission.

RETENTION: Recommended

*Senior Chief Haggard is a superb CPO!
A must select for Master Chief / COP / CMC!
J. Walsh COP, USN*

54 DUTIES AND RESPONSIBILITIES

PRI: Reactor Controls Division LCPO - 7, Electronics Technician Maintenance School (ETMS) Supervisor - 7, Instructed Reactor Principles, Basic Electronic Test Equipment. Supervised seven PO1'S. COLL: Command Instructional Skills Evaluator - 7

55 SPECIAL ACHIEVEMENTS

Awarded NAVY AND MARINE CORPS COMMENDATION MEDAL.
Completed Correspondence Courses: Navy Correspondence Manual (13091), Naval Safety Supervisor (10808-2).
Completed Department of Labor Apprenticeship for Electronics Maintenance.

56 EVALUATION COMMENTS

This Evaluation is submitted on the occasion of Senior Chief Haggard's transfer to USS HYMAN G. RICKOVER as Engineering Department Enlisted Advisor

Senior Chief Haggard's performance in all areas is superlative. His meticulous attention to detail, outstanding leadership and managerial skills are without equal. His efforts and contributions have vastly improved the operation of the engineering department and the command. Specific accomplishments include:

DEDICATED AND INNOVATIVE LEADER

- * Inspires pride and professionalism. Two members of his division have been selected as Sailor of the Quarter and one Instructor of the Quarter.
- * Leads by example. Active in the chief petty officer community. He has avidly supported base and command chief petty officer associations.
- * Promoted educational programs. His efforts resulted in five individuals participating in the Navy Apprenticeship Program.

EXCEPTIONAL MANAGERIAL SKILLS

- * Implemented innovative changes that resulted in a 22% increase in the number of students attending Electronics Technician Maintenance School with no additional cost.
- * Zero deficiencies in his areas of responsibility during recent CNET Inspector General Inspection.

UNPARALLELED TECHNICIAN

- * Designed and created a complex trainer. Utilizing various resources he produced a highly effective training aid at a savings in excess of \$100,000.
- * Coordinated the installation of three complex nuclear ship alterations, ahead of schedule.

Senior Chief Haggard is totally dedicated to the mission of the command. He aggressively seeks out methods to make improvements. His keen insight, sound judgement, superior technical skills and administrative capabilities make him a truly outstanding Senior Chief. He has my absolute strongest recommendation for advancement to Master Chief and assignment to billets of increased responsibility.

I would Build My Engineering Department around This Senior Chief. He is a leader of any group he participates/assigned to.

RETENTION: RECOMMENDED

HAGGARD, C B
54 DUTIES AND RESPONSIBILITIES

7168

93OCT01

94SEP30

Assigned to the Engineering Training Department, Reactor Controls Division. PRI: Electronics Technician Maintenance School (ETMS) Supervisor-12 and Reactor Controls Division Officer-7. Instructor for Reactor Principles (RP) and Basic Electronic Test Equipment (BETE) courses. Supervised two CPOs and ten POs; responsible for the ~~curricula, safety and administration of ten courses and seven nuclear equipment training~~

55 SPECIAL ACHIEVEMENTS
Qualified RP & BETE. Attended: CMC NAVLEAD (38204), CPR, RP (1-661-0042), BETE (A-198-0054). Awarded fourth Good Conduct Medal. Completed correspondence courses: Naval Orientation (82966), Watch Officer (10719-C), Management Fundamentals for SGPO & MCPO

56 EVALUATION COMMENTS
SENIOR CHIEF HAGGARD IS AN OUTSTANDING PROFESSIONAL. He vigorously pursues additional responsibilities and his performance continually exceeds my expectations. Specific accomplishments include:

TEAM LEADER. DEDICATED CO-WORKER. LOYAL FOLLOWER.

- Founded the NAVSUBASE CPO Leadership Essay Contest. Served as the 1994 CPO Ball chairperson.
- Initiated a monthly seminar for submarine CPOs, promoting professional development. Submarine Group 10 comment: Outstanding and effective.
- Pioneered the "Home Free Program," which reduced the number of alcohol-related automobile incidents on the submarine base by 20 percent.
- Fostered the reenlistment of three of four eligible personnel.

MATURE JUDGMENT. SUCCESS ORIENTED. EFFICIENT MANAGER.

- Cross-qualified the division in two courses to better utilize manpower.
- Reduced the amount of test equipment by sixty-five items, SAVING \$85,000 in calibration expenditures.
- Acquired two no-cost electronic controllers, valued at \$140,000, which greatly enhanced training on high-power systems.
- Maintained custody of 400 items of classified material, with no security infractions.

UNRIVALED INNOVATOR. FORWARD THINKING. EFFECTIVE INSTRUCTOR.

- Developed a computer spreadsheet to analyze test items and provide objective feedback. Accepted for use by Naval Reactors. Test scores improved 6 percent.
- Responsible for the certification of two Master Training Specialists.
- Revised four ETMS lesson plans which shortened course length by two days.
- Taught twenty-one ETMS students, twenty-nine BETE students, and twenty-three RP students with zero failures.

ENTHUSIASTIC PROFESSIONAL. INSPIRES CONFIDENCE. HIGHLY RESPECTED.

- Designed and built two complex system simulators using repair parts and discarded components from submarines at a total cost SAVINGS OF \$61,000.
- Created an evaluated troubleshooting training session, allowing submarine crews to better conduct and evaluate underway engineering casualty control drills.
- Graded "Excellent" on both Physical Readiness Tests. Started a physical training program two months ahead of schedule. Received a Presidential Sports Award.
- Tutored seven high school math students for ninety hours in support of the command's Partnership in Excellence Program. Selected as a science fair judge.

UNLIMITED POTENTIAL. THRIVES ON CHALLENGE. Senior Chief Petty Officer HAGGARD has my strongest possible personal recommendation for immediate selection to Master Chief Petty Officer, and any program leading to a commission. **PROMOTE NOW.**

BLOCK 54 CONT: labs. **WATCH:** Command Duty Officer-12. **COLL:** Command and Department Instructional Skills Evaluator-12, Department Executive Steering Group member-7 and Quality Advisor-5.

BLOCK 55 CONT: (80049). Selected as the 1993 Valdosta State University "Graduate Student of the Year."

RETENTION: Recommended.

50 MEMBER'S LAST NAME, INITIALS HAGGARD, C D	51 SSN [REDACTED] 7168	PERIOD OF REPORT 52 From 93APR23 53 To 93SEP30
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54 DUTIES AND RESPONSIBILITIES

Assigned to the Engineering Training Department, Reactor Controls Division. PRI: Reactor Controls Division Officer-5, and the Electronics Technician Maintenance School (ETMS) Supervisor-5. Supervised three Chief Petty Officers and nine First Class Petty Officers; responsible for the curricula, safety, and administration of ten courses of instruction and seven nuclear equipment training labs. WATCH: Command Duty Officer-5. COLL:

55 SPECIAL ACHIEVEMENTS

Graduated from The Valdosta State University with a MASTER OF PUBLIC ADMINISTRATION Degree, with a GPA of 3.9. Qualified: TRIDENT Training Facility Command Duty Officer, ETMS (Reactor Operator "C" School) instructor, and CPR. Completed: Total Quality

56 EVALUATION COMMENTS

Senior Chief Haggard is a strong and tactful leader. He inspired personnel to set and achieve goals to maximize readiness. He continually displayed **MATURE JUDGMENT** and **EXCEPTIONAL INITIATIVE** in demanding positions of authority and responsibility. Specific accomplishments include:

INSPIRING LEADER.

- Launched his department's Executive Steering Committee and Quality Management Board, with outstanding results.
- Organized the Kings Bay Submarine Base Chief Petty Officers' Association, as the Treasurer and charter membership coordinator.
- Focused his division toward continually improving the quality of fleet training through an aggressive program of divisional goal setting and goal achieving.
- Fostered the reenlistment of all three eligible divisional personnel.

JUDICIOUS MANAGER.

- Designed digital interface cabinets for the latest generation of electronic systems changes which involved the design and fabrication of three training simulators. This required an exceptional knowledge of electronics and integrated engineering plant operations well beyond the E-8 level.
- Managed and maintained daily custody of over 400 volumes of classified material, with zero security infractions.

SUPERLATIVE LEADER.

- Developed a team of Master Training Specialists, resulting in the most highly qualified division in the department.
- Enacted quality in-rate professional training, resulting in all Petty Officers advanced or selection board eligible.
- Strengthened training by installing five engineering changes in the nuclear labs. Existing equipment has been revised, and newer equipment has been installed.

Senior Chief Haggard continually displays an **ENVIALE STANDARD** of **EXCELLENCE** placing him in the forefront of his peers. His **HIGHLY MOTIVATED** and **METICULOUS** personal involvement in the daily functions of his division has significantly improved the quality and effectiveness of training, ensuring optimum fleet readiness. **SENIOR CHIEF HAGGARD HAS MY HIGHEST POSSIBLE PERSONAL RECOMMENDATION** for early selection to Master Chief Petty Officer, and programs leading to a commission.

BLOCK 54 CONT: Department Instructional Skills Evaluator-5, Quality Management Board and Executive Steering Group Recorder-5.

BLOCK 55 CONT: Leadership Team Skills and Methods for Managing Quality courses of instruction.

RETENTION: Recommended.

54 DUTIES AND RESPONSIBILITIES

PRI: Assigned to the Engineering Training Department as Reactor Controls Division Officer and the Electronics Technician Maintenance School (ETMS) Supervisor-7. Supervised three Chief Petty Officers, eight First Class Petty Officers, and one Second Class Petty Officer. Responsible for the curricula, safety, and administration of ten courses of instruction and seven nuclear equipment training laboratories. WATCH: Duty

55 SPECIAL ACHIEVEMENTS

Qualified: TRIDENT Training Facility Duty Officer and ETMS (Reactor Operator "C" School) instructor. Completed the following correspondence courses: Principles of Naval Engineering, Parts I & II, and Watch Officer (NET 10507-5, 10508-4, and 10719-C).

56 EVALUATION COMMENTS

This evaluation is written on the occasion of Chief Haggard's frocking to Senior Chief Petty Officer.

Chief Haggard has motivated his shipmates, **ESTABLISHED HIGH STANDARDS**, and maximized the effectiveness of the Reactor Controls Division. Due to his ability to develop his subordinates to their utmost potential, they are routinely selected for Instructors/Sailors-of-the-Quarter. Specific accomplishments include:

UNSURPASSED LEADER

- Due to his record of immaculate accountability, he was elected as the first Treasurer of the Kings Bay Submarine Base Chief Petty Officers' Association.
- Initiated the marketing of curricula to all nuclear commands in the Atlantic which resulted in an increase in student assignment of 19 percent.
- Fostered the reenlistment of all eligible divisional personnel.

ACCOMPLISHED SUPERVISOR

- Improved the quality of instruction in the ETMS by updating the configuration management of all nuclear laboratories.
- Managed and maintained custody of over 400 volumes of classified material daily with zero security infractions.

DYNAMIC INSTRUCTOR AND EXPERT TEACHER

- Worked to encourage a team of Master Training Specialists, resulting in the most highly trained division in the department.
- Developed quality in-rate training. Each lesson directly correlated to shipboard systems, resulting in all First Class Petty Officers being selection board eligible for Chief Petty Officer.

RESOURCEFUL TECHNICIAN

- Supervised four sensitive repair efforts, and implemented the development of the digital interface cabinets for the latest generation of electronic systems changes.
- Enrolled (with 30 percent completion) in the Navy National Apprenticeship Program with the Labor Department as an apprentice Electronics Mechanic.

MASTERS LEVEL COLLEGE EDUCATION

- Pursuing a Master of Public Administration Degree (now 80 percent complete) from Valdosta State University. Maintaining an "A" average.

Chief Haggard has performed his duties in an exceptional fashion. His efforts on the department's Executive Steering Committee and Quality Management Board have been outstanding. This Chief Petty Officer has **UNLIMITED POTENTIAL**. Chief Haggard has my strongest possible recommendation for continued advancement and for any program leading to a commission.

BLOCK 54 CONT: Officer-7.

RETENTION: Recommended.

50 MEMBER'S LAST NAME, INITIALS

51 SSN

PERIOD OF REPORT

HAGGARD, C D

-7168

52 From

92APR02

53 To

92SEP30

54 DUTIES AND RESPONSIBILITIES -

PRI: Assigned to the Engineering Training Department as Reactor Controls Division Officer and Electronics Technician Maintenance School (ETMS) Supervisor-1. Supervised two Chief Petty Officers, seven First Class and one Second Class Petty Officer; responsible for the curricula, safety, and administration of ten courses of instruction and seven nuclear equipment training labs. **WATCH:** Duty Officer-2. **COLL:** Department

55 SPECIAL ACHIEVEMENTS

Qualified: Duty Officer and ETMS instructor. Requalified CPR. Completed: Group Paced Instructor Training, Advanced Instructor Training, Sexual Harassment Awareness Training, Total Quality Leadership Training, and Navy Rights and Responsibilities courses of

56 EVALUATION COMMENTS

Chief HAGGARD has become an immediate authority at TRIDENT Training Facility. Although onboard only a short time, he has completed all instructor qualifications and mastered the intricate skills required for the ETMS and the nuclear equipment labs. He possesses all of the traits of a **SUPERIOR LEADER, MANAGER, AND ADMINISTRATOR.** Specific accomplishments include:

PEERLESS LEADER AND TEAM PLAYER.

- Upgraded divisional personnel administration. All individuals are now advancement ready, with improved opportunities for greater responsibilities.
- Fostered the re-enlistment of all eligible divisional personnel.

ADAPTABLE AND PERCEPTIVE MANAGER AND ADMINISTRATOR.

- Identified, tracked, and corrected over a dozen curriculum errors, resulting in an improved quality of the ETMS course of instruction.
- Managed and maintained custody of over 400 volumes of classified material daily, with zero security discrepancies.

ENERGETIC INSTRUCTOR AND MASTER TRAINER.

- Proven veteran instructor. As a Master Training Specialist, he instituted an innovative program to inspire a divisional team of Master Training Specialists.
- Vigorously encouraged resourceful training; each lesson directly correlated to submarine reactor plant design, thereby increasing student comprehension.

MATCHLESS TECHNICAL EXPERT.

- Displayed a phenomenal comprehension of electronic instrumentation and control equipment design. Students understood the most complex circuits, with higher retention.
- Enrolled in the Navy National Apprenticeship Program with the Labor Department as an apprentice Electronics Mechanic.

MASTER OF PUBLIC ADMINISTRATION DEGREE.

- Pursuing a Master's from Valdosta (GA) State College. Maintaining an "A" average.

Chief HAGGARD has executed his duties in a truly superb fashion. His total **DEPENDABILITY, LOYALTY,** and qualities as a **LEADER** are his hallmarks. He is eagerly assuming the most demanding responsibilities the Navy can offer. **CHIEF HAGGARD HAS MY STRONGEST POSSIBLE RECOMMENDATION FOR IMMEDIATE ADVANCEMENT TO SENIOR CHIEF ELECTRONICS TECHNICIAN,** and any program leading to a commission.

BLOCK 54 CONT: Quality Management Board Member-1. **TRAVEL:** 92APR02.

BLOCK 55 CONT: instruction, and the Naval Safety Supervisor correspondence course (NAVEDTRA 10808-2). Awarded the secondary NEC of 9502.

RETENTION: Recommended.

54 DUTIES AND RESPONSIBILITIES

PRI: Reactor Controls LCPO-6. Supervises 8 men. WATCH: Engineering Watch Supervisor-6, Engineering Duty Petty Officer-6, and Reactor Operator-6. DEPLOYMENT: One Trident II (D-5) Strategic Deterrent Patrol.

55 SPECIAL ACHIEVEMENTS

Awarded: Second Navy Achievement Medal, COMSUBRON 20 Battle Efficiency "E". Completed the CPO Navy Leader Development course.

56 EVALUATION COMMENTS

This evaluation is submitted on the occasion of Chief HAGGARD's transfer to Trident Training Facility, Kings Bay, GA. Chief HAGGARD is dedicated to quality and sponsors only superior performance. His inordinate technical expertise and matchless teaching ability are responsible for the outstanding accomplishments and qualifications of his division. Specific accomplishments include:

*Proficient Watchstander.

- Demonstrated exceptional watchstanding expertise as Engineering Watch Supervisor for the Operational Reactor Safeguards Examination (ORSE).
- Chosen Battle Stations Engineering Watch Supervisor based on his proven leadership abilities and sustained performance under stress.

*Superior Administrator.

- Coordinated the flawless upkeep of Reactor Controls Division's records. Inspections routinely document zero defects.
- Upgraded the divisional troubleshooting guides maximizing their effectiveness. This contributed significantly to the division's outstanding troubleshooting and repair performance during ORSE.

*Exceptional Supervisor.

- Implemented a "No-Delinquent" qualification program that has since become the PENNSYLVANIA standard. His division has the best qualification status on the ship.
- Led an undermanned division through an arduous refit to successful early completion.

*Gifted Technician.

- Supervised the troubleshooting and repair of major reactor controls components both inport and at sea. Phenomenal technical expertise.
- Possesses an uncanny ability to train young technicians while simultaneously conducting expedient repairs.

*Civic Minded.

- Active in local Masonic Lodge.
- Volunteer tutor in a local middle school.

Chief Petty Officer HAGGARD is a meticulous administrator whose attention to detail is unsurpassed. Through in-depth planning and flawless execution, he supervises all tasks assigned to Reactor Controls Division with outstanding results. Promote him in advance of his peers -- ADVANCE CHIEF HAGGARD TO SENIOR CHIEF NOW! He is also highly recommended for selection under the Chief Warrant Officer program.

RETENTION: Recommended.



54 DUTIES AND RESPONSIBILITIES

PRI: Reactor Controls Division LPO-12. Supervises 7 men. WATCH: EWS-12, EDPO-12. COLL: Ships Calibration Coordinator-10, Reactor Plant Change coordinator-12. DEPLOYMENT: Two Trident II D5 Strategic Deterrent Patrols.

55 SPECIAL ACHIEVEMENTS

Earned Bachelor of Science in Psychology. Graduated Electrostatic Sensitive Devices Control Course. Completed Navy Financial Management Courses. Qualified Quality Assurance Inspector and expert .45

56 EVALUATION COMMENTS

Chief Haggard is one of the most outstanding Chief Petty Officers on board. Unsurpassed technical knowledge and tenacious accuracy and efficiency place him above his peers. Specific accomplishments include:

- SEASONED WATCHSTANDER. His maturity and operational experience are the key elements of his excellent performance as Engineering Watch Supervisor during the ship's second Above Average Operational Reactor Safeguards Examination. My Battle Stations Engineering Watch Supervisor during the Tactical Readiness Evaluation based on his sustained leadership and confidence under stress.
- OUTSTANDING AND UNIQUELY TALENTED ADMINISTRATOR. Highest standards for administrative excellence. Perceptive and detailed evaluations result in consistently flawless records. Demands perfection but guides subordinates in a learning environment. Entire ship's operational effectiveness enhanced by EXEMPLARY ADMINISTRATION of the ship's calibration program.
- EXCEPTIONAL LEADER. Successfully led his undermanned division through an arduous refit and challenging patrol. His ability to anticipate problems and develop resolutions is superb.
- EXPERT TECHNICIAN. Received a SUBLANT Letter for the sustained operational readiness of his equipment and the development of a Reactor Controls troubleshooting guide that has become the ATLANTIC TRIDENT FLEET STANDARD. Without equal in the area of Reactor Controls. Challenging repairs to the nuclear instrumentation, reactor protection and steam generator water level control systems attest to his innate knowledge and troubleshooting skills. A key player in the Squadron Engineering "E" awarded for operational readiness.
- BEST INSTRUCTOR. Animated and articulate. Instructional techniques are informative and thought provoking. Assigned and successfully presented the most challenging topics. Ship's Reactor Operators are of the highest caliber as a result of his personal instruction.
- Recently completed Bachelors of Science degree and immediately enrolled in a Masters Program.
- ACTIVE CITIZEN. Tutors Middle School students. Active in Masonic Lodge.

Chief Haggard is an organizer. His ability to assimilate data and provide an effective plan is uncanny. A versatile and broadly talented Chief Petty Officer, his potential will best be realized in supervisory positions of greater responsibility as either a Senior Chief or a Commissioned Officer.

Block 56 Cont'd: caliber pistol. Requalified CPR. Received COMSUBLANT Letter of Commendation.

RETENTION: Recommended

