

1. Name (Last, First MI Suffix) PFEIFER, GERALD K		2. Grade/Rate LCDR		3. Desig 1120		4. SSN (b)(6)	
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ 265		6. UIC 21831		7. Ship/Station SSN-772 GREENEVILL		8. Promotion Status SELECTED	
9. Date Reported 99OCT26		10. Periodic <input checked="" type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>		14. From: 99NOV01		15. To: 00OCT31	
16. Not Observed Report <input type="checkbox"/>		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) (b)(6)		23. Grade CDR		24. Desig 1120		25. Title CO	
26. UIC 21831		27. SSN (b)(6)					
28. Command employment and command achievements. Eastern Pacific Deployment-4, Bilateral Deep Submergence Rescue Vehicle (DSRV)/Mother Submarine (MOSUB) Operations-1, Upkeep/Local Area Operations-5, ORSE-1, SRA-2. COMSUBRON ONE Tactical "T", Administrative "A", Medical "M" & Golden Anchor Retention award for 99.							
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) XO Executive Officer-12. Supervises a crew of one hundred forty men (14 officers and 126 enlisted) in the operation of a nuclear powered LOS ANGELES class Fast Attack submarine. Watch: (at sea) Command Duty Officer-12.							
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date Counseled 00APR30		31. Counselor (b)(6)		32. Signature of Individual Counseled Gerald K. Pfeifer	

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.
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.
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, 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.
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.
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.

18
OF

FITNESS REPORT AND COUNSELING RECORD (E7-O6) (Front 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) PFEIFER, GERALD K	2. Grade/Rate LCDR	3. Desig 1120	4. SSN 216003
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PERFORMANCE TRAITS	1.0* Below Standards	2.0 Progressing	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.		- 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.
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems. NOB <input 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.		- 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.

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.	COMMAND AT SEA	FLAG EA
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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.

NUMBER ONE RANKED XO IN SUBMARINE SQUADRON ONE. A MUST SELECT FOR COMMAND

* (33,35) READY FOR COMMAND. Performed flawlessly as CDO during the conduct of operations vital to national security while deployed. Under his direction, the ship achieved all mission objectives. A gifted tactician and operator, he possesses an unsurpassed understanding of ship design and operations that has proven invaluable in the supervision of complex operations and an arduous Selected Restricted Availability.

* (34,36) INSPIRATIONAL LEADER and MENTOR. Driving force behind command retention and crew advancement. Helped two crewmembers earn commissions under the Seaman to Admiral Program, maintained 100% Wardroom retention, the awarding of more than \$750,000 in reenlistment incentive bonuses (SRB) and the receipt of the Golden Anchor retention award.

* (37,38,39) TACTICAL EXPERT and TEAM BUILDER. Employed ship sensors with the skill of a seasoned CO achieving a perfect score of seven hits on an instrumented torpedo range, an overall grade of "Above Average" on a recent TWP and a second consecutive SUBRON ONE Tactical "T" award. The strongest XO I have observed or served with in my 20-year career.

* (38) AWARDED A SIXTH NAVY COMMENDATION MEDAL. Implemented one of the best radiation health programs on the waterfront. Recipient of the Medical "M" and Administrative "A" for his keen managerial skill and administrative ability. Enforced high standards, ship-wide, which lead to unprecedented levels in crew efficiency. MUST SELECT FOR COMMAND OF AN SSN!

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER USS GREENEVILLE (SSN 772) FPO AP 96666-2428
42. INDIVIDUAL						X	
43. SUMMARY	X	0	0	0	0	1	

45. Signature of Reporting Senior <i>[Signature]</i> Date: 15 Nov 2000	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"/> <i>[Signature]</i> Date: 11/15/00
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47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

EXHIBIT 72
PAGE 2 OF 18

FITNESS REPORT & COUNSELING RECORD (E7-O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) PFEIFER, GERALD K		2. Grade/Rate LCDR	3. Desig 1120	4. SSN (6)(6) J
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>	6. UIC 21831	7. Ship/Station SSN-772 GREENEVILL		8. Promotion Status REGULAR
9. Date Reported 99OCT26		Occasion for Report		
10. Periodic <input checked="" type="checkbox"/>	11. of Individual <input type="checkbox"/>	12. Reporting Senior <input type="checkbox"/>	13. Special <input type="checkbox"/>	14. From: 99OCT09 15. To: 99OCT31
16. Not Observed Report <input checked="" type="checkbox"/>	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) (6)(6) J	23. Grade CDR	24. Desig 1120	25. Title CO	26. UIC 21831
27. SSN (6)(6) J				
28. Command employment and command achievements. Upkeep-1.				
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) Executive Officer. TEMADDINS: 99OCT11-99OCT22. Leave/Transit: 99OCT23-99OCT26.				
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date Counseled NOT REQ	31. Counselor	32. Signature of Individual Counseled

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.
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.
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, 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. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
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.
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.

EXHIBIT 72
PAGE 3 OF 18

FITNESS REPORT AND

UNSELING RECORD (E7-C

(cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) PFEIFER, GERALD K	2. Grade/Rate LCDR	3. Desig 1120	4. SSN (b) (6) I
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PERFORMANCE TRA	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 tasks. 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"/>	- 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 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"/>	- 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.

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.
This fitness report is submitted for continuity purposes and is not observed due to the short period covered.

Satisfactorily completed Prospective Executive Officer course (P-1B-004) on 99OCT22.
Reported to USS GREENEVILLE (SSN 772) on 99OCT27 and relieved as Executive Officer two days later.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER USS GREENEVILLE (SSN 772) FPO AP 96666-2428
INDIVIDUAL	X						
SUMMARY	X						

Signature of Reporting Senior: _____ Date: 1 NOV 99
 Signature of Individual Evaluated: *Gerard K. Pfeifer* Date: 1 NOV 99
 I intend to submit a statement. I do not intend to submit a statement.

Signature, title, command, UIC, and signature of Regular Reporting Senior on Concurrent Report

EXHIBIT PAGE 72 OF 18 Date: _____

FITNESS REPORT & COUNSELING RECORD (E7-06)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) PFEIFER, GERALD K				2. Grade/Rate LCDR		3. Desig 1120		4. SSN Z(b)(6) J	
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/265 <input type="checkbox"/>		6. UIC 46479		7. Ship/Station CINCPACFLT			8. Promotion Status REGULAR		9. Date Reported 97NOV03
10. Periodic <input type="checkbox"/> 11. Detachment of Individual <input checked="" type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				14. From: 99JUN12		15. To: 99AUG25			
16. Not Observed Report <input type="checkbox"/>		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) N/A		
22. Reporting Senior (Last, FI MI) Z(b)(6) J			23. Grade CAPT	24. Desig 1120	25. Title SRMBR, NPEB		26. UIC 46479	27. SSN Z(b)(6) J	

28. Command employment and command achievements.
CINCPACFLT (CPF) Nuclear Propulsion Examining Board (NPEB): Conducts Operational Reactor Safeguards Examinations (ORSEs) of nuclear powered warships and Radiological Controls Practices Evaluations (RCPEs) of nuclear support facilities (NSFs).

29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)
NPEB INSPECTOR NPEB XO-3. Junior Board Member (JBM)-3. S5W and Submarine Training Facility Exam Coordinator. Prepares ORSEs and coordinates execution with ship's force. COLL: NPEB Radiation Health Officer-2, TLD QA Program Coordinator-2. Conducted 6 examinations.

For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)		30. Date Counseled NOT REQ		31. Counselor		32. Signature of Individual Counseled	
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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 knowledge, 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.
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37. MISSION AC-COMPLISHMENT 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.

EXHIBIT PAGE 5 OF 18

1. Name (Last, First MI Suffix) **PFEIFER, GERALD K** 2. Grade/Rate **LCDR** 3. Desig **1120** 4. SSN **(b)(6) J**

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"/>	- 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 other of same rank and experience.	<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.

COMMANDING OFFICER _____ EXECUTIVE OFFICER _____

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.

Submitted upon LCDR Pfeifer's transfer to USS GREENEVILLE (SSN 772) as Executive Officer. Assigned to an independent inspection team ensuring reactor safety aboard nuclear warships. Only the top-performing nuclear trained officers earn assignments to the NPEB.

* 33 (Prof Exp) - My BEST INSPECTOR! Ranked 1 of 7 LCDRs. Technically strong in all areas inspected and propulsion plant types. Leads by example - a true professional.

* 35 (Mil Br/Char) - Exemplary appearance. Outstanding on PRT.

* 36 (Team), 38 (Leader) - Expertly led peers while maintaining a cooperative work climate through a period of high turnover. Trained new members ensuring high Board standards were maintained.

* 37 (Msn/Init) - My first choice to supplement inspection teams with little experience because of his vast experience, expert judgement, and vision, ensuring thorough yet fair exams. COMPLETED JPME PHASE 1.

- LCDR Pfeifer easily combines the requirements of expert technical competence with the rare talent of instructing senior leadership in vital nuclear propulsion issues. This aptitude makes him an exceptional choice for command following his Executive Officer tour, which will undoubtedly find him as the best on the waterfront.

A RISING STAR. SELECT FOR COMMAND ON THE FIRST OPPORTUNITY.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL						X	CINCPACFLT (N01N) 250 MAKALAPA DRIVE PEARL HARBOR, HI 96860-3131
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	0	0	1	

45. Signature of Reporting Senior: **(b)(6) J** Date: **8/24/99**

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.

Gerald K. Pfeifer Date: **8/25/99**

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

EXHIBIT **72**
PAGE **46** OF **18**
Date: **18**

1. Name (Last, First MI Suffix) PFEIFER, GERALD K		2. Grade/Rate LCDR		3. 1120		4. SSN [REDACTED]	
5. ACT <input checked="" type="checkbox"/>	TAR <input type="checkbox"/>	INACT <input type="checkbox"/>	AT/ADSW/265 <input type="checkbox"/>	6. UIC 46479	7. Ship/Station CINCPACFLT		8. Promotion Status REGULAR
10. Periodic <input type="checkbox"/>		11. Detachment of Individual <input type="checkbox"/>		12. Detachment of Reporting Senior <input checked="" type="checkbox"/>		13. Special <input type="checkbox"/>	
14. From: 98NOV01		15. To: 99JUN11		16. Not Observed Report <input type="checkbox"/>		17. 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) [REDACTED]		23. Grade CAPT		24. Desig 1120		25. Title SRMBR, NPEB	
26. UIC 46479		27. SSN					

28. Command employment and command achievements.
 CINCPACFLT (CPF) Nuclear Propulsion Examining Board (NPEB): Conducts Operational Reactor Safeguards Examinations (ORSEs) of nuclear powered warships and Radiological Controls Practices Evaluations (RCPEs) of nuclear support facilities (NSFs).

29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)
NPEB INSPECTOR Junior Board Member (JBM)-7. S5W and Submarine Training Facility Exam Coordinator. Prepares ORSEs and coordinates execution with ship's force. COLL: NPEB Radiation Health Officer-7, TLD QA Program Coordinator-7. Conducted 15 examinations (team leader for 6).

For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.	30. Date Counseled 99APR27	31. Counselor [REDACTED]	32. Signature of Individual Counseled <i>General K Pfeifer</i>
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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 knowledge, 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.
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.
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, 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. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
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.
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.

EXHIBIT PAGE 7 OF 8

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

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) PFEIFER, GERALD K	2. Grade/Rate LCDR	3. Desig 1120	4. SSN Z(6)(6)J
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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. NOB <input type="checkbox"/>	<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. <input type="checkbox"/>	<input type="checkbox"/>	<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. <input type="checkbox"/>	<input type="checkbox"/>	<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. <input checked="" type="checkbox"/>
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems. NOB <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> - 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"/>	<input type="checkbox"/>	<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 other of same rank and experience. <input type="checkbox"/>	<input type="checkbox"/>	<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. <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.	COMMANDING OFFICER	JOINT DUTY
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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.

Assigned to an independent inspection team ensuring reactor safety aboard nuclear warships. Only the top-performing nuclear trained officers earn assignment to the NPEB.

*33(Prof Exp)-My BEST Submarine Inspector! Ranked 2 of 6 LCDRs, only behind a Board member of considerable seniority. The fleet EXPERT in Chemistry and Radiological Controls (CRC) area and S5W submarine operations. His liaison with TYCOM and NAVSEA has resolved critical fleet issues.

*38(Leadership)-My most FOCUSED, THOROUGH, and CONSCIENTIOUS leader. Leads his peers in arriving at logical answers. FORCEFUL BACKUP provided for superiors.

*37(Msn/Init)-Revamped the submarine training center examination process. His initiative and leadership displayed while preparing, training, and conducting this infrequent examination type were unsurpassed. His efforts provided all Pacific fleet submarine training facilities invaluable feedback which emphasized current fleet issues.

*36(Team)-His insight, experience, and technical know-how significantly contributed to important improvements in the examination process. Trains junior Board members in CRC.

LCDR Pfeifer stands out for the resourcefulness and attention to detail he brings to the table. He would be an OUTSTANDING CO! A MUST FOR COMMAND! SCREEN NOW!

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL						X	CAPT Z(6)(6)J ATTN: CODE N01N 250 MAKALAPA DRIVE PEARL HARBOR, HI 96860-3131
43. SUMMARY	X	0	0	3	1	2	

45. Signature of Reporting Senior <div style="font-size: 2em; font-family: cursive;">Z(6)(6)J</div> <div style="text-align: right; margin-top: 10px;">Date: <u>7 June 99</u></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="text-align: center; margin-top: 10px;"> <div style="font-size: 1.5em; font-family: cursive;">Gerald K. Pfeifer</div> <div style="text-align: right; margin-top: 5px;">Date: <u>990607</u></div> </div>
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47. Typed name, grade, command, MIC, and signature of Regular Reporting Senior on Concurrent Report

EXHIBIT 72
 PAGE 8 OF 18
 Date:

1. Name (Last, First MI Suffix) PFEIFER, GERALD K		2. Grade/Rate LCDR		3. D 1120		4. SSN Z(b)(6)J						
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/ 265		6. UIC 46479		7. Ship/Station CINCPACFLT		8. Promotion Status REGULAR		9. Date Reported 97NOV03				
10. Periodic <input checked="" type="checkbox"/> Occasion for Report			11. of Individual <input type="checkbox"/> Detachment			12. Reporting Senior <input type="checkbox"/> Detachment of			13. Special <input type="checkbox"/> Period of Report			
14. From: 97OCT25			15. To: 98OCT31			16. Not Observed Report <input type="checkbox"/>			17. Regular <input checked="" type="checkbox"/> Type of Report			
18. Concurrent <input type="checkbox"/>			19. Ops Cdr <input type="checkbox"/>			20. Physical Readiness P/WS			21. Billet Subcategory (if any) N/A			
22. Reporting Senior (Last, FI MI) Z(b)(6)J			23. Grade CAPT		24. Desig 1120		25. Title SRMBR, NPEB		26. UIC 46479		27. SSN Z(b)(6)J	

28. Command employment and command achievements.
 CINCPACFLT (CPF) Nuclear Propulsion Examining Board (NPEB): Conducts Operational Reactor Safeguards Examinations (ORSEs) of nuclear powered warships and Radiological Controls Practices Evaluations (RCPEs) of nuclear support facilities (NSFs).

29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)
NPEB INSPECTOR Junior Board Member (JBM). S5W Exam Coordinator. Prepares submarines ORSEs and coordinates execution with ship's force. COLL: NPEB Radiation Health Officer-6, TLD QA Program Coordinator-6, Resolution and Master File Custodian-12. Conducted 21 examinations (team leader for 3). LEAVE/TRANSIT: 97OCT25-97NOV03.

For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.	30. Date Counseled 98MAY29	31. Counselor Z(b)(6)J	32. Signature of Individual Counseled Gerald K. Pfeifer
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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 knowledge, 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.
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.
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, 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. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
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.
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 or 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.

EXHIBIT 72 OF 18
PAGE 9 OF 18

FITNESS REPORT AND

UNSELING RECORD (E7-0 (cont'd))

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) PFEIFER, GERALD K		2. Grade/Rate LCDR		3. Desig 1120		4. SSN [REDACTED]	
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 checked="" 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 other 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.

COMMANDING OFFICER WAR COLLEGE

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.

Assigned to an independent inspection team ensuring reactor safety aboard nuclear warships. Only the top-performing nuclear trained officers earn assignment to the NPEB.

- On board only 1 year, he HIT THE DECK RUNNING and quickly established a reputation for strong technical skills, tireless exam preparations and research, and unparalleled teaching of fleet personnel. A superb performer in all areas. My most industrious JBM who is always improving the inspection process!

*33(Prof Exp)-My BEST fleet INSPECTOR for evaluating S5W submarine nuclear propulsion plants. Flawless execution of challenging exams incorporating original scenarios directly contributing to improved fleet operational readiness.

*36(Team)-Coordinated accurate and thorough resolutions to many technical issues with the Atlantic Fleet Board and Naval Reactors. His attention to detail improved the database.

*37(Msn/Init)-Significantly contributed to an improved grading process in two exam areas allowing more accurate assessments. Revamped outdated writing guide. Improved TLD monitoring evolutions. A SELF-STARTER who makes things happen the RIGHT WAY!

- Outstanding on all PRTs! Unmatched appearance and military bearing.

SELECT for COMMAND NOW! UNLIMITED POTENTIAL for the most challenging assignments.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL					X		CAPT [REDACTED] ATTN: CODE N01N 250 MAKALAPA DRIVE PEARL HARBOR, HI 96860-3131
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	3	2	2	

45. Signature of Reporting Senior
[REDACTED]
Date: 29 OCT 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.
Gerard K. Pfeifer
Date: 2 NOV 98

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

EXHIBIT 72
PAGE 8 OF 18
Date:

1. Name (Last, First MI Suffix) PFEIFER, GERALD K		2. Grade/Rate LCDR		3. Desir 112		4. SSN [redacted]			
5. ACT <input checked="" type="checkbox"/>	TAR <input type="checkbox"/>	INACT <input type="checkbox"/>	AT/ADSW/ 265 <input type="checkbox"/>	6. UIC 20044	7. Ship/Station SSN-681 BATFISH		8. Promotion Status REGULAR	9. Date Reported 94JUL20	
Occasion for Report 10. Periodic <input type="checkbox"/> 11. of Individual <input checked="" type="checkbox"/> 12. Detachment of Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: 96NOV01 15. To: 97OCT24					
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) [redacted]			23. Grade CDR	24. Desig 1120	25. Title CO	26. UIC 20044	27. SSN [redacted]		
28. Command employment and command achievements. Southern Deployment-2, Operational Reactor Safeguards Examination (Two), Pre-Overseas Movement (POM) Upkeep-1, POM Workups and Certification-3, North Atlantic Deployment-3, Local Ops-3, Awarded Arctic Service Ribbon, Navy Expeditionary Medal.									
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) ENGINEER Engineer Officer-12, Ships Safety Officer-12, Officer of the Deck-12, Ships Duty Officer-12, Engineering Officer of the Watch-12, Engineering Duty Officer-12, Command Duty Officer-3, Senior Watch Officer-3.									
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.				30. Date Counseled 97JUN18		31. Counselor [redacted]		32. Signature of Individual Counseled	

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 knowledge, 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.
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.
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, 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. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
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 direction 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.
37. MISSION AC-COMPLISHMENT 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.

EXHIBIT 72
PAGE 9 OF 18
11

FITNESS REPORT & COUNSEL

G RECORD (E7 - O6) (cont'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) PFEIFER, GERALD K	2. Grade/Rate LCDR	3. Desig 1120	4. SSN [REDACTED]
------------------------------------------------------	-----------------------	------------------	----------------------

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.	-	- 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.
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems. NOB <input type="checkbox"/>	- 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.	-	- 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.

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.

XO CO

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 FITREP is submitted on the occasion of his transfer to the PACFLT NPEB. Demonstrated sustained superior performance during his 39-month Engineer's tour on a 25 year old propulsion plant.

Unequaled performance as Engineer Officer, OOD and Command Duty Officer (CDO) during two significant deployments, the latter being an independent mission vital to the security of the United States under conditions that most closely simulated a wartime environment.

*Block 33: Successfully prepared his department and ship for a short notice deployment. Flawlessly functions as SWO; a strong third-in-command performer. My best DH and OOD.

*Block 37: Expertly managed an intense POM Upkeep that was shortened by two weeks. Executed an emergent drydocking which was finished five days early due to his tenacity. Conducted several mission critical repairs while deployed. Personally ensured no delays on two deployment departures.

*Block 38: His exceptional leadership guided BATFISH through two Above Average ORSEs. Committed to training and communication, he optimizes readiness in his department. Routinely acts as Executive Officer in port on par with my XO.

*Block 39: Exercised superior judgment and tactical control of the ship as a mission CDO and OOD. Earned my full trust and confidence. Best officer instructor onboard, both on watch and by detailed lectures.

Promotion Recommendation	NOB <input type="checkbox"/>	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER USS BATFISH (SSN 681) FPO AE 09565-2361
42. INDIVIDUAL						X	
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	0	0	1	

45. Signature of Reporting Senior [Signature] — 23 OCT 97 Date:	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 <input type="checkbox"/> I do not intend to submit a statement <input checked="" type="checkbox"/> [Signature] — 9 7 10 23 Date:
---------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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

EXHIBIT 72
PAGE 10 OF 18
Date:

FITNESS REPORT & COUNSELING RECORD (E7 - O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) PFEIFER, GERALD K				2. Grade/Rate LCDR		3. Desi 1120		4. SSN [REDACTED]			
5. ACT <input checked="" type="checkbox"/>		TAR <input type="checkbox"/>		INACT <input type="checkbox"/>		AT/ADSW/ 265		6. UIC 20044			
7. Ship/Station SSN-681 BATFISH				8. Promotion Status REGULAR		9. Date Reported 94JUL20					
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"/>				14. From: 96JUL06		15. To: 96OCT31					
16. Not Observed Report <input type="checkbox"/>		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 [REDACTED]		23. Grade CDR		24. Desig 1120		25. Title CO		26. UIC 20044			
								27. SSN [REDACTED]			
28. Command employment and command achievements. Local operations-2, Pre-Overseas Movement Upkeep-1, Pre-Deployment Training-1.											
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) [REDACTED] Engineer Officer-4, Ships Safety Officer-4, Officer of the Deck-4, Ships Duty Officer-4, Engineering Officer of the Watch-4, Engineering Duty Officer-4.											
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)				30. Date Counseled NOT REQ		31. Counselor		32. Signature of Individual Counseled			

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 knowledge, 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.
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.
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, 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. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
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 direction 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.
37. MISSION AC-COMPLISHMENT 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.

EXHIBIT 72
PAGE 11 OF 13

1. Name (Last, First MI Suffix) PFEIFER, GERALD K	2. Grade/Rate LCDR	3. Des 1120	4. SSN [REDACTED]
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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 checked="" type="checkbox"/>	<input type="checkbox"/>
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.	- 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.	-	- 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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.

XO CO

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.

My best department head. Second only to XO in value to the ship. Rated in the Top 20% of all Engineers in the Squadron.

- Block 33: Exceptional Engineer. Aggressively pursued solutions to material problems. Detailed planning and foresight reduced IMA work growth to minimal levels (4%) - unprecedented for a 637 class SSN. Many complex repairs completed without IMA assistance.
- Block 36: Strong leadership of junior officers and enlisted. Critically analyzes and corrects to continuously improve performance. Implements ideas of subordinates to promote pride in department's accomplishments.
- Block 37: Exceptional drive gets BATFISH ready for sea after each maintenance period. Excels at the demanding and challenging job of keeping his 24 year old propulsion plant maintained and ready for sea.
- Strong tactician. Qualified for Command in Submarines. My best Officer trainer, both by lectures and watchstanding.
- Promotion rankings reflect presence of XO in peer group.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER USS BATFISH (SSN 681) FPO AE 09565-2361
42. INDIVIDUAL					X		
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	1	1	1	

45. Signature of Reporting Senior [REDACTED]	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 <input type="checkbox"/> I do not intend to submit a statement <input type="checkbox"/>
Date: 15 Nov 96	Date:

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

EXHIBIT 72
DATE 12/18/96
14

1. Name (Last, First MI Suffix) PFEIFER, GERALD K		2. Grade/Rate LCDR		3. Desig 11		4. SSN [redacted]	
5. ACT <input checked="" type="checkbox"/>	TAR <input type="checkbox"/>	INACT <input type="checkbox"/>	AT/ADSW/ <input type="checkbox"/> 265	6. UIC 20044	7. Ship/Station SSN-681 BATFISH		8. Promotion Status SPOT
Occasion for Report				Period of Report			
10. Periodic <input type="checkbox"/>		11. Detachment of Individual <input type="checkbox"/>		12. Detachment of Reporting Senior <input checked="" type="checkbox"/>		13. Special <input type="checkbox"/>	
14. From: 95NOV01		15. To: 96JUL05		20. Physical Readiness P/WS		21. Billet Subcategory (if any) NA	
16. Not Observed Report <input type="checkbox"/>		17. Type of Report Regular <input checked="" type="checkbox"/>		18. Concurrent <input type="checkbox"/>		19. Ops Cdr <input type="checkbox"/>	
22. Reporting Senior (Last, FI MI) [redacted]		23. Grade CDR		24. Desig 1120		25. Title CO	
26. UIC 20044		27. SSN L					

28. Command employment and command achievements.
 Selected Restricted Availability-2, Tactical Readiness Evaluation, INSURV. Navy Commendation Medal, Armed Forces Service Medal, SW Asia Service Medal, NATO Medal, NUC, Expert Pistol Medal, Sea Service Deployment Ribbon

29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)
ENGINEER Engineer Officer-8, Ships Safety Officer-8, Officer of the Deck-8, Ships Duty Officer-8, Engineering Officer of the Watch-8, Engineering Duty Officer-8.

30. Date Counseled 96MAY31	31. Counselor [redacted]	32. Signature of Individual Counseled [Signature]
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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 knowledge, 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.
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.
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, 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. - Excellent or outstanding PRT. A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
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 direction 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.
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.

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 EXHIBIT
 13 OF 18
 15

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 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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. XO CO

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.

Best Engineer Officer I have seen in my career.
Sustained superior performer. Produced best results of all Engineer Officers in Submarine SQUADRON TWO.
Block 33/37/38: Awarded the Squadron's 1995 Engineering "E".
- flawless Ion Exchanger resin discharge completed ahead of schedule.
- two-month Selected Restricted Availability (SRA) where half the work performed was by ship's force personnel.
- emergent dry docking.
- An outstanding Officer of the Deck; clearly demonstrated during a TRE in conditions simulating war. Skillfully fights the ship. A Tomahawk missile employment expert.
- Awarded the Navy Commendation Medal for his superlative performance.
Blocks 35/38: Leads by example. Achieved a grade of outstanding on PRT.
- Conscientious handler of classified material.

NOTE: Lower trait average with respect to seniors cumulative average (one earlier O-4 Fitrep) due to reporting senior's overall grading adjustment on all Fitreps and is not indicative of declining performance.

Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address COMMANDING OFFICER USS BATFISH (SSN 681) FPO AE 03565-2361
42. INDIVIDUAL						X	
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	0	0	1	

45. Signature of Reporting Senior: [Signature] Date: 7/3/06

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: 960703

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

REPORT ON THE FITNESS OF OFFICERS

1. NAME (LAST, FIRST, MIDDLE OR MI) PFEIFER, GERALD KENT		2. GRADE LCDR		3. DESIG. 1120		4. SSN [(b) (6)]					
5. AT/ADT/ADSW/ OYR/265/ TMP RECALL <input type="checkbox"/>	6. UIC 20044	7. SHIP/STATION SSN-681 BATFISH			8. DATE REPORTED 94JUL20						
OCCASION FOR REPORT <input checked="" type="checkbox"/> 9. PERIODIC <input type="checkbox"/> 10. DETACHMENT OF REPORTING SENIOR <input type="checkbox"/> 11. DETACHMENT OF OFFICER				PERIOD OF REPORT 12. FROM: 95FEB08		13. TO: 95OCT31					
TYPE OF REPORT <input checked="" type="checkbox"/> 14. REGULAR <input type="checkbox"/> 15. CON-CURRENT <input type="checkbox"/> 16. SPECIAL <input type="checkbox"/> 17. OPS CDR				BASIS FOR OBSERVATION <input checked="" type="checkbox"/> 18. CLOSE <input type="checkbox"/> 19. FRE-QUENT <input type="checkbox"/> 20. INFRE-QUENT							
21. EMPLOYMENT OF COMMAND (CONTINUED ON REVERSE) MEDITERRANEAN DEPLOYMENT - (6), OPERATION SHARP						22. DAYS OF COMBAT N					
23. REPORTING SENIOR (LAST NAME, FI, MI) [(b) (6)]		24. TITLE CO	25. GRADE CDR	26. DESIG. 1120	27. SSN [(b) (6)]						
28. DUTIES ASSIGNED (CONTINUED ON REVERSE) ENGINEER OFFICER (ENG) - 9, SHIPS SAFETY OFFICER - 9, OFFICER											
SPECIFIC ASPECTS OF PERFORMANCE											
29. GOAL SETTING & ACHIEVEMENT A		30. SUBORDINATE MGMT. & DEVELOPMENT A		31. WORKING RELATIONS A		32. EQUIP. & MA-TERIAL MGMT. A	33. NAVY ORGANI-ZATION SUPPORT A				
34. RESPONSE IN STRESSFUL SITUATIONS A		35. EQUAL OPPORTUNITY A		36. SPEAKING ABILITY A		37. WRITING ABILITY A					
WARFARE SPECIALTY SKILLS											
38. SEA-MANSHIP A	39. AIR-MANSHIP N	40. WATCH-STANDING A		41. TACTICAL PROFICIENCY A	42. LEADER-SHIP A	43.					
44. SUBSPECIALTY CODE 8053G		REQUIRED BY BILLET <input checked="" type="checkbox"/> 45. YES <input type="checkbox"/> 46. NO		UTILIZATION <input checked="" type="checkbox"/> 47. FRE-QUENT <input type="checkbox"/> 48. INFRE-QUENT <input type="checkbox"/> 49. NONE		50. PERFOR-MANCE A					
MISSION CONTRIBUTION		NOT OBS.	A	B	C	D*	E*	F*	G*	H*	I*
51. EVALUATION			X								
52. SUMMARY		0	1	0	0	0	0	0	0	0	0
TREND OF PERFORMANCE											
<input type="checkbox"/> 53. FIRST REPORT		<input type="checkbox"/> 54. CON-SISTENT		<input checked="" type="checkbox"/> 55. IMPROVING		<input type="checkbox"/> 56. DECLINING*					
DESIRABILITY 57. COM-MAND A		58. OPERA-TIONAL A		59. STAFF A		60. JOINT/OSD A	61. FOREIGN SHORE A				
RECOMMENDATION FOR PROMOTION <input checked="" type="checkbox"/> 62. EARLY <input type="checkbox"/> 63. REGULAR <input type="checkbox"/> 64. NO*				RANKING FOR EARLY PROMOTION 65. NUMBER RECOMMENDED 1				66. RANKING			
PERSONAL TRAITS 67. JUDG-MENT A		68. IMAGIN-ATION A		69. ANALYTIC ABILITY A		70. PERSONAL BEHAVIOR A		71. FORCE-FULNESS A	72. MILITARY BEARING A		
73. PHYSICAL READINESS P/WS		<input type="checkbox"/> 74		<input type="checkbox"/> 75		76. PROMOTION STATUS SPOT					
WEAKNESSES DISCUSSED? <input checked="" type="checkbox"/> 77. NONE NOTED <input type="checkbox"/> 78. YES <input type="checkbox"/> 79. NO*				STATEMENT 80. NOT DESIRED		81. ATTACHED					
82. SIGNATURE OF OFFICER EVALUATED (IAW BUPERSINST 1611.17): "I HAVE SEEN THIS REPORT AND UNDERSTAND MY RIGHT TO MAKE A STATEMENT." Gerald K. Pfeifer											
85. SIGNATURE OF REPORTING SENIOR [(b) (6)]											
83. DATE SIGNED 15 Nov 95		84. RES. PART. <input type="checkbox"/>		COMMANDING OFFICER, USS BATFISH (SSN-681), UIC: 20044 FPO AE 09565-2361							
86. DATE SIGNED		87. SIGNATURE OF REGULAR REPORTING SENIOR ON CONCURRENT AND CONCURRENT/SPECIAL REPORT									

EXHIBIT 72
PAGE 15 OF 18
* COMMENT REQUIRED

21. EMPLOYMENT OF COMMAND (Continued)

Guard, Exercise Tridente, Exercise Tapon, Exercise Coiled Cobra, Exercise Eligible Receiver, FLEETEX 95-2, Pre-Overseas Movement (POM) certification, Operational Reactor Safeguards Examination (ORSE)

28. DUTIES ASSIGNED (Continued)

of the Deck - 9, Ship's Duty Officer - 9, Engineering Officer of the Watch - 9, Engineering Duty Officer - 9.

88. COMMENTS. Particularly comment upon the officer's overall leadership ability, personal traits not listed on the reverse side, and estimated or actual performance in combat. Include comments pertaining to unique skills and distinctions that may be important to career development and future assignment. A mark in boxes with an asterisk (*) indicates adversity and supporting comments are required.

LCDR Pfeifer has unequalled drive, enthusiasm and a proven track record placing him among the **SUBMARINE FORCE'S VERY BEST**. His high standards are reflected in the outstanding performance of his department and the ship and have significantly contributed to the ship's success, including a highly productive six month Mediterranean deployment. Specific accomplishments include:

*****OUTSTANDING ENGINEER*****

- Uncanny ability to overcome countless obstacles, get the ship underway and remain at sea meeting all operational commitments despite countless material challenges.

- **BEST ORSE PERFORMANCE** in the battlegroup. His leadership, training, and supervision resulted in outstanding marks.

- With active supervision and by placing safety at the top of his priorities, his department has operated the propulsion plant without incident.

*****BEST OFFICER OF THE DECK*****

- Excelled as Officer of the Deck while facing the challenges of Battle Group Operations, Nato exercises, and Operation Sharp Guard. He has earned my full confidence by aggressively driving the ship while never compromising safety or mission success. THE COMMAND'S NUMBER ONE SHIP DRIVER.

*****VERSATILE LEADER*****

- Served as the ship's Safety Officer. Several areas of this program were cited by a recent inspection team as the best they had seen.

- Supported NATO exercise Tridente by serving on the Italian carrier, Garibaldi as Submarine Element Coordinator. He expertly advised the task group commander on submarine tactics and capabilities while ensuring submarine safety.

LCDR Pfeifer is my NUMBER ONE DEPARTMENT HEAD and is ready to serve as Executive officer. His performance is exceptional and he is far ahead of his peers. He is the Navy's future and has my STRONGEST RECOMMENDATION FOR FURTHER CHALLENGING ASSIGNMENTS INCLUDING SQUADRON ENGINEER, EXECUTIVE OFFICER, COMMAND, ACCELERATED PROMOTION TO COMMANDER, AND JOINT DUTY.

Commanding Officer
USS BATFISH (SSN-681)
FPO AE 09565-2361

EXHIBIT 72
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