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DD/M&S Registry
File ~~Personnel~~ Training 3-2

13 JUL 1973

MEMORANDUM FOR: MG Careerists

SUBJECT : An Evaluation System for the MG Career Service

1. During the past year, the Support Officers' Advisory Group (SOAG) has developed a competitive evaluation system for use in the MG Career Service. On 15 May 1973, I approved the system for competitive evaluation of MG Careerists through the GS-14 level.

2. My immediate objectives are: (a) to ensure that rating officers comment in terms of the attributes defined in the system beginning with the annual fitness reports due during FY 1974; (b) to make it possible for the Staff Operations Panel and its subpanels to use the system in competitive evaluation rankings by early CY 1974; and (c) to have you begin benefiting from the evaluation system as soon as possible. I urge anyone having questions about the system to contact the Career Management Office.

3. Attached for your retention are five SOAG recommendations I approved on 15 May 1973 and a copy of the approved competitive evaluation system.

ST

HAROLD L. BROWNMAN
Deputy Director
for
Management and Services

Atts.

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13 JUL 1973

MEMORANDUM FOR: MG Careerists

SUBJECT : An Evaluation System for the MG Career Service

1. During the past year, the Support Officers' Advisory Group (SOAG) has developed a competitive evaluation system for use in the MG Career Service. On 15 May 1973, I approved the system for competitive evaluation of MG Careerists through the GS-14 level.

2. My immediate objectives are: (a) to ensure that rating officers comment in terms of the attributes defined in the system beginning with the annual fitness reports due during FY 1974; (b) to make it possible for the Staff Operations Panel and its subpanels to use the system in competitive evaluation rankings by early CY 1974; and (c) to have you begin benefiting from the evaluation system as soon as possible. I urge anyone having questions about the system to contact the Career Management Office.

3. Attached for your retention are five SOAG recommendations I approved on 15 May 1973, and a copy of the approved competitive evaluation system.

25

25X

Atts.

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11 May 1973

MEMORANDUM FOR: Chief, [redacted] 25X

VIA : Deputy Chief, [redacted] 25

FROM : Chairman, SOAG

SUBJECT : An Evaluation System for the "S" Career Service

1. Action Requested: SOAG requests that you review the attached evaluation system, approve and direct its use in competitively evaluating professional "S" careerists through the GS-14 level.

2. Background: The following items are pertinent:

a. SOAG, in response to a request from the Career Management Officer, developed a competitive evaluation system for the "S" career service.

b. The original SOAG membership researched various competitive evaluation systems used in both private and public organizations. SOAG took an eclectic approach to select the best from these systems for application to the "S" career service.

c. After SOAG incorporated certain changes suggested by the Deputy Director's Panel, Chief, [redacted] 25
in October 1972, asked an ad hoc panel to test the proposed evaluation system. This three man ad hoc panel spent about 250 man hours testing the proposed evaluation system. The ad hoc panel said, "(we) feel that the proposed evaluation system is a step in the right direction toward providing all officers with the standards by which they will be judged, (provides) a more systematic competitive evaluation and (will serve)

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[redacted] 25

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the members as a career counseling mechanism which will provide feedback. It will help to bring out into the open a vital aspect of the career service method of evaluation which for too long has been unknown to the ratees."

d. The ad hoc panel had some suggested changes to further improve the evaluation system. SOAG's present membership and three of the original SOAG members met with the ad hoc panel to discuss the panel's findings and revise the evaluation system prior to its submission to you.

3. Staff Position: The present membership and the past members of SOAG endorse the attached competitive evaluation system. With management's support and use of this tool we believe the objectives of the evaluation system will be achieved. SOAG stands ready to aid you in the system's implementation.

4. Recommendations: SOAG recommends that:

a. The attached competitive evaluation system for the "S" career service be approved;

b. All "S" officers be fully informed concerning the system and the standards upon which they are to be competitively evaluated;

c. Steps be taken to ensure that rating officers, regardless of Directorate, comment in terms of the attributes defined in this sytem in the narrative portion of an "S" officer's fitness report;

d. Senior "S" officers be directed to comment on a-1 fitness reports not either rated or reviewed by a Senior [redacted] officer; and 25X

e. Provision be made for Panel members involved in ranking exercises to be relieved of other duties while serving as a member of such a Panel.

Chairman, SOAG

APPROVED:

[redacted] 25

15 May 1973
Date

Chief, [redacted] 25

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AN EVALUATION SYSTEM FOR THE [redacted] CAREER SERVICE 25

I. OBJECTIVES OF THE EVALUATION SYSTEM

The objectives of the [redacted] Career Service Evaluation System are: 25

A. To provide each officer with the standards upon which he will be competitively evaluated;

B. To identify qualified "S" careerists who merit advancement on the basis of their demonstrated performance and projected potential;

C. To counsel and motivate the individual "S" careerist by providing relevant information on how he is performing in relation to others in his grade;

D. To improve the long range effectiveness of the Support Directorate by identifying "S" careerists with executive potential;

E. To identify "S" careerists whose current performance signals the need for counseling, training, reassignment, demotion or other action including separation.

II. OVER-ALL POLICY

It is the policy of the Chief, [redacted] 25

A. To rank competitively all "S" careerists at specific grade levels at least annually and to use these rankings to determine promotions, to aid in the assignment process and to identify those employees who may need counseling or other career service attention;

B. To permit accelerated advancement within the "S" Career Service;

C. To require that all substantive matters considered in the ranking process to be made a matter of record without disclosing the source of privileged items. This information will be used by the Chief, [redacted] the Career Management Officer, or by some other officer, designated by the Chief, [redacted] to counsel the individual employee. 25X 25X

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III. WORKING PRECEPTS

The following precepts are to be used as the basis for evaluation:

A. The Official Personnel Folder should be used as the principal source of information for panel consideration. It may, however, be supplemented by any other material that the CMO or a panel member may consider relevant;

B. Emphasis should be placed upon each officer's ability to perform effectively in a wide range of responsibilities;

C. Emphasis should be placed upon an officer's demonstrated willingness to accept assignments in the interest of the career service, except where circumstances justify limitations on his availability;

D. Emphasis should be placed upon each officer's ability to perform effectively at a higher grade level;

E. While each officer's executive potential must be evaluated, this evaluation becomes critical at the mid-officer level (GS-12, 13, or 14);

F. Emphasis should be placed on more recent performance;

G. Emphasis should be placed upon each officer's skills demonstrated willingness to acquire and update his communications skills and his knowledge of the support and management process as evidenced by participation in sponsored and unsponsored internal and external training, attendance at professional conferences, etc.

IV. RANKING INSTRUCTIONS

1. Each section of the attached Ranking Worksheet identifies a specific dimension of the "S" careerist. While [redacted] officers may hopefully share common attributes and talents, there will be a distinct difference in the skills, performance and potential of individual officers, depending upon their position and grade with the [redacted] Career Service. The following weighting factors are to be used to determine the net scores:

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	Junior Level (GS-07 to 11)	Mid Level (GS-12 to 14)
Performance	5	4
Skills and Experience	3	4
Potential	5	4

2. To achieve an objective, competitive ranking of all "S" careerists, the attached worksheet will be used by each subpanel member. After each panel member has prepared a separate worksheet for each officer within the specific grade, he will then rank order all officers on the basis of their overall weighted scores. When each has developed his ranking list, the subpanel as a whole will reach a consensus on a final ranking which will in turn be submitted to the Staff Operations Panel. A summary worksheet is to be prepared on each rated individual to reflect the panel's consensus rating.

V. SUBPANEL FINDINGS

Each subpanel will present the following to the Staff Operations Panel:

A. A list of all "S" Careerists within the grade under review; the listing should indicate the boundaries of upper, middle and, where appropriate, lower groups of officers or those who could not be rated. Supporting explanations for the decision not to rate officers must be included. Recommendations for other specific career service action should be indicated;

B. The summary worksheets supported by the individual panel members ranking worksheets are to be presented to the Staff Operations Panel to be used to counsel employees when appropriate;

C. Any recommendations for improving the evaluations system or ranking criteria. Comments on rating or reviewing officers may also be included in these recommendations.

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ATTRIBUTE DEFINITIONS

A. PERFORMANCE

1.	Creativity	The degree to which an individual identifies, develops, and articulates innovative alternatives and solutions to problems.
2.	Initiative	The degree to which an individual undertakes action on his own or actively seeks additional tasks or problems for solution.
3.	Judgment	The degree to which an individual is able to make sound recommendations or effective decisions.
4.	Productivity	The degree to which an individual completes assignments with minimal supervision and within environmental constraints (time, information, etc.).
5.	Reliability	The degree to which an individual can consistently be expected to produce high quality work.
6.	Self-reliance	The degree to which an individual relies on his own confidence, efforts or powers to accomplish a given task; i.e., his ability to operate successfully on his own.
7.	Versatility	The degree to which an individual displays a willingness to accept and the ability to perform competently in a variety of assignments.
8.	Integrity	The degree to which an individual is willing to take the personal risk of expressing independent opinions and maintaining his position in the face of opposition.
9.	Discretion	The degree to which an individual evidences the ability to act prudently within the operating environment.

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B. DEMONSTRATED SKILLS AND EXPERIENCE

1.	Conceptual	The degree to which an individual can identify the significance of a given situation or problem, develop alternatives and recommend a reasonable course of action.
2.	Experience	The degree to which an individual has successfully performed in a wide range of jobs; e.g., assignments within the [redacted] Directorate or in other Directorates or Independent Offices. 25
3.	Interpersonal	The degree to which an individual successfully relates and works with subordinates, peers, supervisors and counterparts in other organizations.
4.	Leadership	The degree to which an individual influences or motivates others in the successful achievement of tasks or activities.
5.	Managerial	The degree to which an individual is able to organize and direct an activity or task to its completion.
6.	Self-expression	The degree to which an individual can effectively express himself orally and in writing.
7.	Technical	The degree to which an individual has mastered and keeps abreast of the substantive area(s) within which he works.

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C. DEMONSTRATED EVIDENCE OF POTENTIAL

1. Advancement	Does the individual's past year of performance indicate that he has no apparent prospect for promotion; has limited potential for further advancement; has average potential for further advancement; or is ready for promotion and has a demonstrated potential for success at higher levels of responsibility within the Directorate.
2. Executive	The degree to which an individual can be expected to mature and develop the variety of skills needed at the highest levels of the Directorate.
3. Self-improvement	The degree to which an individual seeks to enhance his skills and ultimate value to the Directorate; e.g., formal training, attendance at professional conferences, etc.

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WOTEAM "S" CAREER SERVICE RANKING WORKSHEET

NAME_____ GRADE_____ DATE_____

These statements apply to the numerical ranks below for PERFORMANCE, except where noted:

0 - Performs below the minimum expected
1 - Performance meets minimum expected
2 - Performance meets more than the minimum expected
3 - Performance matched only by a few
4 - Performance is of singular excellence

A. PERFORMANCE

1.	Creativity	0 1 2 3 4
2.	Initiative	0 1 2 3 4
3.	Judgment	0 1 2 3 4
4.	Productivity	0 1 2 3 4
5.	Reliability*	0 4
6.	Self-reliance	0 1 2 3 4
7.	Versatility	0 1 2 3 4
8.	Integrity	0 1 2 3 4
9.	Discretion**	0 2

SUBTOTAL_____

Weighting Factor X

NET SCORE_____

---

* 0 is not reliable and 4 is consistently reliable.
** 0 is not discrete and 2 is discrete per the attribute definition of discretion.

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These statements apply to the numerical ranks for SKILLS AND EXPERIENCE below:

0 - Displays no degree
1 - Displays little degree
2 - Displays a minimum degree
3 - Displays a high degree
4 - Displays a highly unique degree

B. SKILLS AND EXPERIENCE

1.	Conceptual	0 1 2 3 4
2.	Experience	0 1 2 3 4
3.	Interpersonal	0 1 2 3 4
4.	Leadership	0 1 2 3 4
5.	Managerial	0 1 2 3 4
6.	Self-expression	0 1 2 3 4
7.	Technical	0 1 2 3 4

SUBTOTAL_____

Weighting Factor X

NET SCORE_____

C. POTENTIAL

1.	Advancement*	0 1 2 3 4
2.	Executive**	0 1 2 3 4
3.	Self-improvement**	0 1 2 3 4

SUBTOTAL_____

Weighting Factor X

NET SCORE_____

---

* See attached definition of advancement for meaning of 0 through 4 numerical ranks.

** Use same statements which describe numerical ranks 0 through 4 for SKILLS AND EXPERIENCE.

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OVER-ALL SCORE

A. PERFORMANCE _____

B. SKILLS AND EXPERIENCE _____

C. POTENTIAL _____

OVER-ALL SCORE _____

OVER-ALL RANKING _____

NUMBER _____ OF _____

_____
Subpanel Member

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29 June 1973

NEED TO BE RE-CAST TO REFLECT THE "M"

7/2/73

Mr. Brownman via [redacted] ST

Subject: Evaluation System for "S" Career Service

1. There are attached four different memos and one DD/M&S Administrative Instruction requiring your signature.

2. SOAG has tried to present the attributes we are asking rating and reviewing officers to comment on in "S" officers' fitness reports as a complement rather than a substitute for the references to performance required by a Letter of Instruction (LOI) to an "S" officer. We hope that what you will be asking of the other Deputies does not conflict with decisions the Management Committee has made regarding LOI's as related to fitness reports.

3. We have worked with [redacted] on the attached papers -- he is in agreement with this form of implementation procedure. George's office would be the agent for contacting, discussing and implementing the evaluation system with component administrative officers. ST

4. [redacted] and I are not clear on whether you wanted the SOAG-developed system extended to other career services within the DDM&S. We have worded the attached papers to reflect the system affecting only "S" career service members through the GS-14 level. If your intention at this time is to broaden the use of the SOAG system to other career services within DDM&S, we will rewrite the attached papers. ST

YES — SUBJECT TO SUCH VARIATION AS NECESSITATED BY PECULIARITIES OF THE INDIVIDUAL SERVICES — RW

5. The papers attached for your signature are:

a. A DD/M&S Administrative Instruction directing the use (in the DDM&S) of system's defined attributes in the narrative portion of an affected "S" officer's fitness report.

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b. A memo to the DD/I, DD/O and DD/S&T asking that rating officers and reviewing officials of affected "S" officers in the respective Directorates comment in terms of the system's defined attributes in the narrative portion of the "S" officer's fitness report. (Three signatures) Copies would be sent to AO/DCI and D/ONE for "S" careerists serving in the O/DCI.

c. A memo to all "S" careerists in the Headquarters area announcing the new competitive evaluation system and transmitting copies of the SOAG recommendations you approved on 15 May 1973 and a copy of the system itself.

d. A memo to all "S" careerists in the field - same as "c" above - your signature in pseudonym is requested.

e. A memo attached to "d" above which is a copy of the paper you approved on 15 May 1973 - this one written for the field personnel - it requires your signature in pseudonym.

6. I feel like a heel passing this much paper forward for signature at one time.

ST

Chairman, SOAG

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DD/M&S 73-1880

11 May 1973

MEMORANDUM FOR: Deputy Director for Management & Services

VIA : Associate Deputy Director for Management & Services

FROM : Chairman, Support Officers' Advisory Group (SOAG)

SUBJECT : An Evaluation System for the "S" Career Service

1. Action Requested: SOAG requests that you review the attached evaluation system, approve and direct its use in competitively evaluating professional "S" careerists through the GS-14 level.

2. Background: The following items are pertinent:

a. SOAG, in response to a request from the CMO/DDM&S, developed a competitive evaluation system for the "S" career service.

b. The original SOAG membership researched various competitive evaluation systems used in both private and public organizations. SOAG took an eclectic approach to select the best from these systems for application to the "S" career service.

c. After SOAG incorporated certain changes suggested by the Deputy Director's Panel, the Deputy Director for Support in October 1972 asked an ad hoc panel to test the proposed evaluation system. This three-man ad hoc panel spent about 250 man hours testing the proposed evaluation system. The ad hoc panel said, "(we) feel that the proposed evaluation system is a step in the right direction toward providing all officers with the standards by which they will be judged, (provides) a more systematic competitive evaluation and (will serve) the members as a career counseling mechanism which will provide feedback. It will help to bring out into the open a vital aspect of the career service method of evaluation which for too long has been unknown to the ratees."

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d. The ad hoc panel had some suggested changes to further improve the evaluation system. SOAG's present membership and three of the original SOAG members met with the ad hoc panel to discuss the panel's findings and revise the evaluation system prior to its submission to you.

3. Staff Position: The present membership and the past members of SOAG endorse the attached competitive evaluation system. With management's support and use of this tool we believe the objectives of the evaluation system will be achieved. SOAG stands ready to aid you in the system's implementation.

4. Recommendations: SOAG recommends that:

a. The attached competitive evaluation system for the "S" career service be approved;

b. All "S" officers be fully informed concerning the system and the standards upon which they are to be competitively evaluated;

c. Steps be taken to ensure that rating officers, regardless of Directorate, comment in terms of the attributes defined in this system in the narrative portion of an "S" officer's fitness report;

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d. Senior "S" officers be directed to comment on all fitness reports not either rated or reviewed by an M&S officer; and

e. Provision be made for Panel members involved in ranking exercises to be relieved of other duties while serving as a member of such a Panel.

[redacted]

Chairman, Support Officers' Advisory Group

[redacted]

Member

[redacted]

Member

[redacted]

Member

[redacted]

Member

[redacted]

Member

Approved:

[redacted]

Harold L. Brownman
Deputy Director
for
Management and Services

15 MAY 1973

Disapproved:

_____

Harold L. Brownman
Deputy Director
for
Management and Services

Atts.

Distribution:
Orig - DDM&S Subject w/Atts.
1 - DDM&S Chrono
1 - Return to Chm. SOAG w/Atts.

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ADMINISTRATIVE
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AN EVALUATION SYSTEM FOR THE SUPPORT CAREER SERVICE

I. OBJECTIVES OF THE EVALUATION SYSTEM

The objectives of the Support Career Service Evaluation System are:

A. To provide each officer with the standards upon which he will be competitively evaluated;

B. To identify qualified "S" careerists who merit advancement on the basis of their demonstrated performance and project potential;

C. To counsel and motivate the individual "S" careerist by providing relevant information on how he is performing in relation to others in his grade;

D. To improve the long range effectiveness of the Management and Services Directorate by identifying "S" careerists with executive potential;

E. To identify "S" careerists whose current performance signals the need for counseling, training, reassignment, demotion or other action including separation.

II. OVER-ALL POLICY

It is the policy of the Deputy Director for Management and Services (DD/M&S):

A. To rank competitively all "S" careerists at specific grade levels at least annually and to use these rankings to determine promotions, to aid in the assignment process and to identify those employees who may need counseling or other career service attention;

B. To permit accelerated advancement within the "S" Career Service;

C. To require that all substantive matters considered in the ranking process be made a matter of record without disclosing the source of privileged items. This information will be used by the DD/M&S, the Career Management Officer (CMO) or by some other officer, designated by the DD/M&S, to counsel the individual employee.

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III. WORKING PRECEPTS

The following precepts are to be used as the basis for evaluation:

A. The Official Personnel Folder should be used as the principal source of information for panel consideration. It may, however, be supplemented by any other material that the CMO or a panel member may consider relevant;

B. Emphasis should be placed upon each officer's ability to perform effectively in a wide range of responsibilities;

C. Emphasis should be placed upon an officer's demonstrated willingness to accept assignments in the interest of the career service, except where circumstances justify limitations on his availability;

D. Emphasis should be placed upon each officer's ability to perform effectively at a higher grade level;

E. While each officer's executive potential must be evaluated, this evaluation becomes critical at the mid-officer level (GS-12, 13, or 14);

F. Emphasis should be placed on more recent performance;

G. Emphasis should be placed upon each officer's demonstrated willingness to acquire and update his communications skills and his knowledge of the support and management process as evidenced by participation in sponsored and unsponsored internal and external training, attendance at professional conferences, etc.

IV. RANKING INSTRUCTIONS

1. Each section of the attached Ranking Worksheet identifies a specific dimension of the "S" careerist. While Support Officers may hopefully share common attributes and talents, there will be a distinct difference in the skills, performance and potential of individual officers, depending upon their position and grade with the Support Career Service. The following weighting factors are to be used to determine the net scores:

	Junior Level (GS-07 to 11)	Mid Level (GS-12 to 14)
Performance	5	4
Skills and Experience	3	4
Potential	5	4

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2. To achieve an objective, competitive ranking of all "S" careerists, the attached worksheet will be used by each subpanel member. After each panel member has prepared a separate worksheet for each officer within the specific grade, he will then rank order all officers on the basis of their over-all weighted scores. When each has developed his ranking list, the subpanel as a whole will reach a consensus on a final ranking which will in turn be submitted to the Staff Operations Panel. A summary worksheet is to be prepared on each rated individual to reflect the panel's consensus rating.

V. SUBPANEL FINDINGS

Each subpanel will present the following to the Staff Operations Panel:

A. A list of all "S" Careerists within the grade under review; the listing should indicate the boundaries of upper, middle and, where appropriate, lower groups of officers or those who could not be rated. Supporting explanations for the decision not to rate officers must be included. Recommendations for other specific career service action should be indicated;

B. The summary worksheets supported by the individual panel members ranking worksheets are to be presented to the Staff Operations Panel to be used to counsel employees when appropriate;

C. Any recommendations for improving the evaluation system or ranking criteria. Comments on rating or reviewing officers may also be included in these recommendations.

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ADMINISTRATIVE
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ATTRIBUTE DEFINITIONS

A. PERFORMANCE

1. Creativity	The degree to which an individual identifies, develops, and articulates innovative alternatives and solutions to problems.
2. Initiative	The degree to which an individual undertakes action on his own or actively seeks additional tasks or problems for solution.
3. Judgment	The degree to which an individual is able to make sound recommendations or effective decisions.
4. Productivity	The degree to which an individual completes assignments with minimal supervision and within environmental constraints (time, information, etc.).
5. Reliability	The degree to which an individual can consistently be expected to produce high quality work.
6. Self-reliance	The degree to which an individual relies on his own confidence, efforts or powers to accomplish a given task; i.e., his ability to operate successfully on his own.
7. Versatility	The degree to which an individual displays a willingness to accept and the ability to perform competently in a variety of assignments.
8. Integrity	The degree to which an individual is willing to take the personal risk of expressing independent opinions and maintaining his position in the face of opposition.
9. Discretion	The degree to which an individual evidences the ability to act prudently within the operating environment.

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ADMINISTRATIVE
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B. SKILLS AND EXPERIENCE

1. Conceptual	The degree to which an individual can identify the significance of a given situation or problem, develop alternatives and recommend a reasonable course of action.
2. Experience	The degree to which an individual has successfully performed in a wide range of jobs; e.g., assignments within the Management and Services Directorate, or in other Directorates or Independent Offices.
3. Interpersonal	The degree to which an individual successfully relates and works with subordinates, peers, supervisors and counterparts in other organizations.
4. Leadership	The degree to which an individual influences or motivates others in the successful achievement of tasks or activities.
5. Managerial	The degree to which an individual is able to organize and direct an activity or task to its completion.
6. Self-expression	The degree to which an individual can effectively express himself orally and in writing.
7. Technical	The degree to which an individual has mastered and keeps abreast of the substantive area(s) within which he works.

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C. DEMONSTRATED EVIDENCE OF POTENTIAL

1. Advancement	Does the individual's past year of performance indicate that he has no apparent prospect for promotion; has limited potential for further advancement; has average potential for further advancement; or is ready for promotion and has a demonstrated potential for success at higher levels of responsibility within the Directorate.
2. Executive	The degree to which an individual can be expected to mature and develop the variety of skills needed at the highest levels of the Directorate.
3. Self-improvement	The degree to which an individual seeks to enhance his skills and ultimate value to the Directorate; e.g., formal training, attendance at professional conferences, etc.

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ADMINISTRATIVE
INTERNAL USE ONLY

SUPPORT CAREER SERVICE RANKING WORKSHEET

NAME_____ GRADE_____ DATE_____

These statements apply to the numerical ranks below for PERFORMANCE, except where noted:

0 - Performs below the minimum expected
1 - Performance meets minimum expected
2 - Performance meets more than the minimum expected
3 - Performance matched only by a few
4 - Performance is of singular excellence

A. PERFORMANCE

1.	Creativity	0 1 2 3 4
2.	Initiative	0 1 2 3 4
3.	Judgment	0 1 2 3 4
4.	Productivity	0 1 2 3 4
5.	Reliability *	0 4
6.	Self-reliance	0 1 2 3 4
7.	Versatility	0 1 2 3 4
8.	Integrity	0 1 2 3 4
9.	Discretion **	0 2

SUBTOTAL _____

Weighting Factor X

NET SCORE _____

* 0 is not reliable and 4 is consistently reliable
** 0 is not discrete and 2 is discrete per the attribute definition of discretion

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These statements apply to the numerical ranks for SKILLS AND EXPERIENCE below:

0 - Displays no degree
1 - Displays little degree
2 - Displays a minimum degree
3 - Displays a high degree
4 - Displays a highly unique degree

B. SKILLS AND EXPERIENCE

1.	Conceptual	0 1 2 3 4
2.	Experience	0 1 2 3 4
3.	Interpersonal	0 1 2 3 4
4.	Leadership	0 1 2 3 4
5.	Managerial	0 1 2 3 4
6.	Self-expression	0 1 2 3 4
7.	Technical	0 1 2 3 4

SUBTOTAL _____

Weighting Factor X

NET SCORE _____

C. POTENTIAL

1.	Advancement *	0 1 2 3 4
2.	Executive **	0 1 2 3 4
3.	Self-improvement **	0 1 2 3 4

SUBTOTAL _____

Weighting Factor X

NET SCORE _____

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* See attached definition of advancement for meaning of 0 through 4 numerical ranks.

** Use same statements which describe numerical ranks 0 through 4 for SKILLS AND EXPERIENCE.

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[illegible]
[illegible] ONLY

OVER-ALL SCORE

A. PERFORMANCE _____

B. SKILLS AND EXPERIENCE _____

C. POTENTIAL _____

OVER-ALL SCORE _____

OVER-ALL RANKING _____

NUMBER ____OF_____

_____
Subpanel Member

[illegible]
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