CENTRAL INTELLIGENCE AGENCY

March 1949

MEMORANDUM FOR ALL EFFICIENCY RATING AND REVIEWING OFFICIALS

    SUBJECT: Proposed Element Patterns for Efficiency Ratings.

       Attached is a list of pertinent and especially important
elements for most positions in CIA. This list has been prepared
as a general guide for rating officials and to advance uniformity
in the preparation of efficiency ratings. The patterns are not
mandatory. In the event a rating official finds a suggested
pattern inadequate or inapplicable to a job under his supervision,
he should delete or add elements to form a pattern which will
adequately cover the duties and responsibilities of the position.

       Element patterns for jobs not appearing on the list are to
be selected by rating officials. In such cases a somewhat similar
job can usually be found in the attached list for use as a guide.

       An efficiency rating should reflect how well, how much, and
in what manner an employee performs the duties of his position.
His work is judged against the reasonable standard of performance
which his supervisor has generally prescribed and accepted as
adequate. The selection and marking of elements from among the
first ten listed on Form 51 should indicate the quality of an
employee's performance. Elements numbered 11, 12, and 13 are
intended to reflect the productiveness of an employee. A
selection is usually made between number 12 and number 13.
Elements selected and marked from among numbers 14 through 19
should reflect the employee's attitude toward his job or the
manner of his performance. Number 20 is usually applied to CFC
jobs such as Carpenter and Janitor where physical fitness for
the work is important.

       An employee's performance of administrative, supervisory,
and planning functions for which he is responsible is directly
reflected by the selection and marking of elements from among
numbers 21 through 31. Elements number 21, 22, and 23 are
intended for rating an employee's efficiency in policy determina-
tion, organizational planning, and the devising of procedures at
a high level. Elements number 24, 25, 26, and 28 deal with the
management phases of a job, and elements number 27, 29, 30 and
31 are intended for use in reflecting qualities of leadership.

              THE EFFICIENCY RATING COMMITTEE, CIA

Suggested Element Patterns for Efficiency Ratings
Central Intelligence Agency

March 1949

Position	Element Pattern
Accountant (Non Supervisory)	3, 6, 7, 8, 9, 10, 13, 14, 16, 19
Accountant (Supervisory)	3, 5, 8, 9, 11, 12, 14, 15, 18, 19, 24, 25, 26, 30
Account or Audit Clerk	3, 4, 6, 7, 11, 12, 16, 19
Adm. Aid	3, 4, 6, 7, 10, 11, 12, 14, 15, 16, 19
Adm. Analyst	3, 5, 7, 8, 9, 10, 11, 12, 14, 15, 17, 18, 19
Adm. Asst. (Non Supervisory)	3, 5, 6, 9, 10, 11, 15, 16, 19
Adm. Asst. (Supervisory)	5, 6, 9, 10, 11, 12, 14, 15, 16, 17, 19, 25, 27, 29, 30
Adm. Officer (Advisory Capacity)	5, 10, 15, 18, 19 22, 27, 28, 30
Adm. Officer (Division or Section Chiefs of same Adm. level)	5, 9, 10, 15, 16, 19, 21, 24, 25, 26, 27, 28, 30
Advisor or Consultant	6, 9, 10, 15, 16, 18, 22, 30
Appointment Clerk	3, 4, 6, 7, 11, 12, 16, 19
Attorney (Non Supervisory)	5, 6, 9, 10, 15, 18, 19 23, 29, 30
Attorney (Supervisory)	5, 9, 10, 15, 17, 22, 23, 24, 25, 26, 27, 29, 30, 31
Auditor (Fiscal)	9, 10, 15, 16, 17, 22, 23, 24, 25, 26, 27, 29, 30, 31
Biologist	5, 8, 9, 12, 14, 15, 18, 19
Budget Analyst	3, 5, 6, 8, 9, 10, 11, 12, 14, 15, 17, 18, 19
Budget Officer	9, 10, 14, 15, 16, 19, 21, 22, 23, 24, 25, 26, 27, 30

Position	Element Pattern
Employee Relations Counselor	6, 9, 10, 11, 15, 16, 19
Engineer (Supervisory)	3, 5, 6, 8, 9, 11, 14, 16, 19, 22, 24, 26, 30
Engineer (Aero)	3, 8, 11, 17, 18, 19 30
Engineer (Chemical)	3, 8, 11, 17, 18, 19 30
Engineer (Construction)	3, 6, 9, 10, 12, 15, 18, 19, 25, 30
Engineer (Electrical) - (Radio)	3, 8, 11, 17, 18, 19 30
Engineer (Material)	3, 5, 6, 8, 9, 11, 14, 16, 19, 30
Engineer (Mechanical)	3, 5, 6, 8, 9, 10, 11, 17, 18, 19, 30
Engineer (Ordnance)	3, 5, 6, 8, 9, 10, 11, 17, 18, 19. 30
Engineering Aid	3, 6, 7, 8, 11, 12, 16, 19
Engineer (Draftsman)	3, 4, 6, 8, 10, 12, 18, 19
Executive Officer	5, 9, 10, 14, 15, 17, 19, 22, 28, 30, 31
File Clerk	3, 6, 7, 11, 12, 16, 19
Fiscal Accounting Clerk	3, 6, 9, 11, (12 or 13), 16, 19
Geographer P-3 to P-8	3, 4, 6, 8, 10, 14, 18
Geologist	3, 5, 6, 8, 9, 10, 11, 12, 14, 17, 18, 19
Graphic Designer	3, 4, 5, 7, 10, 12, 15, 18, 19 24, 25
Foreign Affairs Advisor	9, 10, 15, 16, 18, 19 30

Position	Element Pattern
Foreign Affairs Analyst (Supervisory)	6, 8, 9, 10, 11, 15, 16, 18, 19 21, 22, 24, 29, 30, 31
Foreign Affairs Officer (Non Supervisory)	5, 10, 11, 14, 15, 18, 19 21, 22, 23, 29, 30
Guard	7, 15, 19, 20
Historian P-1 to P-3	3, 6, 8, 10, 12, 14, 18
Historian P-4 to P-8	3, 6, 8, 9, 10, 14, 15 24, 27, 30, 31
Hoisting Machine Operator	1, 3, 6, 7, 11, 12, 16, 19
Illustrator - Illustrative Draftsman	3, 4, 6, 8, 10, 11, 15, 16, 18, 19
Instructor (Non Supervisory)	3, 9, 10, 11, 14, 15, 17
Instructor (Supervisory)	3, 9, 10, 11, 14, 15, 17 . 22, 25, 26, 28
Intelligence Analyst	5, 6, 9, 10, 12, 14, 15, 17, 19
Intelligence Officer	5, 9, 10, 14, 15, 16, 17, 19
Intelligence Editor	5, 6, 9, 10, 14, 15, 16, 17, 19
Investigator	3, 5, 6, 9, 10, 12, 17, 18, 19
Janitor	1, 4, 11, 12, 19, 20
Laborer (Skilled)	6, 7, 11, 12, 16, 19, 20
Laborer (Supervisory)	6, 7, 11, 16, 19, 20 24, 25, 26, 29, 30
Leave Clerk	3, 4, 5, 8, 11, 12, 15, 19
Librarian	3, 5, 7, 9, 11, 15, 18, 22, 24, 25, 26, 30
Librarian (Acquisition)	3, 5, 8, 9, 10, 12, 14, 15, 16, 19, 24, 25, 26, 30

Position	Element Pattern
Librarian (Cataloguer)	3, 6, 8, 11, 12, 16, 19
Library Assistant	3, 6, 7, 11, 12, 16, 19
Liaison Officer	6, 8, 9, 10, 11, 12, 14, 15, 16, 17, 18, 19
Machinist	1, 2, 8, 16, 17, 18, 19
Mail Clerk	3, 4, 6, 7, 11, 12, 19
Management Analyst	3, 5, 6, 8, 9, 10, 11, 12, 14, 15, 17, 18, 19
Mechanic (Automobile)	1, 2, 7, 11, 16, 18, 19
Messenger	3, 6, 7, 11, 12, 16, 19, 20
Metallurgist	3, 5, 8, 9, 10, 12, 15, 17, 19
Meteorologist	3, 5, 8, 10, 12, 17, 19
Michrophotographer	1, 3, 4, 6, 7, 11, 12, 13, 16, 19
Michrophotographer (Supervisory)	2, 3, 5, 8, 9, 11, 12, 14, 16, 18, 19 24, 25, 26, 27, 29
Mimeograph Operator	3, 4, 6, 8, 11, 12, 19 3, 4, 6, 8, 11, 12, 19
Miscellaneous Duplicating Equipment Operator	3, 5, 7, 8, 11, 15, 16, 18, 19
Motor Vehicle Dispatcher	3, 5, 7, 8, 11, 15, 16, 18, 19
Nurse (Non Supervisory)	1, 3, 7, 8, 9, 11, 15, 16, 17, 18, 19 30
Nurse (Supervisory)	5, 6, 8, 11, 16, 17, 18, 19 24, 25, 26, 30
Office Appliance Repairman	1, 2, 6, 8, 11, 12, 16, 18
Office Device Operator	2, 7, 8, 11, 12, 16, 19
Operations Officer (P-4/CAF-11 or higher)	5, 6, 7, 9, 10, 15, 16, 17, 18, 19 22, 25, 26, 30, plus Sense of Security
Operations Officer (through P-3/CAF-9)	5, 6, 7, 9, 12, 17, 18, 19, plus Sense of Security
Organization & Methods Examiner	5, 8, 9, 10, 12, 14, 15, 18, 19 23, 28, 30
Payroll Clerk	3, 4, 6, 7, 11, 12, 16, 19

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Position	Element Pattern
Personnel Clerk	3, 4, 6, 7, 11, 12, 15, 16, 19
Personnel Director	9, 10, 14, 15, 16, 17, 18, 19, 21, 22, 24, 26, 27, 29, 30, 31
Personnel Officer	5, 9, 10, 14, 15, 16, 17, 18, 19, 22, 23, 24, 26, 27, 29, 30
Personnel Assistant	3, 6, 8, 9, 10, 11, 12, 15, 18, 19
Photographer	3, 4, 6, 11, 12, 15, 18, 19
Photostat Operator	1, 3, 4, 7, 11, 12, 16, 19
Physicist	3, 7, 9, 11, 14, 15, 18, 19
Placement Officer	3, 5, 7, 9, 10, 12, 14, 15, 16, 17, 18, 19
Presentation Specialist	3, 5, 6, 9, 10, 12, 15, 18, 19, 22, 25, 26
Printing & Publication Clerk	3, 4, 6, 8, 9, 11, 12, 14, 19
Procedural Analyst	3, 5, 6, 8, 9, 10, 11, 12, 14, 15, 17, 18, 19
Program and Planning Analyst	3, 5, 8, 9, 10, 14, 18, 19
Projectionist	1, 3, 6, 7, 11, 12, 16, 19
Property and Supply Clerk	3, 6, 7, 11, 12, 16, 19
Property and Supply Officer	6, 8, 10, 14, 16, 17, 18
Psychologist	3, 5, 6, 8, 10, 15, 17, 18, 19
Purchase Clerk	3, 4, 6, 7, 10, 11, 12, 16, 19
Purchasing Officer	5, 9, 10, 14, 15, 16, 17, 18, 19, 28, 29, 30
Radio Operator	1, 3, 6, 8, 11, 16, 18, 19
Receptionist	6, 10, 11, 15, 16, 17, 19
Record Clerk	6, 8, 12, 13, 16, 18, 19

Position	Element Pattern
Recruitment and Placement Officer	5, 9, 10, 12, 14, 15, 18
Reports Officer (P-4/GAF-11 or higher)	6, 8, 9, 10, 11, 14, 15, 16, 17, 18, 19 22, 24, 25, 26, 27, plus Skill in English usage and skill in foreign language (if not required, omit last item) Note: Use item 15, or 27, but not both, as appropriate to the position.
Reports Officer (through P-3/CAF-9)	5, 6, 9, 10, 11, 12, 14, 16, 17, 19, plus Skill in English usage and skill in foreign language (if not required, omit last item)
Secretary	3, 4, 6, 7, 9, 11, 12, 14, 15, 16, 17, 18, 19
Security Officer	5, 9, 10, 14, 15, 17, 19
Shipping Clerk	6, 7, 12, 13, 16, 18, 19
Shorthand Reporter	3, 4, 6, 8, 11, 12, 16, 19
Statistical Clerk	6, 7, 8, 10, 11, 12, 16, 19
Statistical Coding Clerk	3, 4, 6, 7, 11, 12, 19
Statistician	3, 6, 8, 9, 12, 14, 16, 18
Storekeeper (Non Supervisory)	3, 6, 7, 11, 12, 16, 19
Storekeeper (Supervisory)	6, 7, 11, 12, 16, 19 24, 25, 26, 30
Store Laborer	3, 6, 7, 11, 16, 18, 19
Stenographer	3, 4, 6, 7, 11, 12, 14, 19
Supply Clerk	3, 6, 7, 11, 12, 16, 19
Tabulating Machine Operator	2, 7, 8, 11, 12, 16, 19
Technologist	5, 6, 8, 9, 10, 12, 15, 17, 18, 19 30
Telegraphic Typewriter Operator	3, 6, 8, 11, 12, 16, 19
Telephone Operator (Non Supervisory)	3, 6, 7, 9, 11, 12, 15, 16, 18, 19
Telephone Operator (Supervisory)	3, 6, 7, 9, 11, 14, 15, 16, 17, 19 24, 25, 26, 29, 30
Traffic Manager	3, 5, 8, 9, 10, 11, 12, 14, 15, 16, 18
Training Assistant	3, 5, 8, 9, 10, 11, 12, 14, 15, 17, 18, 19
Translator	3, 4, 7, 8, 10, 11, 12, 19

Position	Element Pattern
Clerk	3, 4, 6, 7, 11, 12, 19
	1, 3, 6, 11, 16, 19, 20
	3, 4, 6, 7, 11, (12 or 13), 16, 19
operator	1, 3, 4, 6, 8, 12, 19.