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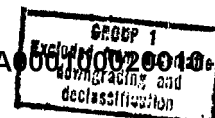
ORD 2625-66
11 July 1966

MEMORANDUM FOR: Chairman, Career Service Panel, ORD
SUBJECT : Competitive Evaluation and Promotability Listing

1. Annually, Division and Staff Chiefs must competitively evaluate and rate employees under his supervision with an R Career Designation in grades GS-9 through GS-14. The following, patterned after a procedure used by the OSI Career Service Panel, is a suggested method for performing the competitive evaluation and rating and for establishing the promotability list.
2. In evaluating his personnel each Division and Staff Chief would consider, at least, the following attributes:
 - a. Formal education and experience - with consideration of the amount, type, quality, applicability and degree of application in his current job assignment.
 - b. Individual characteristics - cooperation, flexibility, perserverance, initiative, resourcefulness, creativity and enthusiasm.
 - c. Job attitudes - identification with Agency goals, job motivation, attitude toward organization and associates, character of individual and team effort, constructive criticism and security consciousness.
 - d. Job performance - technical competence, reliability, project management, oral and written communication, timely completion of assignments, and overall ability.
 - e. Actual and potential capabilities - technical, staff, supervisory, or administrative.

This list of attributes is by no means all inclusive and is meant to serve only as a guideline to the raters who may wish to expand this list. The relative weight given each attribute is at the discretion of the rater in arriving at a single letter rating for each employee.

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3. Each Chief would rate each of his employees into one of the five categories:

<u>Rating</u>	<u>Career Progress</u>
A	Performance is clearly outstanding and individual will advance to higher grades well ahead of his contemporaries
B	Performance is excellent and the individual is expected to earn promotion ahead of his contemporaries
C	Performance is entirely satisfactory and individual may be considered for promotion along with the majority of his contemporaries
D	Performance is adequate but individual has about reached the plateau of his potential, and promotion, if it occurs, will be after the majority of his contemporaries
W	Performance is less than adequate

The list of ratings would be sent to the Chairman of the Career Service Panel.

4. Prior to the Career Service Panel's review of the ratings, each Chief would receive a proportionate share of personnel folders of individuals that are not under his supervision and would establish in his mind the ratings that he would give these individuals based upon information contained in the files and from personal contact in work situations in the Office. In this way, each Chief would be prepared to support or challenge the rating assigned by the rating Chief. This procedure has several advantages, one of which is normalization of rating scales among Chiefs and increasing the familiarity and acquaintance of Chiefs with Office personnel.

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5. At the Career Service Panel meeting a case-by-case review of the individual ratings will be conducted. Each Chief would then support or challenge the rating given by the individual's supervisor. This review process would merge the Division ratings into an Office rating and would constitute the first step in establishing a promotability list.

6. A promotability list would be formed by arranging the list of individuals according to the Office competitive letter rating and the time in grade. The A's would top the list and the W's would be at the bottom. Individuals with the same letter rating would be arranged in decreasing time-in-grade.

7. How the promotability list would be used in guiding decisions concerning promotion recommendations must be discussed fully within the Career Service Panel so that a mutually acceptable procedure can be devised. Broad guidelines would then be established. For example, promotion within a letter rating group would be generally according to time-in-grade. Promotion of an individual in a lower letter rating group with less time-in-grade would not precede that of an individual with a higher letter rating and more time-in-grade. Special constraints may modify or moderate any of the broad guidelines and should be the subject of further study.

8. Consideration of these suggestions by the Career Service Panel is recommended.

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Chairman, Competitive Evaluation
and Promotability Listing Panel

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