

ORD-2650-73

30 April 1973

MEMORANDUM FOR: All ORD Personnel
SUBJECT : Performance Appraisal
REFERENCE : ORD General Notice No. 62

1. Among the many personnel-related tasks a manager must perform, one of the more responsible is assessing the performance of those working for him.

2. The Fitness Report plays a key role in this evaluation. This report serves several purposes [] but all have the common objective of evaluating the employee's performance in a given job situation. The employee, the supervisor, and the Agency benefit from this action: the employee from a complete, objective evaluation; the supervisor from a structured assessment of the position and the incumbent; and the Agency from a periodically updated appraisal of the employee that can be used to fulfill a variety of personnel management requirements.

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3. Through a review of past Fitness Reports, the Office of Research and Development has determined that the evaluations have been unrealistic and have failed to produce maximum benefits at any level. Effective with reports prepared on or after 30 April 1973, this Office shall use the full scale of letter ratings provided by the system.

4. P or Proficient will become the norm for the assessment of the performance of an individual who is doing a good job in the right position. This is the defined intent of the usage of Proficient. There are two levels above this; namely, S or Strong and O or Outstanding. Similarly there are two levels below: M or Marginal and U or Unsatisfactory. Any level will be used as appropriate. It is further noted that the Rating

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Letter for Overall Performance in Current Position includes considerations other than those of the Duty Rating Letters and is therefore not some apparent average of these.

5. In upgrading this Office's use of the Fitness Report cycle, the ORD Career Service Panel and its Special Panel have prepared Guidelines for the Raters of the Professional, Clerical, and Secretarial Staffs to achieve a higher degree of uniformity in carrying out the process. Specifically, conscious attention will be paid to describing specific duties in terms of the Grade Level of the incumbent, to the use of a fairly consistent set of basic duties, to addressing in constructive fashion those personal characteristics which may influence an individual's job performance or capacity for future professional growth. Guidelines for these Staffs are attached. Since non-technical officers within ORD generally belong to other Career Services and are competitively rated in their own milieu, their Fitness Reports will be responsive to the standards of the appropriate Career Service, though the rating levels will be consistent with those used elsewhere in ORD. Appropriate notification of this latter fact will be provided their Career Services.

6. This Office recognizes the preparation of complete and objective Fitness Reports to be a major responsibility of its supervisors. The discharge of this duty is a consideration to be assessed in the preparation of their own Fitness Reports.

7. It is recognized that this new Office policy governing Fitness Reports will result in the typical evaluation dropping from an S to a P. For this reason and to avoid any misinterpretation or ambiguity resulting from this policy change, a copy of this memorandum will be placed in the Official Personnel File of each employee. In addition, the Fitness Reports will carry a statement citing this policy change and reference this memorandum.

FOIAB3B



Sayre Stevens
Director of Research and Development

2 Attachments
As stated

CLERICAL & SECRETARIAL GUIDELINES CRITERIA

CLERK TYPIST (GS-04 and GS-05)

JOB PERFORMANCE

OVERALL CLERICAL DUTIES:

Knowledge of correspondence formats and preparation of the same, preparation of forms, document flow and control, telephone and receptionist techniques, ability to determine work priorities, job attitude, utilization of time, initiative, resourcefulness, overall work accomplishments, security consciousness, willingness and ability to understudy and act for higher level secretaries, neat and orderly office area.

TYPING:

The ability to quickly, accurately and neatly type reports, project actions, memoranda, travel advances and vouchers, clearance actions, etc. in the prescribed format.

TECHNICAL ABILITY:

The knowledge of and adherence to document control procedures, Agency regulations, DD/S&T and ORD instructions, correspondence formats and completion of proper forms; filing systems, use of reference aids, records disposition, and knowledge of grammar and punctuation.

CLERICAL & SECRETARIAL GUIDELINES CRITERIA

CLERK STENO & SECRETARY STENO (GS-04 - GS-06)

JOB PERFORMANCE

SECRETARIAL DUTIES:

Knowledge of correspondence formats and preparation of the same, document control and flow, filing systems; ability to determine work priorities, telephone and receptionist techniques, job attitude, utilization of time, initiative, resourcefulness, overall work accomplishments, security consciousness, willingness and ability to understudy and act for higher level secretaries, neat and orderly office area.

SHORTHAND:

The ability to take shorthand and transcribe notes into an accurate draft or finished product.

TYPING:

The ability to quickly, accurately, and neatly type reports, project actions, memoranda, travel advances and vouchers, clearance actions, etc. in the prescribed format.

TECHNICAL ABILITY:

The knowledge of and adherence to document control procedures, Agency regulations, DD/S&T and ORD instructions, correspondence formats and completion of proper forms; filing systems, use of reference aids, records disposition, and knowledge of grammar and punctuation.

CLERICAL & SECRETARIAL GUIDELINES CRITERIA

SECRETARY STENO (GS-07 and Above)

JOB PERFORMANCE

SECRETARIAL & ADMINISTRATIVE DUTIES:

Provide administrative direction and leadership to secretarial and clerical personnel, responsible for developing and training subordinates, office management, document flow and control, maintain administrative records, correspondence review, ability to determine office work priorities, telephone and receptionist techniques, human relations effectiveness, decision logic, job attitude, utilization of time, initiative, resourcefulness, overall work accomplishments, security consciousness, neat and orderly office area.

SHORTHAND:

The ability to take shorthand and transcribe notes into an accurate draft or finished product.

TYPING:

The ability to quickly, accurately, and neatly type reports, project actions, memoranda, travel advances and vouchers, clearance actions, etc. in the prescribed format.

TECHNICAL ABILITY:

The knowledge of and adherence to document control procedures, Agency regulations, DD/S&T and ORD instructions, correspondence formats and completion of proper forms; filing systems, use of reference aids, records disposition, and knowledge of grammar and punctuation.

PERSONAL QUALIFICATIONS
& CONSIDERATIONS

PERSONALITY:

The ability to get along with others - subordinates, contemporaries, and supervisors - to have honesty, integrity and tact; to be pleasant, dependable and regular in attendance; to be able to communicate well; to have acceptable attitudes and work habits.

APPEARANCE:

Grooming, appropriateness of dress, poise, etc.

POTENTIAL:

The demonstrated performance motivation and potential to advance to a senior clerical position.

ADAPTABILITY:

Ability to accept new ideas and adjust to changing situations and environment.

ASSIGNABILITY:

The willingness and/or capability to accept assignments at the same or next grade level in the same position title job within ORD. (This category not to be confused with potential.)

THIS SHEET IS APPLICABLE FOR THE FOLLOWING:

1. Clerk Typist (GS-04 and GS-05).
2. Clerk Steno and Secretary Steno (GS-04 - GS-06).
3. Secretary Steno (GS-07 and Above).

PROFESSIONAL GUIDELINES CRITERIA

a. Technical Capacity

- GS-11 - Capable of undertaking an assigned problem with day to day guidance.
- GS-12 - Assigned or self-conceived problems with weekly review.
- GS-13 - Assigned or self-conceived problems or tasks with program guidance and review.
- GS-14 - As 13 but more versatility with inter-disciplinary capability permitting systems involvement.
- GS-15 - National authority. Recognized by, and known to, the appropriate scientific/technical fraternity for his accomplishments thereby justifying senior status. Program guidance only.

b. Judgment

- GS-11 - Represents his Office at working group levels limited to information exchanges.
- GS-12 - 11 plus.
- GS-13 - Relates work to objective goals of a broad character, participating as an Office representative on technical committees.
- GS-14 - Represents his Office as a technical authority on interagency committees.
- GS-15 - Represents his Agency in technical matters involving policies, missions and actions of National significance.

PROFESSIONAL GUIDELINES CRITERIA (Cont'd)

c. Management

- GS-11 - Generally operates as a Junior Scientist with advisory rather than action authority in handling fiscal and human resources.
- GS-12 - May carry some supervisory duties and direct responsibility for the utilization of allocated fiscal resources.
- GS-13 - Assigns human and fiscal resources to various aspects of a complex problem or field.
- GS-14 - Obtains and allocates resources and supervises staff toward the accomplishment of major, approved projects.
- GS-15 - Establishes projects; obtains and allocates human and fiscal resources to a multiplicity of activities being governed by program guidance and ceiling limitations.

d. Self-Sufficiency

- GS-11 - Limited knowledge of prior art, industrial potential, government activities, and in-house support function.
- GS-12 - 11 plus.
- GS-13 - Experience and maturity provides a basis for significant, independent action.
- GS-14 - Knows prior art, key personages in industry, academic and government areas and available in-house support. Is highly self-sufficient needing consultative help rather than guidance.
- GS-15 - As 14, but a greater depth of knowledge and more appreciation for the proper utilization of all resources including delegation of all duties possible along with the necessary authority for action.

PROFESSIONAL GUIDELINES CRITERIA (Cont'd)

e. Communications Skills

- GS-11 - Capable of good written and oral expression within context of assigned tasks clearly emphasizing points of major significance.
- GS-12 - Consistently provides advanced quality in his writing and in professional discussions.
- GS-13 - Provides clarity and good style in oral and written work which is accepted as authoritative treatment and which incorporates proper organizational and program perspectives.
- GS-14 - Adept at concisely and clearly expressing himself on all matters of significance to his job performance and in giving well-organized major briefings and technical presentations.
- GS-15 - Experienced in planning and executing major program briefings at highest levels, in independently writing major authoritative papers relating to his professional specialties, and correctly reflecting in both pertinent organizational policies.