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Rating Official's GUIDE

Econ file

To All Supervisors

Do you use the uniform efficiency rating system approved by the U. S. Civil Service Commission?

If so . . .

READ THIS CAREFULLY

It affects you and your employees.

EFFECTIVE JANUARY 1, 1944

FILE FOR FUTURE REFERENCE

Form No. 3823A—June 1945

"If we except the light and the air of heaven, no good thing has been or can be enjoyed by us without having first cost labor. And inasmuch as most good things are produced by labor, it follows that all such things of right belong to those whose labor has produced them. But it has so happened, in all the ages of the world, that some have labored, and others have without labor enjoyed a large proportion of the fruits. This is wrong, and should not continue. To secure to each laborer the whole product of his labor, or as nearly as possible, is a worthy object of any good government."

A. LINCOLN.

NOTE: The "whole product of labor" must be known before a proper award can be made.

To All Supervisors . . .

You serve your government. How well do you do it?

Your subordinates have jobs! How are they doing?

Do you know? You must! It is your job to know.

Your organization wants to know and your subordinates want to know. They look to you for this information. It is your responsibility to tell them!

Should each of you do this in your own way? Perhaps so. But there are so many of you that the results could not be used methodically. Even though no one way will be entirely satisfactory to all, one way must be followed by all—a way that is logical, a way that will give consistent results so they may be given the same meanings which, when used, will give fair treatment to all.

That is why instructions in how to rate the work performance of employees have been prepared. That is why you are asked to read the instructions, to know them, and to use them. They tell you how to rate work performance under the uniform efficiency rating system—the system worked out with the assistance of all Government departments and agencies and approved by the Civil Service Commission to be used throughout the Federal service.

For sale by the Superintendent of Documents, U. S. Government Printing Office Washington 25, D. C.
Price 5 cents

Do this? Tell your employees how they are doing.

How you go about it?

Don't argue; don't dominate; just tell frankly and honestly what is required of the employee in his job and how he is meeting the requirements. Tell him what he ought to know, not what he would like to hear, and make suggestions for improvement. Also, listen to him, he may have some suggestions or facts that will interest you. Discuss his work performance, also his efficiency rating.

Prepare for the interview.—Jot down the points that make you feel the way you do about the employee. Relate them to the efficiency rating. Have illustrations or factual data ready. Try to arrange for privacy during the interview. Don't set a time limit of less than 15 minutes—the interview should not be under pressure.

The interview.—Put the employee at ease. Discuss the values of such an interview to you and to him. Discuss *his* job, *his* work performance and *his* efficiency rating. Give praise where deserved and criticize straightforwardly and constructively. Let the employee know where he stands. Above all, do not force the employee to agree with your evaluations of his work performance. Explain things because most grievances or appeals are due to a lack of understanding rather than a disagreement as to facts. Be honest, frank, judicial. Face the facts but show a sincere interest in the employee's problems. Let the employee speak freely, ask questions, and make suggestions. Do not argue with him, but answer his questions, help him analyze his problems, suggest several possible solutions, and offer to help in carrying them out.

Conclude the interview.—Tell the employee to think about what he has been told and to come back if he wants to discuss certain things further, that you are ready to help him.

When you do it?

As often as possible. Find time for it. If you haven't done it during the rating period, by all means do it before he receives a cold, formal, unexplained notice of his efficiency rating.

Why you do it?

Every employee, yourself included, should know at all times where he stands, how he is doing. Such knowledge encourages greater effort and efficiency. Employee interviews, if done properly, lubricate the machinery and make the organization run smoother because they reduce friction and irritation. They also create confidence that your attitudes and judgments are unbiased and fair.

72850°—45

Do this!	Fill in or verify entries in heading of rating form.
How you go about it!	Name—Check with a list of employees, if necessary. Indicate by check mark in the blanks on the top of the form whether the rating is regular, probational or trial period, or special. Ratings made under administrative instructions for other purposes should be checked "Administrative-Unofficial." A regular rating is made as of March 31. It is an official rating made for all who are not serving a probational or trial period and who have worked in the agency at least 90 days in the grade of the position held on that date or, when such coverage is not practical or feasible, it may be made if the employee has worked at least 90 days under the rating official. A probational or trial-period rating is made 60 days prior to the end of the probational or trial period. It is an official rating. No "Regular" (March 31) rating is made during the probational or trial period of an employee. A special rating is made when there is no appropriate current official rating and one is needed for an official action. A special rating is official for all purposes even though it is for less than 90 days. *Classification symbols and title of position.*—Enter official designations. Check with available official records, if necessary. Period from ---- to ----—Refer to employee's personnel records. Regular rating—from April 1 to March 31 or as much of this period as employee was on active duty (at least 90 days) under the conditions stated above. *Probational or trial-period rating.*—From the beginning of the period to 60 days before the end of the period. *Special rating.*—Indicate the period that the employee served in the agency in the position held on the date the special rating is made. *Organization in which position is located.*—This is a matter of general knowledge. If in doubt, check with organization chart or with head of unit.
When you do it!	Do it before you start to rate—as soon as you get the efficiency rating forms. It should be completed before the end of the period covered by the rating.
Why you do it!	To identify employee. To indicate kind of rating. To identify employee's position. To indicate the period of service to be considered in rating work performance. To indicate the place of the position in the organization structure.

Do this! Select or verify the efficiency rating elements pertinent to the position.

How you go about it!

Think of the different positions or arrange rating forms according to classification grade and class; for example: Stenographers CAF-2 separate from Clerks CAF-2.

Think of the employee's position. Refresh your memory of the position's intended scope, duties, and responsibilities by reading again the official job description and by referring to assignments. Determine whether the position is or is not administrative, supervisory, or planning. Decisions are indicated by placing a check mark in one of the two boxes at the upper right-hand side of the rating form. The elements in italics are to be used for rating administrative, supervisory, and planning functions in the position. The elements not in italics are to be used for rating other functions whether in administrative, supervisory, or planning positions or in other types of positions.

Become familiar with the various elements on the rating form. You will find on the last few pages of this material some information that will assist you in doing this. REMEMBER THE ELEMENTS HAVE MEANING ONLY IN REFERENCE TO A PARTICULAR POSITION.

Select the elements, and only those elements, that are pertinent to the position. The elements used should be the same for like positions. In some cases, the efficiency rating committee will have suggested the elements. If you have any disagreements with the suggested selections, check with the committee. If you are working on the forms and you feel that additional elements are pertinent, encircle the element number in red ink, or if any suggested element is not pertinent, cross out its number in red ink. Changes should be made uniformly for like positions. These changes should be cleared, if possible, with the committee. The committee will see them anyway when it reviews your ratings for approval.

When you do it!

The best time to do this is in time for the employee to know, close to the beginning of the rating period, which elements are going to be considered in rating his work performance during the coming period. If it hasn't been done at the beginning of the rating period, it should receive attention as soon as the rating forms are received. If it has been done at the beginning of the rating period, make sure the employee's position hasn't been changed before you use the elements for rating at the end of the period.

Why you do it!

The efficiency rating is not an evaluation of the employee but of his work performance. The work performance is measured by the yardstick of reasonable job requirements. Job requirements must be related to activities found in the position. In other words, a charwoman should not be rated on her effectiveness in meeting and dealing with others because, regardless of how effective or ineffective she might be in this respect, this activity is not found in that position.

Do this!	**Select or verify the efficiency rating elements that are especially important in the position.**
How you go about it!	Think of the principal reasons for the position's existence. What are its primary objectives? Then determine which of the efficiency rating elements that are pertinent to the position are vital to those reasons and primary objectives. These ordinarily are the especially important elements. For example, in a position of field representative, effectiveness in meeting and dealing with others relates to the principal reasons and primary objectives of the position and would be an especially important element. Not all pertinent elements are especially important. You indicate the especially important elements by underlining them on the rating form. They should be the same for like positions. In some cases, the efficiency rating committee will have suggested the especially important elements. If you have any disagreements with the suggested selections, check with the committee. If you are working on the forms and you feel that additional elements are especially important, underline them in red ink, or if any should not have been underlined, cross out the underlining in red ink. Changes should be made uniformly for like positions. These changes should be cleared, if possible, with the committee. The committee will see them anyway when it reviews your ratings for approval.
When you do it!	At the same time the pertinent elements are selected or verified.
Why you do it!	The especially important aspects of work performance should be given greater weight than is given to the other aspects in determining the efficiency rating.

Do this?

Record your evaluations of the employee's work performance in connection with each efficiency rating element that is pertinent to the position.

How you go about it?

Allow sufficient time for making your evaluations so that the rating will reflect careful deliberation and sound judgment.

Compare the performance of the employee with the requirements of the position he is in on the rating date for each of the elements pertinent to the position. Record your evaluations by making plus (+), minus (−), or check (✓) marks. Mark an element with a check if the employee's performance is adequate—is what should reasonably be required in that kind and level of work. Mark with a plus if his performance is outstanding—is distinctly better than what should reasonably be required in that kind and level of work. Mark with a minus if his performance is weak—is below what should reasonably be required in that kind and level of work.

Ratings made by other supervisors under whom the employee worked in positions of the same grade may be given to you for consideration. They supply missing information regarding the employee's performance. They are made and given to you to assist you, not to control you, in making proper evaluations. Logically then, the markings on the elements are more significant than the final summary efficiency rating.

After marking all pertinent elements, carefully review your markings for accuracy of evaluation.

When you do it?

Start immediately at the end of the rating period. Allow a day or two to go by after you have marked the elements before you make your review. The recording of evaluations on the elements should be completed within a week after you start.

Why you do it?

In this step, you tell your organization and your employee what they want and have a right to know—how the job is being done.

In this step, you provide the basis for the efficiency rating and inspire confidence that the rating reflects facts of performance rather than personal bias or favoritism.

These evaluations can serve to guide the direction of future training, placement, transfer, and promotion to higher-grade positions.

Do this!

Determine the adjective efficiency rating.

How you go about it!

The evaluations with respect to each of the elements used are consolidated into an adjective efficiency rating by following the "standard" found on the rating form. It is to be noted that the markings on the underlined (especially important) elements are given more consideration than the others used.

The standards for the adjective ratings of "Good" and "Fair" call for the use of judgment in determining whether minus marks are overcompensated by plus marks. Your judgment should not be based on the theory that one plus mark balances a minus mark. Rather, you must consider the kind and level of position and determine the relative importance of the items marked plus and minus.

If you have for consideration any ratings made by another supervisor covering performance in a position of the same grade, do not mechanically or mathematically consolidate, average or combine them with your rating—consider them in the process of making your rating.

The standard will give proper results in the great majority of cases. Where its use does not give a proper adjective rating, deviations from the standard are permissible but have to be explained on the back of the rating form. Deviations may be permissible when the employee's performance is so outstanding in certain especially important respects that it completely overshadows the inadequacies. They are also permissible when the employee's performance is so defective in certain respects that it nullifies his performance in all other respects.

Write in the adjective efficiency rating in the blank space provided for the Rating Official.

When you do it!

As soon as you are satisfied that the element evaluations are correct, that is, they properly reflect the work performance as measured by the reasonable requirements of performance in that kind and level of position.

Why you do it!

The adjective efficiency rating completes the picture of the employee's work performance. Its determination takes into account the inadequacies of the efficiency rating system which reduces to a method what is by its nature a judgment process.

The adjective efficiency rating is used in such formal actions as salary advancement, reduction in force, salary reduction, and dismissal for inefficiency.

Do this!	Check your work.
How you go about it!	Assemble the rating forms and arrange them according to classification grade and class; for example: Stenographers CAF-2 separate from Clerks CAF-2. Review all the ratings, comparing the rating of each employee, one with the other, within each class and grade (for instance, all Clerks CAF-2) for the purpose of making sure that: 1 You have maintained the same reasonable requirements of work performance; 2 You have not been influenced by such personal considerations as personal loyalty, sympathy, friendship, or prejudice; 3 You have not allowed your rating to be influenced by instances of success or failure in the elements of the job that are not typical of the employee's general performance; 4 You have used correct judgments in your rating regardless of whether others might say that you have rated liberally or conservatively; 5 You have not considered length of service in your ratings; 6 You have not been influenced by the employee's previous regular rating; 7 The rating form is complete in all respects.
When you do it!	Immediately after you have rated the work performance of all employees under your supervision.
Why you do it!	The rating of work performance is not a responsibility that can be taken lightly. Too much depends upon it. If the ratings are not fair to all employees or to the agency in which they work, the actions based on the ratings will not be fair to all employees or to the Government agency.

Do this!	**Sign and date the report and give it to the reviewing official.**
How you go about it!	On the blank spaces at the bottom of the rating form after the words "Rated by," write legibly in ink your name, your title, and the date of your signature. Then give the ratings to your immediate supervisor who will either be the Reviewing Official or will transmit them to him. If there is no one who fits the description "the supervisor highest in line of authority above the rating official who has personal knowledge of the general performance of the employee to be rated and of the standards of performance of the unit in which the employee is assigned as compared with standards in other units," submit your ratings directly to the efficiency rating committee or the person who gave you the rating forms.
When you do it!	After you are satisfied that you have rated work performance properly and are willing to stand behind your judgment. The whole job of efficiency rating for all your subordinates should be completed within 10 days or 2 weeks after you have received the rating forms.
Why you do it!	A supervisor is required not only to make judgments but also to stand behind them. The responsibility for the part he plays in the whole process must be definite and a part of the record.

Basic Principle: If it isn't required in the position, it should not be used

Efficiency rating element	*Type of function or activity to which the element applies*	*Type of matters to be considered in rating work performance if the element is used*
1. Maintenance of equipment, tools, instruments.	Handling or using appliances, machinery, tools, as in toolkeeper, truckdriver, machine operator positions.	Keeping in good working order, cleaning, oiling, making minor adjustments. Using proper care in handling or storing. Notifying when repairs are necessary. Preventing breakage or loss.
2. Mechanical skill.	Making or repairing in a mechanical trade as in plumber, carpenter, automobile mechanic, electrician positions.	Knowing how to handle tools of the trade. Knowing the "tricks of the trade." Knowing what needs to be done and having the the necessary skill to do it.
3. Skill in the application of techniques and procedures.	Having individual responsibility for following prescribed and established methods, as in statistical clerk, laboratory technician, and bookkeeping positions—does not involve creation of methods. (Not applicable to trainee types of positions where employee is in process of learning the methods.)	Doing things in proper order. Following directions. Knowing which method to use in different cases. Understanding the methods.
4. Presentability of work (appropriateness of arrangement and appearance of work).	Having responsibility for preparing visible work products where employee has at least initial control of arrangement or appearance, as in positions involving the making of statistical tables, reports, forms, maps, and designs, or the typing of correspondence.	Neatness, orderliness of work product. Logical arrangement related to its use. Legibility. Balanced appearance.
5. Attention to broad phases of assignments.	Having responsibility for considering matters beyond the scope of the particular work assignments, as in positions involving determination of content of important letters, carrying on investigations, designing forms, recommending or determining courses of action.	Understanding objectives, interrelationships, and effect on other activities and the whole program and avoiding or working out inconsistencies or conflicts. Restricting or expanding particular assignments to desired scope and application. Maintaining perspective and coordinating work with the whole program.
6. Attention to pertinent detail.	Doing work involving many details or points to be remembered and having responsibility for taking care of them.	Noticing and taking care of details, small matters, fine points. Looking out for and catching errors. Avoiding waste. Taking safety precautions.
7. Accuracy of operations.	Having responsibility for accuracy in work operations where the employee does not produce and is not responsible for the whole work product.	Precision or exactness of work. Spoilage, damage, or loss due to inaccuracy.

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Efficiency rating element	*Type of function or activity to which the element applies*	*Type of matters to be considered in rating work performance if the element is used*
8. Accuracy of final results.	Having responsibility for accuracy of a whole work product which employee has produced and for which he is, at least initially, responsible.	Exactness with which the work product meets the purpose for which intended. Freedom from inconsistency. Usefulness of product.
9. Accuracy of judgments or decisions.	Having responsibility for correctness of courses of actions determined or interpretations made where freedom of choice or discretion is involved.	Fitness of action taken. Soundness of suggestions, recommendations, interpretations, decisions. Foresight—anticipating changes in conditions or probable events. Logical reasoning and analysis. Recognizing factors involved and giving proper weight to them. Extent to which judgments are adjusted, reversed or reviewed.
10. Effectiveness in presenting ideas or facts.	Expressing ideas or facts in official writing such as memoranda, letters, reports, briefs, and manuscripts, or orally through discussions or speeches.	Creating and keeping interest. Fitting language to different objectives and circumstances. Choice and use of words. Exclusion of irrelevant matter. Development of subject to its conclusion. Emphasis. Mannerisms.
11. Industry.	Applying time, interest, and energy to duties and responsibilities, particularly in positions where employee is not under such close supervision that it is the responsibility of the supervisor to see that the employee is fully occupied.	Concentrating on work. Getting down to work and working steadily. Spending time but not working. Visiting and gossiping with others, wasting own and their time. Taking care of personal business or occupying himself with matters not part of duties.
12. Rate of progress on or completion of assignments.	Working according to set schedules, time limits, deadlines, or reasonable time allotments for completion of tasks.	Meeting schedules, time limits or deadlines—keeping current. Showing progress—getting along. Working speed. Keeping job moving.
13. Amount of acceptable work produced.	Working on a production basis under a continuing workload where production records are or could be kept.	Number of usable units produced within some unit of working time (per hour, per day) as well as over a longer period of working time (during a week, month). Differences in difficulty of tasks. Working conditions. High and low peaks in production.
14. Ability to organize his work.	Having responsibility for many activities with discretion in planning details of work. (Does not apply to any position under close supervision.)	Putting first things first—orderliness. Giving proper proportion of attention to each matter to obtain the desired results. Coordinating work activity with that of others. Adjusting activities to circumstances and to facilities.

15. Effectiveness in meeting and dealing with others.	Making personal contacts as a representative of the office or organization, especially with persons outside the unit, as in nurse, receptionist, social case worker, investigator, and trial attorney positions.	Manner in approaching, meeting and working, dealing and conferring with others. Self-control, tact, poise. Acceptance of employee by others. Personal appearance and hygiene. Accomplishing objectives of contacts. Creating confidence, respect. Avoiding conflict, coordinating viewpoints, quieting antagonisms.
16. Cooperativeness.	Assisting others in getting their work done for the good of the organization, usually when mutual assistance is necessary as when employees work together in groups.	Demonstrated willingness to lend a hand. Working for the group's results. Subordinating personal likes, dislikes or interests for the benefit of the organization—working unselfishly and generously. Team worker. Offering services. Obedience.
17. Initiative.	Having responsibility for knowing what needs to be done for the benefit of the program with authority or room for action to go ahead and do it. (Rarely found in low-grade positions.)	Proceeding, going ahead, taking the lead, doing things without being told. Assuming responsibility. Self-starting, unafraid to proceed alone—self-confident. Acting in emergencies.
18. Resourcefulness.	Having responsibility for solving problems, particularly new ones where precedents or established methods are not adequate. (Rarely found in low-grade positions.)	Devising ways and means in solving problems or meeting situations. Applying imagination and ingenuity. Applying principles or methods to new uses. Making use of what is available. Having ideas—when one will not work, gets another—fertility of ideas.
19. Dependability.	Doing work that is relied upon, carrying responsibility of trust, confidence, or discretion; or employed under circumstances where work will be seriously affected by the failure of an employee to follow his work schedule.	Assurance that assignments will be carried out—things will not be forgotten. Keeping appointments—being where supposed to be—readiness and availability to perform duties. Keeping promises. Knowing what information to give and when. Sobriety, devotion to duty, loyalty to organization, honesty.
20. Physical fitness for the work.	Doing work involving manual labor or physical alertness as in laborer, farmer, guard, janitor positions.	Having physical stamina and strength to do full day's work. Having physique appropriate to assignments, tools, machinery. Being able to lift, carry, pull, sweep, clean, stand guard. Receiving favored assignments due to physical condition. Reluctance or refusal to do a job because of physical condition. Tiring easily.
21. Effectiveness in planning broad programs.	Having administrative responsibility for establishing and managing an over-all program and organization. In a staff capacity, having responsibility for formulating and recommending over-all program and organizational structure. (Not applicable where the over-all program and organizational structure are stable or where an established plan is being duplicated.)	Seeing the objectives and scope of the over-all program. Determining and outlining the nature and size of organization necessary to attain the objectives of the program. Applying sound management principles in matters of organization structure, budgeting, personnel administration, decentralization of operations, delegation of authority, and other matters of program and organization planning. Considering the nature and size of organization and providing, accordingly, for balanced, integrated, and effective management.

Basic Principle; If it isn't required in the position, it should not be used

Efficiency rating element	*Type of function or activity to which the element applies*	*Type of matters to be considered in rating work performance if the element is used*
22. Effectiveness in adapting the work program to broader or related programs.	Having administrative responsibility for managing a definite program and organization and for adjusting and revising them to keep in line with a more general or related program and organization under changing conditions. In a staff capacity, having responsibility for formulating and recommending adjustments and revisions in program and organizational structure.	Shaping the program to reach the larger objectives and to eliminate conflict or duplication. Coordinating one program with another so the combined effort accomplishes more than the separate efforts. Adaptability in modifying the program or organizational structure to meet changing conditions and then managing it in its altered state. Grasping the import of changing demands and responding accordingly. Making the organization an integral part of the larger organization. Ascertaining and developing opportunities for coordinating services with related services.
23. Effectiveness in devising procedures.	Having administrative responsibility for establishing new methods, analyzing existing methods, and devising improved methods for carrying out the functions of an organizational unit. In a staff capacity, having responsibility for analyzing functions and recommending new and improved methods.	Analyzing functions and breaking them down into processes, methods, flow of work, required forms, material, equipment. Knowing how jobs should be done and keeping alert to new and improved methods of doing work. Preventing the creation of bottlenecks. Preparing procedures that take care of problems that will be encountered with sufficient flexibility to meet changing conditions, yet keeping procedures as simple as possible. Knowing what to include in written procedures.
24. Effectiveness in laying out work and establishing standards of performance for subordinates.	Having supervisory responsibility for breaking down functions and processes into work assignments, for directing such assignments to particular positions, and for determining the level and quality of production and operation to be required in every position, and of every employee, under his direct supervision. (This function is present in practically every supervisory position.)	Apportioning work fairly and impartially with due regard to the capabilities of subordinates (without overloading) and the production of the unit as a whole. Making assignments according to a plan or policy. Issuing written instructions, when necessary, to avoid misunderstandings. Establishing and securing a general understanding of quality, quantity of work, manner of working, and other such matters, required in the various kinds and levels of positions as a guide for subordinates and as a measure of accomplishments.
25. Effectiveness in directing, reviewing, and checking the work of subordinates.	Having responsibility for the direct supervision of immediate subordinates (more than a secretary) for the purpose of getting work accomplished in accordance with required standards.	Giving clear directions. Maintaining control of work progress and quality. Keeping subordinates working at purposeful tasks consistent with the position grades. Maintaining smooth flow of work. Expediting work and personally refraining from becoming a bottleneck.

26. Effectiveness in instructing, training, and developing subordinates in the work.	Having direct supervisory responsibility for improving the work performance of immediate subordinates. In a staff capacity, giving instructions and training supplementing the activities of line supervisors.	Anticipating and recognizing need for training, devising training materials and methods, and making plans and arrangements for the actual giving of instructions. Analyzing abilities and improving them; helping subordinates to analyze their own abilities and assisting them in self-improvement. Helping, showing, coaching and following up with tact and patience. Giving group and individual instruction with the use of practical demonstration or other training aids. Developing understudies.
27. Effectiveness in promoting high working morale.	Having direct supervision over a number of immediate subordinates with responsibility for developing and maintaining interest in the work, confidence in the supervisor, loyalty to the organization and smooth working relations.	Knowing employee attitudes. Taking proper disciplinary action at proper time and place. Criticizing helpfully. Giving credit where due. Having no favorites. Setting a proper example by being fair, loyal, enthusiastic, and stimulating, and knowing what and how the subordinates are doing. Actively dispelling rumors. Explaining objectives timely. Effectively representing management to subordinates, and subordinates to management. "Standing behind" and protecting subordinates. Settling grievances promptly. Displaying calm, cheerful, tolerant, and diplomatic attitudes. Being accessible to subordinates. Giving attention to working conditions and hazards to safety.
28. Effectiveness in determining space, personnel, and equipment needs.	Having administrative responsibility to plan space, personnel, and equipment requirements of a program, organization, or operation for annual budgeting or immediate use. In a staff capacity, having responsibility for formulating and recommending such plans or making recommendations on annual or immediate plans of administrative officials.	Being aware of program requirements for space, personnel, and equipment and knowing how to measure these needs. Keeping estimates for space, personnel, and equipment to a narrow margin of error. Planning the use of secondary facilities and sources when the extent and duration of the job to be done is limited or temporary and does not justify an increase in costs, personnel, or space. Reappraising needs in the interest of economy when conditions change or work load decreases.
29. Effectiveness in setting and obtaining adherence to time limits and deadlines.	Having administrative responsibility for determining when an assignment or activity is to be completed or having supervisory responsibility for securing the completion by subordinates of work, assignments, or activities within a definite time period or by a definite date.	Knowing the value of setting schedules. Setting schedules that are possible of being met, that take into consideration the nature of the assignments or activity, and that are related to the urgency of the matters for completion. Checking on progress, helping by personally setting the pace if necessary, and clearing out hindrances. Looking for easier and less time-consuming methods. Maintaining a steady pace of work which if maintained will meet the deadline or time limit, rather than permitting procrastination and then requiring speed up. Giving rush matters timely attention.

Efficiency rating element	*Type of function or activity to which the element applies*	*Type of matters to be considered in rating work performance if the element is used*
30. Ability to make decisions.	Having administrative authority to make decisions and establish courses of action for others to follow. (The accuracy of decisions made is not involved here.)	Being decisive. Making decisions or establishing courses of action in time without procrastinating, vacillating, or failing to take a stand or reach a conclusion at all. Having courage to say "yes" or "no" and saying it with conviction so that others can rely on it. Taking a reasonable chance on a course of action when necessary rather than waiting to be absolutely sure of its infallibility or remaining in a state of suspended judgment.
31. Effectiveness in delegating clearly defined authority to act.	Having administrative authority to delegate parts of own authority to act to subordinates who can then act for and in the name of the superior.	Delegating authority to act directly rather than by implication. Delegating definite authority with limits clearly defined. Delegating authority without divorcing himself of his responsibility for proper administration. Being willing to delegate such authority to act which would free him to carry out the more important functions and responsibilities. Delegating responsibility with equal authority.

ARMY REGULATIONS
No. 600-185

WAR DEPARTMENT
WASHINGTON 25, D. C., 27 MAY 1947.

PERSONNEL

EFFICIENCY REPORTS

Effective 1 July 1947

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SECTION I

GENERAL

Type, purpose, and use of efficiency reports ..... Paragraph
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1. Type, purpose, and use of efficiency reports.—*a.* The three types of efficiency reports in use are—

(1) Officer Efficiency Report (WD AGO Form 67-1, 1 July 1947) (see sec. II below).

(2) Academic Report (to be submitted in letter form) (see sec. III below)

(3) Efficiency reports for general officers (see sec. IV below)

All periods of an officer's service, other than leave prior to separation after processing for separation or retirement, must be covered by one of the reports as shown above.

b. Efficiency reports are designed to report the manner of performance of specific duties of an officer during a definite period; to furnish accurate information as to the degree to which that officer possesses certain general qualifications considered essential in the military profession; and to record the nature and degree of such special qualifications as the individual may possess, and his potential value to the Army.

c. An over-all evaluation of each individual's efficiency is indicated in part by a numerical rating determined from the efficiency reports submitted for the duty performed. In addition, in considering individuals for selection, assignment, training, promotion, elimination, etc., certain other factors are considered, including academic reports for any type of training while on active duty, the nature and the degree of difficulty of duty assignments, official commendations, reprimands, and other pertinent evidence of his character, ability, and value to the service. The average of such ratings over a period of 5 to 10 years gives a general efficiency rating intended to show the relative worth of the individual, resulting from the objective observations and reports of many rating officers

d. Every officer has the right to examine his efficiency reports at any time merely by applying in person at the proper office of record. Officers are urged to make such inspections for it will give an opportunity of learning one's shortcomings as they appear to military superiors, and will indicate fields of self-

*This pamphlet supersedes AR 600-185, 15 November 1944, including C 1, 31 October 1946; and section I, WD Circular 28, 1947.

improvements to the officer's advantage. The offices of record for the various types of efficiency reports are—

(1) The Adjutant General for—

(*a*) Part 2 of WD AGO Form 67-1.

(*b*) Original of academic report.

(*c*) Reports pertaining to general officers (see sec. IV below).

(2) Career section of arm or service for—

(*a*) Part 1 of WD AGO Form 67-1.

(*b*) Copy of academic report.

e. Unless an officer has had an opportunity to prove his ability by actual performance of duty, any conclusion as to his efficiency is mere conjecture. Efficiency reports will be based upon direct observation of the rated officer by the rating officer. In situations where the two officers are not at the same station, the rating officer will take advantage of every opportunity to observe the rated officer, so that his ratings will be more objective and more accurate.

f. The present efficiency of his organization will not be the sole basis of a judgment by a military superior as to the efficiency of his subordinate. The degree to which the efficiency of the officer is reflected in the efficiency of his organization will be measured in direct proportion to his opportunities for making his imprint on the organization, considering the time factor and making due allowances for obstacles beyond the control of the individual.

g. No further entries of manner of performance ratings, efficiency ratings, or academic ratings will be made on officers' qualification records (except War Department and the Commanding General, Army Air Forces copies) for duty performed on or after 1 July 1947. In lieu of manner of performance or efficiency ratings, the type of report submitted for each recorded duty assignment will be entered in the space formerly used for the entry of ratings. The entry for type of report will be shown as "67-1" for routine efficiency reports, "Acad" for academic reports, "GenO" for general officers' partial reports (see sec. IV below), or "None" where the duty assignment is changed but the rated officer remains at the same unit or station, under the same reporting officer, and the duty is to be covered in a later report for the entire assignment or reporting period.

h. In spite of the fact that each officer has the right to examine his efficiency reports in the War Department as indicated above, the submission of efficiency reports does not relieve any commander or rating officer of the responsibility for continually correcting deficiencies and stimulating improvement in the officer being rated. The time for such corrections is *as such* incidents occur or are observed. It is not desirable to defer corrective action until the time at which efficiency reports are due. If no appropriate opportunities arise spontaneously, each rating officer will arrange a private, personal interview, not less frequently than once in each 6-month period, with each officer whom he rates. In such interviews, the rating officer will enumerate such deficiencies as he may have observed in the officer rated, and give his positive suggestions for improvement and further development. This interview, or day-to-day constructive criticism in lieu thereof, will be accomplished prior to the completion of any efficiency report or academic report. In the absence of comment under paragraph B, section II of Form 67-1, the War Department will assume that *any deficiencies, referring to past performance of duty as observed by the rating officer, in any efficiency report or academic report, have been brought to the attention of the officer rated prior to the accomplishment of the report.*

i. In certain instances, when in the judgment of a rating officer, an officer under his immediate supervision is seriously deficient in ability, character, or performance of duty, an efficiency report must be submitted to indicate such unsatisfactory characteristics or performance of duty as a basis for reassignment, reclassification, or disciplinary action. In such cases a complete officer Efficiency Report (WD AGO Form 67-1) will be accomplished. Prior to accomplishing the report the rating officer will inform the rated officer of his deficiencies and a statement indicating that such action has been taken will be included under paragraph B, section II, of the report. When the report is rendered, an additional sheet may be attached to part 1 to provide sufficient space for a complete explanation of the circumstances, action taken, and recommended further action. In all such cases the period during which the rated officer's characteristics or performance of duties have been unsatisfactory will be clearly indicated. If necessary, a separate report will be submitted to indicate, and provide proper rating of, a period of satisfactory performance not already covered in efficiency reports previously submitted. In all such cases the rating officer must have had the opportunity of observing the officer being rated over a period of not less than 2 months, in order to provide an adequate basis for evaluation. For details in accomplishing the report, see section II of these regulations.

2. Procedure.—*a.* THE COMMANDING OFFICER OF EACH UNIT OR INSTALLATION, WITHIN 60 DAYS AFTER RECEIPT OF THESE REGULATIONS, AND WITHIN 60 DAYS PRIOR TO EACH 31 DECEMBER THEREAFTER, WILL CAUSE EACH OFFICER OF HIS COMMAND TO CERTIFY THAT HE HAS READ AND UNDERSTANDS THESE REGULATIONS. Sufficient explanation will be provided, where necessary, to insure that each officer understands the procedure for completing and submitting efficiency reports, and the vital necessity of accuracy, fairness, and impartiality in accomplishing them.

b. Efficiency reports are so important and of such vital and compelling consequence to the officer reported upon that the greatest care must be exercised in their preparation. Carelessness, incorrect entries, failure of reporting officer and indorsing officer to sign, and inconsistencies, have necessitated the return of a large number of efficiency reports to the field for correction. This results in a large volume of unnecessary correspondence and consequent loss of time and labor. A careful review of the efficiency report, giving close attention to the directions contained in these regulations, will eliminate many of these errors.

c. Basic principles of rating.

(1) Judgment by the rater should be based on what the officer has been observed or known to do or to fail to do. Each word or phrase presented should be evaluated in terms of specific situations in which it has applied either positively or negatively to the officer being rated.

(2) Judgment should not be based on supposition, guesswork, or wishful thinking. Emotional bias which is apt to distort judgment and result in the overrating of friends or the underrating of officers disliked by the rater must be avoided. Overrating may hurt an officer as much as underrating him, for it gives a false picture of his abilities and may lead to his being given responsibilities for which he is not, in fact, fitted.

(3) Judgment should be based on typical performance, not on an isolated striking incident. A serious error results when a general opinion is formed on the basis of a single dramatic example. To avoid this

error, the rater must determine the officer's most typical or most frequent manner of performance. The exceptional incidents may be considered in the over-all judgment and, if sufficiently different and frequent, the general estimate should be adjusted to account for these exceptions. The rater's task is thus made easier, since many instances of actual performance are available on which to base this judgment.

(4) The rater's judgment should always be based on examples relative to the characteristic under consideration. Each characteristic used in the form is to be considered separately and should not be influenced by other descriptions of behavior.

d. Under no circumstances will reference be made to charges preferred against an officer that have not been finally disposed of at the time the report is rendered, or to trial by a general court martial that resulted in the acquittal of an officer on all charges and specifications, unless remark relative thereto is made by the officer reported upon.

SECTION II

OFFICER EFFICIENCY REPORT (WD AGO FORM 67-1, 1 JULY 1947)

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3. On whom rendered.—An officer Efficiency Report (WD AGO Form 67-1, 1 July 1947), will be submitted at those times as indicated in paragraph 6c for all officers, and to cover all types of duty except academic duty (see sec. III below) For certain general officers (see sec. IV below) the items completed in Form 67-1 will be limited to sections I, II, III, VIII (modified), and IX.

4. By whom rendered.—a. The report will be rendered by the *immediate superior* of the officer being rated, except in special cases as noted below.

(1) In those cases where an officer is on special duty with other departments of the Government, and has *no military superior*, special arrangements will be made in each case for submission of reports on his efficiency.

(2) In cases where officers are assigned to certain types of duties involving other than the normal chain of command, as in the case of National Guard and Reserve Officers' Training Corps instructors, certain liaison officers, and the like, special provision for the accomplishment and forward of efficiency reports will be made, where necessary, in directives of the War Department and the Commanding General, Army Air Forces pertaining to such agencies and assignments.

(3) Except the Chief of Chaplains and the Commandant of the Chaplains' School, no chaplain will render a report on another chaplain.

b. Frequently the *immediate superior* of the rated officer is other than his unit commander. This situation may maintain under many and varying circumstances. An officer on DS, TDY, or SD, although still assigned to a unit, may

be working under the immediate control and supervision of an officer other than his unit commander. In such cases, the efficiency report will normally be completed by the officer exercising immediate control and supervision of the officer being rated, provided that the officer completing the report has had an opportunity to observe the officer rated over a period of 2 months or more. There are many intangibles that enter frequently into the determination of the identity of the rating officer, and therefore, no hard and fast rule can or should be established. The intent is to secure objective and worth while ratings over the maximum period of an officer's service. Keeping this purpose in mind, there normally should be no difficulty in deciding who should initiate the report.

5. Channels for efficiency reports.—Efficiency reports will normally be forwarded direct to The Adjutant General by the officer accomplishing the first indorsement, or by the rating officer if there is no intermediate superior between himself and The Adjutant General.

6. When rendered.—*a. Officer efficiency report.*—An officer efficiency report will be submitted immediately on each of the occasions shown under *c*(1) to (6), inclusive, below. Commanding officers are responsible for insuring that efficiency reports are completed properly and submitted promptly for each officer under their command, and that all periods of an officer's service, other than leave prior to separation after processing for separation or retirement, are covered by an efficiency report. When, because of combat or other emergency conditions, an efficiency report is not completed when due, the responsible commander will complete and submit the report at the first available opportunity, and will take appropriate action to insure that all service since that covered by the last previous report is properly rated. When, for any reason an efficiency report is not accomplished and forwarded by the rating officer within 30 days following the last date covered under "Period of Report" in section I of Form 67-1, an explanation of the reason for the delay will be attached as an inclosure to part 1.

b. Period covered.—Where an officer's status changes by reason of permanent change of station, temporary duty, or detached service, the EDCMR will be used as the closing and the opening date for successive rating periods. In those cases where an officer's assignment status does not change, the question of inclusive dates will be governed by the date of his last efficiency report and the occasion necessitating the submission of another report. In case of doubt, the date of last duty rated as shown on the officers qualification record will be taken as the closing date of the last report.

c. Occasions on which efficiency report submitted.—An efficiency report will be submitted on each of the following occasions:

(1) When, after a period of duty of 2 months or more, the rated officer ceases to serve under the immediate command of the reporting officer, or

(2) When, after a period of duty of 2 months or more, an officer departs on temporary duty or detached service of 2 months or more, *under such circumstances that he will be serving under and responsible to a different immediate superior officer* (see par. 4*b*), or

(3) When an officer in a student status is assigned a principal duty other than student, under the immediate supervision of a military superior, for 2 months or more during the interim period between courses or school years, or

(4) On 30 June and 31 December when no efficiency report has been rendered during the preceding 2 months, unless the officer is a student at a service school or civilian institution.

(5) When an officer is appointed to the permanent grade of major general or to the temporary grade of lieutenant general or higher, after which only partial efficiency reports are submitted (see sec. IV below), the period of duty served prior to the date of such appointment, since the duty covered by the last previous report, will be reported on a complete Form 67-1 even though his principal duty has not changed.

(6) Under any circumstances not otherwise prescribed, when an officer's assignment status changes, except when he remains under the immediate supervision of the same rating officer, or when his immediate superior is changed provided that the period of duty is of 2 months duration or more, appropriate action will be taken by the responsible commander to insure that a report is completed and submitted to cover all service rendered since that covered by the last previous report. In case of doubt, the date of last duty rated as shown on the officers qualification record will be taken as the closing date of the last previous efficiency report.

d. Abbreviated report.—A report, completing only sections I and III, and the rating officer's signature in section IX, will be submitted on any officer, including general officers of all grades—

(1) When an officer's assignment status changes and his commanding officer or superior is also changed, after he has had no principal duty assignment for 2 months or more, or

(2) When an officer's assignment status changes from being assigned or attached (regardless of the number of days) to a replacement depot and he has performed no principal duty, or

(3) On 30 June or 31 December, if an officer is assigned or attached unassigned (regardless of the number of days) to a replacement depot, or assigned to a detachment of patients, and has no duty assignment, or

(4) When an officer has been on a duty assignment for less than 2 months but would otherwise come under the provisions of *c* above.

e. Under the provisions of *c* and *d* above, normally only one efficiency report will be submitted to cover an officer's assignment during any continuous period between semiannual reporting days (30 June and 31 December) during which the rated officer is at the same station and under the supervision of the same reporting officer. However, when circumstances warrant it in the discretion of the reporting officer, provided that the rated officer's duration of service in any capacity with the reporting officer has been greater than 2 months, an efficiency report may be submitted at any time for any duty performed. If, for example, the duty assignment of the rated officer is changed, though he remains at the same station and under the supervision of the same reporting officer, an efficiency report *may* be submitted in order to indicate the reasons for change of assignment or a difference in the officer's manner of performance of different duties. In case such a report is to be submitted for a period of unsatisfactory service the general provisions in paragraph 1*i* must be observed.

7. **Inclosures.**—Originals or copies of letters of commendation, reprimands, and similar official correspondence pertaining to an officer's manner of perform-

ance of duties or his value to the service, will be attached in duplicate to part 1 of the next Form 67-1 submitted, for forwarding to The Adjutant General to become part of the officer's official files. In The Adjutant General's Office, the original or first copy will be retained for filing with part 2 of the efficiency report, while the duplicate or second copy will be forwarded with part 1 to the career section of the arm or service concerned. Where such correspondence has already been transmitted to The Adjutant General's Office, no copies are required to be attached to the next efficiency report submitted but reference to such commendations, reprimands, etc., will be made under section II, paragraph B of the report, "Description of Officer Rated and Comments."

8. Directions for completion of part 1.—*a. General.*—Part 1 of Form 67-1 must be typewritten or printed in ink. Do not use pencil on this page of the report.

b. Initial Regular Army efficiency reports.—Efficiency reports rendered during the 3-year period following initial appointment in the Regular Army, during which period such appointments are subject to revocation, will bear the notation "Initial Regular Army Appointment" typed or stamped along the right margin of parts 1 and 2 of the report form.

c. Directions for personnel officers for completion of section I.—Use of carbon paper between parts 1 and 2 will enable sections I and III to be completed at the same time. In so doing, sheets of carbon only large enough to cover the necessary space for section III will be used, to avoid smudging the machine-scored portions of the form.

(1) The name of the officer reported upon will be entered exactly as it is carried on the official rolls of the Army. Care must be exercised to show the correct name, serial number, grade in which the officer is serving, arm or service, and component. "AUS" will not be used for officers holding appointments in the Regular Army (RA), National Guard (NGUS), or Officers Reserve Corps (ORC). Where an officer is currently detailed in an arm or service other than his basic arm or service, the arm or service in which detailed will be shown, followed by the basic arm or service inclosed in parentheses, e.g., GSC (Inf). In the case of integrated officers, initially commissioned in a "carrier" arm or service, the carrier arm or service will not be shown.

(2) The period of the report will begin with the day following the last day covered in the preceding efficiency report rendered on the officer and end with the date of the occurrence which is the cause for the making of the report, normally the EDCMR. (See par. 7.) In the case of the semiannual report the dates will begin with the day following the last efficiency report rendered on the officer and end either 30 June or 31 December.

(3) The theater or continental command to which the officer is assigned will be entered as follows: Far-East Command, Sixth Army, War Department, etc. For reports from class II installations in the zone of the interior the head of the administrative or technical service, or other War Department Agency directly responsible for the installation will be shown here in lieu of the army in which the installation is located, for example: Chief of Ordnance, etc.

(4) The exact title and present station of the unit to which the officer is assigned will be entered as follows:

(*a*) 334th ASU
Fort Monroe, Va.

(*b*) 82d Fighter Squadron
Ladd Field, Alaska

(*c*) Office, Chief of Ordnance
Washington 25, D. C.

(5) The code number for primary military occupational specialty (MOS) will be entered in the space provided. The primary MOS will be the one, as shown on the officers qualification record, in which the officer has fully demonstrated his ability to perform the specialty which represents the highest level of skill and is within the field of specialties in which he has had the longest and most successful duty assignments.

(6) The code number for the officer's present principal duty assignment (the duty upon which he is being rated) will be inserted in the box provided. Only code numbers as listed in TM 12-406 will be used.

(7) The exact number of days of duty, leave, and other nonduty during the period of the report will be entered in the proper spaces. The sum of these three entries will equal the number of days covered by the report.

(8) The report will be dated as of the day on which it is made out by the rating officer.

(9) If the efficiency report is being rendered because of a permanent change of station for the officer being rated, the unit or installation to which the officer is being transferred will be entered in the space provided.

(10) The names, grades, and organizations or units of the rating officer and of the indorsing officer will be printed in ink or typed but not written on the bottom line of section I of the form.

(11) Neither the personnel officer, the rating officer, nor the indorsing officer will write in the spaces at the extreme right of this section, which are reserved for use in the War Department.

6. Directions to rating officers for completion of section II.

(1) *General.*—Pencil entries will not be made in section II. All entries will be typed or hand-printed in ink.

(2) *Paragraph A—Duties actually performed on present job.*—This information will be entered by the rating officer. The brief account will describe the actual duties and the level of responsibility of the officer on the duty assignment for which he is being rated, as well as a brief specific description showing the extent of the officer's additional duties, such as "Regimental Post Exchange Officer," "Recorder of General Courts Martial," "Class A Agent," etc. Where a report covers two or more short principal duty assignments in succession, under the supervision of the same rating officer, the description and duration of each principal duty assignment will be shown separately in this paragraph, with any appropriate comments. In the case of officers holding current aeronautical ratings whose principal duty assignments involve flying, the duties might be

described as "Airplane Commander," "Lead Bombardier," "Airplane Navigator," "Combat Crew Copilot," "Instructor Pilot," etc.

(3) *Paragraph B—Description of officer rated and comments.*—In this paragraph, the rater will give a brief, verbal picture of this officer, including his mental, moral, physical, and professional qualities, covering both his weak points and his strong points. In this description, the rater will include those facts which he would want to know about the officer if he were considering the office. for an assignment in his own command. Any statements in addition to the information provided in other sections of the form, which will furnish a fair and more complete picture of the officer being rated, will be entered in this paragraph. For example, if the rater marks an "X" in the column designated "not want him" in section II C of the report form, an explanatory comment will be made here to indicate whether such a rating is made because of the low efficiency of the officer rated, or for other reasons. Specialties of value to the Army and any special defects or weakness affecting his ability to perform certain duties will also be mentioned. For general officers of the permanent grade of major general or higher or temporary grade of lieutenant general or higher (see sec. IV below), where a partial report is submitted in lieu of a complete Form 67-1, an adjectival rating giving the manner of performance of duty will be added here, using the following terms, amplified as may be necessary: superior, excellent, very satisfactory, satisfactory, unsatisfactory.

(4) *Paragraph C—Estimated desirability in various capacities.*

(*a*) In this paragraph, the rating officer will indicate to what extent he would want the rated officer to serve under him in various types of duty in the next higher grade than the one the rated officer is now holding. The types of duty include—

1. A mission to higher headquarters.
2. Command of a unit.
3. Responsibility in an emergency situation.
4. Assignment requiring attention to details.
5. Planning in a military situation.
6. Assignment to a civilian component.
7. Representing the rater where tact is required.
8. Assignment as a specialist or technician. In this type of duty, the rating officer will specify the special or technical field in which he is rating the officer.
9. Duties of the type of work to which is he now assigned.

(*b*) The rater will check the square beneath the number which represents his attitude toward the rated officer, using the following key:

1. Not want him.
2. Take a chance on him.
3. Happy to have him.
4. Prefer him to most.
5. Fight to get him.

(c) "NA" will be marked only in cases when, because of his arm or service or the nature of his specialty, the rated officer would never be called upon to perform certain of these duties. The rater's estimate of the potential ability of the officer in certain of these fields, even though it is not based on concrete evidence, will be of value to career sections of the arm or service.

(5) *Paragraph D—Immediate recommendations for career development.*

(a) In the upper left box, a recommended assignment for the rated officer will be entered. This recommended assignment may indicate a continuance on the same duty, advancement to a higher level of duty, or transfer to a different duty. The rating officer will ask himself the question, "What type of duty assignment should this officer have next in order to enhance his development as an officer and become of most value to the service?" This is not to be a recommendation for the type of duty assignment which the rated officer is *already* best qualified to fill, unless he has reached his maximum level of development. To the extent possible, consistent with the general welfare of the service, the rating officer will consider the desires and preferences of the officer being rated. In each case, the rating officer will recommend a specific assignment at a certain level, including the code number, when applicable, and not a general field. Thus, "Regimental Adjutant 2110" would be a specific recommended assignment but "Administration" would be too broad.

(b) If the rating officer feels that the rated officer would further his Army career by training, either school or on-the-job, this will be indicated in the lower left-hand box. In cases where the officer is being recommended for further schooling, the rater will indicate specifically which school and which course in that school he is recommending for the officer and to which MOS it will lead, if applicable.

(c) This part of the report *may* be omitted when a partial report (see sec. IV below) is being rendered for a general officer with the permanent grade of major general or higher or the temporary grade of lieutenant general or higher.

(6) If more space is needed than is provided on the form, the comments may be completed on a blank sheet of paper and attached to part 1.

(7) *Paragraph E.*—The rating officer will indicate the basis for his report. More than one entry may be required in order to follow more accurately the period involved. For example, the rating may be formulated by the rating officer on the basis of both intimate daily contact and official reports.

e. Directions to indorsing officers for completion of section II.

(1) The officer efficiency report will be indorsed by the immediate superior of the rating officer. In many cases this will not be the commanding officer of the unit to which the rating officer is assigned, but rather the superior officer on the particular duty which the rating officer is performing.

(2) *Paragraph B—Description of officer rated and comments.*

(a) In the event that the indorsing officer does not know the rated officer, he will write a statement such as: "I do not

know the officer reported upon, but I have confidence in the judgment of the reporting officer."

(*b*) If the indorsing officer does not know either the rated officer or the reporting officer, he will state: "I do not know either the officer reported upon or the reporting officer and cannot express an opinion."

(*c*) If the indorsing officer disagrees with the description and comments made by the rating officer, he will write a statement explaining his reasons for disagreement. He will also make any comments he feels would result in a more complete and accurate picture of the rated officer.

(3) *Paragraph C—Estimated desirability in various capacities.*—The indorsing officer will read the rating officer's entries in this paragraph, but will make *no* changes in them. In the space marked "indorser," the indorsing officer will indicate his estimate of the rated officer, in the same manner as did the rating officer (see *d*(4) above). When the indorsing officer does not know the rated officer, this section will not be completed.

(4) *Paragraph D—Immediate recommendations for career development.*

(*a*) In the upper right box, the indorsing office will enter a recommended assignment for the officer being rated. As in the case of the rating officer (see *d* (5) (*a*) above), the recommendation will be for a continuance of the same duty, advancement to a higher line of duty, or transfer to a different duty. In each case, the duty recommended will be expressed specifically, and not in general terms.

(*b*) Recommendations for further training for the officer being rated will be entered in the lower right box, in the same manner as those entered by the rating occer (see *d* (5) (*b*) above). The particular school and course for which the officer is being recommended will be indicated.

(*c*) This part of the report *may* be omitted when a partial report (see sec. IV below) is being rendered for a general officer with the permanent grade of major general or higher or the temporary grade of lieutenant general or higher.

(5) If more space is needed than is provided on the form the comments may be completed on a blank sheet of paper and attached to part 1.

f. Side 2 of part 1 is reserved for comments of the career sections of the various arms and services, and will not be used by either rating or indorsing officers.

9. Directions for completion of part 2.—Section III duplicates section I and can be entered at the same time by the use of carbon paper.

a. Marking.

(1) In marking part 2 (sections IV to VII, inclusive), certain requirements must be observed.

(*a*) A special electrographic pencil or a No. 1 or softer pencil must be used.

(*b*) Marks must be heavy and black and must fill the entire space between the two dotted lines.

(2) If the rater changes his mind about any response after marking it, it must be completely erased so that no marks or smudges remain. Then the desired answer may be marked.

b. Directions to rating officer for completion of section IV—Job proficiency.

(1) Section IV consists of 12 sets, each made up of four words or phrases which describe characteristics related to proficiency on the job. The rater will consider each set, and then decide which

one of the four words or phrases is *most descriptive* and which *one* is *least descriptive* of the officer being rated. Two phrases, a *most descriptive* and a *least descriptive*, will be marked for each set. Raters will note that each set of four phrases will be judged independently. No check for consistency of rating is necessary. In completing section IV, the rater is describing the officer being rated, and not evaluating him. The War Department will evaluate the description of the rater. The rating officer's only responsibility is to give an accurate, impartial report of his observations.

(2) Following the basic principles of rating as outlined in paragraph 2c, a fictional Captain Gray might be rated on the two sample sets of descriptive phrases on the supplementary instruction sheet in the following manner:

(*a*) The rater will consider the first set of four phrases. Specific examples of Captain Gray's behavior as they apply to each word or phrase in the set will be recalled. Incidents of *sense of humor* and lack of sense of humor, his aggressiveness and *lack of aggressiveness*, his *pleasant appearance* and his unpleasant appearance, and his assumption of responsibility or his *avoidance of responsibility* should be considered. In recalling the incidents, the rater will decide how well the descriptive word or phrase fits the officer's typical behavior. Suppose that this has been done for the first set, and that the following conclusions can be drawn:

1. A. The only evidence recalled as to his having a *good sense of humor* is one instance in which he was the only person to laugh at a joke told by the rater.

2. B. Only a few incidents have been observed wherein he displayed *aggressiveness*.

3. C. On most occasions he has presented a *pleasant appearance*. Some incidents have occurred when his appearance was unpleasant.

4. D. Captain Gray has accepted responsibility for duties he liked to perform but has *avoided taking responsibility* for unpleasant duties.

(*b*) In choosing the most descriptive phrase, the behavior of the officer is reviewed. His one display of a good sense of humor is scarcely enough to warrant calling A the most descriptive phrase. Absence of sufficient evidence concerning his aggressiveness also seems to eliminate B. C is supported by evidence showing that on most occasions his appearance was pleasant. His attitude toward responsibility (D) varies with the type of duty. Therefore C is chosen as the most descriptive of the four phrases.

(*c*) In choosing the least descriptive phrases, A, B, and D are to be considered, since C obviously cannot be both *most* and *least* descriptive. On only one occasion has the officer given an indication that he has a good sense of humor (A). On a few occasions he has displayed aggressiveness (B). His attitude toward responsibility is not fixed. Therefore (A) is least descriptive of the officer of the four phrases used in this set.

(*d*) In the second sample item, the rater will again recall specific examples of Captain Gray's behavior as they apply to each phrase, and will decide how well the phrases fit his typical performance. A and B have been discussed in the first example. Captain Gray has a very pleasant speaking voice at all times. On some occasions he has been tactful, while on other occasions he has run into difficulty because of lack of tact.

(e) In selecting the most descriptive phrase on example II (Supplementary instruction sheet) the officer's *speaking voice* which is always *pleasant* is *more descriptive* of him than his pleasant appearance, since the latter is not always the case. Thus, in this example, C would be the *most descriptive*. However, (A) *Has a good sense of humor* is again the *least descriptive*, since there was less evidence for that trait than for either of the two new alternatives introduced.

(*f*) After the sets of characteristics have been considered carefully by the rater, he will enter his decisions on the report form. In example I, the report form is shown to have four rows of dotted lines inclosed in the bracket numbered I. Each alternative is followed by two sets of these dotted lines, marked "MOST" and "LEAST." Since alternative (C) *Pleasant appearance* was chosen as *most descriptive* the rater will make a heavy black mark between the dotted lines in the MOST column opposite C. Since (A) *Has a good sense of humor* was selected as *least descriptive* the space between the dotted lines in the LEAST column opposite A will be filled in with a heavy black mark to indicate the rater's selection. These two marks are indicated in example I of the supplementary instruction sheet.

(*g*) It should be noted that for one set of words or phrases, two marks have been made on the report form, one in the MOST column to indicate the *most descriptive* phrase and one in the LEAST column to indicate the *least descriptive* phrase. Since these phrases are in example I, the marks were made in the answer sheet in the rows included in the bracket numbered I.

(*h*) For example II, (C) *Pleasant speaking voice* and (A) *Has a good sense of humor* have been selected the *most descriptive* and *least descriptive* phrases, respectively. These are marked in the same way as the phrases in example I, in the rows included in the bracket numbered II.

c. Directions to rating officers for completion of section V.

(1) In section V, the rater is to make over-all evaluations of the officer's proficiency on the job for which he is being rated. The evaluations are broken down into military functions and the officer's proficiency will be evaluated for the two of these functions considered primary and secondary as applied to the particular job of the officer being rated. These functions are as follows:

(*a*) Management and operation of military matters not included in tactics and strategy.

(*b*) The direction of the over-all operation of a military unit.

(*c*) Presenting learning materials in a classroom situation in a military or civilian component.

(*d*) Exercise of specialized knowledge requiring lengthy technological training.

(*e*) Assisting commanders of battalions or larger units in devising methods of meeting the requirements of military situations.

(*f*) Duties involving aeronautical skills performed by rated officers. See (4) below.

(*g*) Training at service schools, Air University, Army Industrial College, etc., as a student. (This item will be used only when specifically authorized by the War Department. Not authorized for general use.)

(2) Evaluations of the officer's primary and secondary functions are to be recorded by marking a position on a 10-point scale in accordance with instructions given below. Certain cautions must be observed in using scales of this type if they are not to become deceptive or meaningless.

(*a*) *The scale has meaning only with reference to a specific group.*—Since the demands on officers of various grades are different, an officer should be rated relative to the demands of his own grade. A second lieutenant who might be graded very high with regard to over-all competence if compared with other second lieutenants, would probably be rated very low if erroneously compared with a group of majors. In using these scales, therefore, *an officer will always be rated in comparison with all officers of the same grade the rater has known.*

(*b*) *The entire range of the scale should be used.*—Within a specific group will be found officers differing in degree on over-all job proficiency. These differences range over the entire scale. A frequent cause of inadequate ratings is the tendency of raters to use only a small portion of this scale. In using previous Army rating scales, reporting officers have frequently placed all rated officers exclusively in the upper range of the scale. This is probably because they feel that since officers are specially selected, they should be placed only in the higher section of any scale. But, even though they are a select group, officers differ and can therefore be spread out along the scale in order of over-all job proficiency in comparison with each other.

(*c*) *Emotional bias to be avoided.*—Emotional bias is apt to distort the judgment of the rater unless he is careful to recognize it and to make appropriate allowances for it. A friend may be rated high because the rater likes him, rather than on the basis of his over-all proficiency. Or on the other hand, another officer might be rated low because the rater dislikes him, in spite of his proficiency on the job.

(*d*) *Ratings should be based on the officer's usual performance, not on an isolated, dramatic incident.*—It is very easy for exceptional behavior in a dramatic situation to color the rater's over-all opinion of a man, particularly if the incident is well-known and much discussed. A range officer, for example, on one occasion provided the wrong type of ammunition to a company on the firing range. Since the

range was many miles from the post, troops had to wait all morning while the officer returned to the post to get the correct type of ammunition. Although this officer had consistently done an excellent job prior to this incident, he immediately acquired the reputation of being a bungler. In a like manner, another individual may achieve a very exalted reputation from some single dramatic incident in which he has performed very creditably whereas his usual work has been of mediocre caliber.

(3) Suppose that the mythical Captain Gray had been an adjutant during the period for which he had been rated. The rating officer has decided that his primary function is No. 1—*Management and operation of military matters not included in tactics and strategy* (ADMINISTRATION) and that no secondary function was performed. The 10-point scale would be described as follows:

(*a*) In order to rate Captain Gray's proficiency in *administration* the rater must think first of all the officers in the grade of captain he has known. Considering the administrative proficiency of these officers, the one or more officers who, in the estimation of the rater, are the *most* proficient officers in *administration* will be considered as being at a point numbered 10 on the scale. The one or more officers who are the *least* administratively proficient officers will be considered as being at a point numbered 1 on the scale. The remaining officers, representing a wide range of proficiency, would be spread over various points of the entire scale. The rater must decide whether, with regard to administrative proficiency, Captain Gray should be placed in the top or bottom half of this group. Then he must decide which of the points in that half best identifies Captain Gray. To indicate the correct rating, the rater must blacken between the dotted lines under the number which he has decided is the point at which Captain Gray belongs on the scale. The example on the supplementary instruction sheet shows how this rating might be marked on the report sheet. In this case, Captain Gray has been placed in the lower half with respect to his over-all proficiency in this function and at point 4 on the 10-point scale.

(*b*) To indicate the function for which Captain Gray is being rated, the number of the function "1" is marked in the space entitled PRIMARY. Since he will not be rated on any other function, the rater will mark "none" in the space marked SECONDARY and omit the scale. If two functions are to be rated for an officer, the rater *must make a separate and individual decision regarding his attitude toward the value of the officer in each of the two functions.* In order to do this, there are two common errors which the rater must try particularly to avoid. First, *a decision regarding one function should not be made in the light of decisions made regarding another function.* The meaningfulness of ratings of this type is frequently destroyed by the rater permitting high or low ratings properly assigned to one function to influence his decision regarding another independent function. Actually, there may be no relationship between

the functions. Second, *the over-all competence of an officer should not be confused with his ability in a special function.* The fact that an officer is regarded by the rater as being one of the best of his grade in one function does *not* necessarily lead to the conclusion that he *is equally good* in another function listed. A man rightfully regarded as a great sports champion because of his unparalleled feats in track or field events might be barely able to swim. Similarly, an officer of great over-all job proficiency might exhibit only mediocre ability in a few specific functions.

(4) Army Air Forces officers holding aeronautical ratings who are rated under function 6 of section V will be rated on their job proficiency in the assigned duties of the individual as an officer. The degree of technical skill achieved by the individual under his aeronautical rating will be left to the determination of a flying evaluation board and is not to be construed as indicative of his job proficiency in his assigned duties, i. e., *section V of the Efficiency Report (Form 67-1) will not be used as a report reflecting an officer's technical aeronautical skill.* Army Air Forces officers whose flying duties involve only proficiency in flying will not be rated on such duties as secondary functions, but will be rated only on those functions which are directly concerned with their duty assignment.

d. Directions to rating officers for completion of section VI—Personal qualifications.

(1) In section VI of the report form, the officer is to be rated on personal qualifications as considered apart from his job proficiency. It is valuable to know not only how well a man does his job, but how he affects other people in accomplishing his duty. This section is similar to section IV (see *b* above). There are 12 sets of four words or phrases, as in section IV, except that in section VI the phrases refer to personal qualifications.

(2) The same method and principles that were employed by the rater in completing section IV will be employed in completing section VI. The rater must choose one *most descriptive* and *least descriptive* phrase for each set of four. In selecting the *most descriptive and least descriptive* personal qualifications, the rater should not be influenced by his selections and ratings on job proficiency in sections IV and V.

(3) The spaces in section VI will be marked in the same manner as the spaces used in marking items in section IV.

e. Directions to rating officers for completion of section VII.

(1) In section VII the rater is to make over-all evaluations of various personal qualifications of the officer being rated as compared with other officers *of his grade.* The officer will be rated on six of these qualifications and these evaluations will be marked on the 10-point scale. These scales represent the entire range for officers of the same grade. The following characteristics will be rated for each officer.

(*a*) Degree to which the officer is able to meet situations without bias and without emotional upset.

(*b*) Degree to which he is able and willing to work with other officers and enlisted men.

(*c*) Degree to which he is able to act on his own responsibility in the absence of orders.

(*d*) Degree to which he is able to discriminate and evaluate facts to arrive at logical conclusions.

(*e*) Degree to which appearance and behavior cause people to react favorably.

(*f*) Degree to which he is able to carry out orders with consistency and firmness to achieve the desired objectives.

(2) In rating an officer on these personal qualifications, the same precautions must be observed by the rater as are observed in completing section V (see *c* above) They are summarized as follows:

(*a*) The officer is to be rated in comparison with other officers of his grade.

(*b*) Entire range of the scale is to be used.

(*c*) Emotional bias is to be avoided.

(*d*) Rating must be based on the officer's usual behavior rather than on isolated, dramatic incidents.

(3) In completing this section, the rater must consider one qualification at a time. Evaluations of each qualification will be made independent of evaluations of the other qualifications. For example, an officer may be low in being able to act on his own responsibility, yet high in being able and willing to work with other officers and enlisted men.

(4) The same methods will be used in making evaluations as were employed in section III. They are summarized as follows:

(*a*) Apply the scale to a group.

(*b*) Place the officer within the group, first within the upper or lower half, and then more exactly within that half.

(5) Evaluations in section VII of the report will be recorded in the same manner as those made in section V.

(6) The rater will rate every officer on all six of the personal qualification scales, since every officer will possess, to some degree, all personal qualifications presented.

f. Directions to rating officers for completion of section VIII—Over-all relative rank.

(1) In the left-hand box of section VIII, the rater will indicate the number of officers of the same grade as the officer being rated, whom he is rating at this time.

(2) Considering all the officers of the same grade he is rating at this time, regardless of their duties, the rater will indicate his judgment as to where the officer being rated stands in relation to the other officers from the standpoint of over-all future usefulness to the Army. Thus, if the rating officer is rendering efficiency reports on seven officers of the same grade as the officer being rated, and considers only two of them of more future usefulness to the Army than the officer being rated, the rated officer would be No. 3. Note that the officer rated most useful to the Army is No, 1, and that the other officers are arranged in numerical order following No. 1.

(3) Where a partial report is being submitted on or for a general officer of the permanent grade of major general or higher, or the temporary grade of lieutenant general or higher (see sec. IV below), or when a complete report is submitted on other general officers, the blanks in this section will not be filled in. In lieu thereof, the following statement will be typed in the blank space on either

side of the heading of this section, or may be added with comments attached to part 1, "of all general officers of his grade known to me, I rate this officer in the -------- (upper) (middle) (lower) third." In determining this rating, the officer will be compared with others in the grade in which he is now serving.

g. Directions to rating officers for completion of section IX—Authentication.

(1) *Signature.*—Rating officer will enter signature in ink.

(2) *Name, grade, and organization or unit.*—This information will be typed or hand-printed in ink.

(3) *Official status of rated officer with respect to rating officer.*—The rating officer will insert here a single appropriate statement, such as "platoon leader in my company" or "instructor under my supervision."

10. Instructions for indorsing officers.—*a.* The officer efficiency report, Form 67-1, will be indorsed by the immediate superior of the rating officer. As indicated in paragraph 8*e*(1), in many cases this will not be the commanding officer of the unit to which the rating officer is assigned, but rather the superior officer on the particular duty which the rating officer is performing.

b. The indorsing officer will indicate, in the manner described below, his concurrence in, or disagreement with, the ratings made in sections V and VII of the report and may make any comments desired in the space provided in paragraph B.

(1) When the report reaches the indorsing officer, section III will have been completed on the basis of the information contained in the subject officer's qualification record. None of the items in section III requires concurrence by the indorsing officer.

(2) Section IV of the report has been accomplished by the rating officer and consists of a series of words or phrases from which the rating officer has chosen those which are the *most descriptive* and those which are the *least descriptive* of the rated officer's *proficiency on the job.* Accomplishment of this section requires an intimacy of contact with the rated officer, who is normally at least two command echelons removed from the indorsing officer. Accordingly, the indorsing officer will make no changes whatsoever in the already accomplished section IV.

c. Section V consists of over-all evaluations of subject officer's job proficiency in various military functions as compared with other officers *of his grade.* In order that the indorsing officer's concurrence or disagreement be valid and meaningful, it will be necessary for him to understand thoroughly the kind of decisions required, and to follow the same rules as did the reporting officer. Prior to indicating concurrence or disagreement with the rating officer's marking of section V, the indorsing officer will read carefully paragraph 9*c*. After reading these instructions, he will note the rating entered in section V by the rating officer. If the indorsing officer concurs in these ratings, he will make the same marks in section V in the space provided for indorsing officer as did the rating officer. He will make no changes whatsoever in the part of section V titled, "for rating officer." The rating officer and the indorsing officer need not agree on functions to be rated, nor on rating importance. If the indorsing officer does not know the rated officer, this section will remain blank.

d. Section VI has been accomplished by the rating officer and consists of a series of words or phrases for which the rating officer has chosen those which are *most descriptive* and those whih are *least descriptive* of the rated officer's personal qualifications. Accomplishment of this section was on the same basis as that on section IV. The indorsing officer will make no changes whatsoever in the already accomplished section VI.

e. Section VII consists of over-all evaluations of the personal qualifications of the subject officer in comparison with other officers *of his grade.* In order that the indorsing officer's concurrence or disagreement be valid and meaningful, it will be necessary for him to read carefully paragraph 9*e.* After reading these instructions, he will note the ratings entered in section VII by the rating officer. If the indorsing officer concurs in these ratings, he will make the same marks as did the rating officer in section VII in the space titled "for indorsing officer." If the indorsing officer disagrees with the rating made by the rating officer, he will enter the rating he believes to be correct in the part of section VII titled "for indorsing officer." He will make *no changes whatsoever* in the part of section VII titled "for rating officer." If the indorsing officer does not know the officer being rated, he will make no entries in this section.

f. The indorsing officer will make no marks in section VIII.

g. After having accomplished the procedures described above, the indorsing officer will sign his name in ink on the designated line in section IX. In the space provided, the indorsing officer's name, grade, and organization or unit will be typed or hand-printed in ink.

h. The indorsing officer will insert in the space marked "Official status of rated officer with respect to indorsing officer," a single and appropriate statement, such as "executive officer of company in my battalion" or "assistant supply officer in my warehouse unit."

(*i*) The indorsing officer will forward the efficiency report direct to The Adjutant General.

SECTION III

ACADEMIC REPORT

Paragraph
Academic reports 11

11. Academic reports.—Academic reports for officers of all grades will be submitted in duplicate and will cover only the period of duty as a student. WD AGO Form 67-1 will *not* be used. Only the academic report will be submitted for any single period of school duty of an academic year or less, even though the student may have additional duty between courses (see par. 6*d*(4)). The period of duty as a student is defined as commencing with the EDCMR of DS or PCS at the start of the course, and as terminated with EDCMR upon completion of the course. Academic reports will contain the following information as a minimum, with such additional information as may be furnished in the discretion of the commandant, or as may be otherwise directed by the War Department or the Commanding General, Army Air Forces, in special cases:

a. From all service schools.

(1) Designation of school and course or part of course pursued.

(2) Duration of course or courses (inclusive dates).

(3) Whether or not the officer successfully completed the course of instruction.

(4) Academic rating, expressed in academic rank within the total enrolled in the course (for example, "number 15 among 75 students enrolled"). In the case of the National War College, the Industrial College of the Armed Forces, and other service schools above the level of the advanced courses in special service schools, if data are not available to determine class standing or academic rank, an adjectival rating may be used, or this item may be omitted completely provided that successful or unsuccessful completion of the course is indicated.

(5) Special aptitude for any particular duty will be indicated in those instances where circumstances are such as to render it possible.

This item should not be filled in as a matter of routine but is to be included only in those cases where aptitude is outstanding and opportunity for observation is sufficiently adequate to justify making the comment.

(6) Potential instructor for the school or course. (Where the school comprises more than one course or department, specify for which course or department the officer is recommended.)

(7) If unfavorable remarks are made, including those items in (8) through (11) below, give reasons in sufficient detail to explain the case thoroughly.

(8) For students at the National War College, include also—

(*a*) Proficiency in theoretical training for high command.

(b) Proficiency in theoretical training for War Department General Staff duty.

(9) For students in the Industrial College of the Armed Forces, include also—

(*a*) Proficiency in theoretical training for procurement planning.

(*b*) Proficiency in theoretical training for War Department General Staff duty or key staff positions involving problems of industrial mobilization.

(10) For students in the Armed Forces Staff College, Command and Staff College, and Air College, include also—

(*a*) Proficiency in theoretical training for high command and General Staff duty.

(*b*) Suitability for further training in high command and General Staff duty.

(11) For students taking the regular course or equivalent at special service schools (including The Air Advanced Tactical School, and the Air Tactical School), include also, suitability for training for high command and General Staff duties, for those students who are eligible for such training.

b. From civilian institutions.

(1) When academic reports are to be requested from civilian institutions, the proper agency (see (2) and (3) below) will furnish an appropriate form for the report, in sufficient copies to permit the institution to retain a copy as well as return two copies to The Adjutant General, and will include the following:

(*a*) Designation of school and course or part of course pursued.

(*b*) Duration of course or courses (inclusive dates).

(*c*) Whether or not the officer successfully completed the course of instruction.

(*d*) As an inclosure to the report form, the institution will be requested to supply an academic transcript covering the work accomplished by the officer while enrolled as a student. This transcript of academic record will designate the degree conferred, if any.

(2) Within the continental United States requests will be made—

(*a*) As prescribed by the Commanding General, Army Air Forces, for all Army Air Forces personnel.

(*b*) By the commanding generals of the various armies or the Commanding General, Military District of Washington, for officers under their jurisdiction.

(3) Outside continental United States requests will be made by the office of the military attaché to which the officer is assigned for administration.

c. For officers detailed to periods of internship in industry or civilian institutions.—For periods of internship, a report will be completed and submitted by the unit or headquarters to which the officer is assigned, furnishing the following information:

(1) Designation of the course or type of internship to which detailed.

(2) Duration of the period of internship, using EDCMR as beginning and terminal dates.

(3) Industrial concerns or civilian institutions at which such duty was performed. Where duty at more than one firm or institution is involved, indicate the length of duty at each.

(4) Whether or not the officer successfully completed the period of internship.

(5) Special aptitude for any particular duty, where information to justify such a recommendation is available.

(6) Copies of any favorable or unfavorable comments from the firm or institution at which duty was performed will be attached as inclosures. Where comments indicating unsatisfactory performance of duty are received, such correspondence will be referred to the officer concerned prior to inclusion in the report.

d. How forwarded.—Academic reports pertaining to all Army Air Forces personnel will be forwarded as directed by the Commanding General, Army Air Forces. For all other officers, academic reports will be forwarded by the requesting agencies named above (*b*(2) and (3) above) direct to The Adjutant General, Attention: AGPI-O, Washington 25, D. C. The duplicate copy for other than Army Air Forces officers will be forwarded by The Adjutant General to the career section of the arm or service concerned.

e. Initial Regular Army academic reports.—Within the period of 3 years following initial appointment in the Regular Army (see par. 6, sec. IV, WD Cir 281, 1946) in which such appointments are subject to revocation, the usual reports will be rendered as on all other officers, but will be marked "Initial Regular Army Appointment."

f. Grades or ratings furnished in academic reports will be given due consideration in evaluating an officer's qualifications for any and all purposes, including selection for assignment or training, promotion, demotion, retention on active duty, detail, transfer, or separation. Academic ratings are not to be confused with ratings obtained from efficiency reports on performance of assigned duties, but may be used in addition to other factors in evaluating the numerical ratings obtained from efficiency reports considered singly or over an extended period of time.

SECTION IV

EFFICIENCY REPORTS FOR GENERAL OFFICERS

	Paragraph
Partial reports permitted for certain general officers	12
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Filing reports on general officers	14

12. Partial reports permitted for certain general officers.—*a.* The letter reports previously required in submitting efficiency reports for all general officers are discontinued.

b. For general officers holding appointments in the permanent grade of major general or higher or in the temporary grade of lieutenant general or higher no complete reports on WD AGO Form 67-1 are required. In lieu of the letter reports previously used or the complete WD AGO Form 67-1, a partial report completing only section I, section II (omitting par. D if desired), section III, section VIII (modified), and section IX of Form 67-1, will be submitted Where

a period of no assigned duty is to be covered, the report may be further abbreviated as indicated below.

c. For all other general officers, the provisions of section II of these regulations will apply, requiring reports in the same manner as required on all officers below general officer grades.

13. Summary of instructions for partial reports.—Instructions given in other paragraphs of these regulations pertaining to the completion of various parts of the efficiency report are here summarized for convenient reference in accomplishing a partial report for the general officers indicated in paragraph 12*b*.

a. Such reports will be forwarded to the War Department through command channels.

b. Where such general officers are appointed from the Army Air Forces or are under the control of the Commanding General, Army Air Forces, a duplicate of the partial report will be submitted when required by the Commanding General, Army Air Forces.

c. The EDCMR will normally be used as the opening and closing dates of the period being reported.

d. When an officer is first appointed to the permanent grade of major general or higher or the temporary grade of lieutenant general or higher, the period of duty served since that covered in the last previous efficiency report submitted while not serving in such grades will be reported on a WD AGO Form 67-1, completed as required for all other officers. See sec. II of these regulations.

e. A partial efficiency report completing only the sections as indicated in paragraph 12*b* will be submitted for such officers on each of the occasions listed in (1) through (4) below. Under section II B of the report, comments will include an adjectival rating, giving the manner of performance of duty in the following terms, amplified as may be necessary; superior, excellent, very satisfactory, satisfactory, unsatisfactory.

(1) When, after a period of duty of 2 months or more, the rated officer ceases to serve under the immediate command of the reporting officer, or

(2) When, after a period of duty of 2 months or more, an officer departs on temporary duty or detached service of 2 months or more, under such circumstances that he will be serving under and responsible to a different immediate superior officer, or

(3) On 30 June and 31 December when no efficiency report has been rendered during the preceding 2 months, unless the officer is a student at a service school or civilian institution.

(4) Under any circumstances not otherwise prescribed, when an officer's assignment status changes, except when he remains under the immediate supervision of the same rating officer, or when his immediate superior is changed, provided that the period of duty is of 2 months duration or more, appropriate action will be taken by the responsible commander to insure that a report is completed and submitted to cover all service rendered since that covered by the last previous report. In case of doubt, the date of last duty rated as shown on the officers qualification record will be taken as the closing date of the last previous efficiency report.

f. In completing section VIII, WD AGO Form 67-1, the blanks in this section will not be filled in. In lieu thereof, the following statement will be typed in the blank space on either side of the heading of this section, or may be added with comments attached to part 1, "Of all general officers of his grade known to me, I rate this officer in the ---------- (upper) (middle) (lower) third." In determining this rating, the officer will be compared with others in the grade in which he is now serving.

g. An abbreviated report, completing only sections I and III and the rating officer's signature in section IX, will be submitted—

(1) When an officer's assignment status changes and his commanding officer or superior is also changed, after he has had no principal duty assignment within 2 months or more, or

(2) When an officer's assignment status changes from being assigned or attached unassigned (regardless of the number of days) to a replacement depot, or assigned to a detachment of patients, and performed no principal duty, or

(3) On 30 June or 31 December, if an officer is assigned or attached (regardless of the number of days) to a replacement depot or is assigned to a detachment of patients and has no duty assignment, or

(4) When an officer has been on duty assignment for less than 2 months but would otherwise come under the provisions of *e* above.

h. Under the provisions of *e* and *g* above, normally only one efficiency report will be submitted to cover an officer's assignment during any continuous period between semiannual reporting days (30 June and 31 December) during which the rated officer is at the same station and under the supervision of the same reporting officer. However, when circumstances warrant it in the discretion of the reporting officer, provided that the rated officer's duration of service in any capacity with the reporting officer has been greater than 2 months, an efficiency report may be submitted at any time for any duty performed. If, for example, the duty assignment of the rated officer is changed, though he remains at the same station and under the supervision of the same reporting officer, an efficiency report may be submitted in order to indicate the reasons for change of assignment or a difference in the officer's manner of performance of different principal duties.

i. Originals or copies of letters of commendation, reprimands, and similar official correspondence pertaining to an officer's manner of performance of duties or his value to the service, will be attached to part 1 of the next efficiency report submitted, for forwarding to The Adjutant General to become part of the officer's official files. Where such correspondence has already been transmitted to The Adjutant General, no copies are required to be attached to the next efficiency report submitted, but reference to such commendations, reprimands, etc., should be made under section II, paragraph B, of the report.

j. Action by indorsing officer.

(1) The report normally will be indorsed by the immediate superior of the rating officer, and forwarded through command channels to The Adjutant General. Where there is no immediate superior between the rating officer and The Adjutant General, and in similar exceptional cases, the rating officer will forward the report directly to The Adjutant General.

(2) The indorsing officer will enter his name, grade, and organization in section I, complete section II (pars. B and C, omitting D if desired), and section IX. Where an abbreviated report is submitted for nonduty periods, or duty of less than 2 months, the indorsing officer will make appropriate entries in sections I and IX only.

k. Unfavorable entries. (Where *complete* reports are submitted as prescribed in section II of these regulations, for officers other than the general officers indicated in paragraph 12*b*, provision has been made that the officer be informed of his deficiencies prior to the accomplishment of the report, that any unfavorable official correspondence be referred to him prior to being attached as inclosures, and that this action be noted in section II B of the report. Where partial reports are used as here authorized for certain general officers, the following pro-

cedure is prescribed since an adjectival rating under section II B is substituted for the numerical rating obtained on other officers from sections IV–VII)

(1) (*a*) Whenever an efficiency report contains entries which may be considered in any sense unfavorable, the reasons for the entry will be clearly stated, and the reporting officer will refer the entire report by indorsement to the officer reported upon for remark.

(*b*) In all cases the rating of "unsatisfactory" will be considered as unfavorable.

(2) (*a*) When a report is referred to the officer reported upon, he will return it by indorsement with the least practicable delay to the reporting officer with whatever remark he may desire to make relative to the unfavorable entries only.

(*b*) The report will then be forwarded by the reporting officer to the next military superior by indorsement with any remarks he may desire to make with reference to the statements of the officer reported upon.

(3) The immediate superior of the rating officer will review the forwarded report. In his indorsement he may concur in the report, dissent in part or altogether, and indicate how he would have rated the officer on the points in question, or make any other pertinent comments. The provisions of (1) and (2) above are equally applicable to the remarks of military superiors. If the forwarding indorsement of the next or a higher military superior contains any new matter unfavorable to the officer reported upon, or if a military superior reduces to "unsatisfactory" any rating of "satisfactory" or above, the entire report, including indorsements, will be referred to the officer reported upon.

(4) If the forwarding of the report will be unduly delayed by reference to the officer reported upon a brief memorandum explaining the delay will be forwarded.

14. Filing reports on general officers.—*a.* For general officers who do not hold a permanent appointment in any general officer grade, and for whom a complete WD AGO Form 67-1, or an abbreviated report for nonduty periods, etc., has been submitted, part 1 of the report will be filed with the career section of the arm or service in which the officer holds a permanent appointment in a lower grade; part 2 will be filed with The Adjutant General.

b. For general officers holding a permanent appointment in any general officer grade for whom a complete WD AGO Form 67-1, or an abbreviated report for nonduty periods, etc., has been submitted, the entire report will be filed with The Adjutant General.

c. For general officers for whom a partial report only is submitted (see par. 12*b*) the entire report will be filed with The Adjutant General.

[AG 201.61 (23 May 47)]

BY ORDER OF THE SECRETARY OF WAR:

DWIGHT D. EISENHOWER
Chief of Staff

OFFICIAL:
EDWARD F. WITSELL
Major General
The Adjutant General

DISTRIBUTION:
A; E

EFFICIENCY REPORT

See AR 600–185 for details.

Unit Adjutant or Personnel Officer will complete Sections I and III.
Rating Officer will complete Sections II. IV, V, VI, VII, VIII, and IX.
Indorsing Officer will complete Sections II, V, VII, and IX.

Section I. OFFICER REPORTED UPON

Use typewriter or print in ink. Use carbon paper to fill out Section III at same time. See AR 600–185.

DO NOT WRITE IN THIS SPACE

LAST NAME	FIRST NAME	INITIAL	SERIAL NUMBER	GRADE	ARM OR SERVICE	COMPONENT	PERIOD OF REPORT FROM	PERIOD OF REPORT TO

THEATER OR CONTINENTAL COMMAND	UNIT, ORGANIZATION AND STATION	PRIMARY MOS	DUTY ASSIGNMENT (MOS CODE)	DAYS OF DUTY	DAYS OF LEAVE	DAYS OF OTHER NON-DUTY	JP

DATE OF REPORT	FOR REPORTS RENDERED BECAUSE OF PERMANENT CHANGE OF STATION, SUPPLY ADDRESS OF UNIT AND INSTALLATION WHERE OFFICER WILL REPORT	PC

NAME, GRADE, AND ORGANIZATION OR UNIT OF RATING OFFICER	NAME, GRADE, AND ORGANIZATION OR UNIT OF INDORSING OFFICER	OA

Section II. DATA AND SUGGESTIONS FOR USE IN ASSIGNMENT

NOTE: Information on this page will be forwarded to the Career Branch of the Personnel and Administration Division by TAG after ratings have been determined. Proper future assignment and utilization of the officer will depend upon the care with which information in this section is formulated and reported. Use typewriter or print in ink.

A. DUTIES ACTUALLY PERFORMED ON PRESENT JOB. To be supplied by Rater. Be specific. Give his duty assignment and all additional duties with enough specific detail to show scope of job in each area.

B. DESCRIPTION OF OFFICER RATED AND COMMENTS. These paragraphs should cover physical, mental, moral qualities of rated officer, specialties of value to the Army, and any special defects or weaknesses affecting his ability to do certain assignments.

COMMENTS OF RATING OFFICER	COMMENTS OF INDORSING OFFICER

C. ESTIMATED DESIRABILITY IN VARIOUS CAPACITIES. Assume you are a commander of a major unit in war. Indicate to what extent you would want the rated officer to serve under you in the next higher grade in each type of duty described below. Place an X in the proper box, using the shaded NA area if the duty is not applicable. If line h is used, specify the nature of the specialty.

	RATER NA	RATER 1	RATER 2	RATER 3	RATER 4	RATER 5	INDORSER NA	INDORSER 1	INDORSER 2	INDORSER 3	INDORSER 4	INDORSER 5
		NOT WANT HIM	TAKE A CHANCE ON HIM	HAPPY TO HAVE HIM	PREFER HIM TO MOST	RIGHT TO GET HIM		NOT WANT HIM	TAKE A CHANCE ON HIM	HAPPY TO HAVE HIM	PREFER HIM TO MOST	RIGHT TO GET HIM
a. Represent your viewpoint and make decisions in your name at a higher headquarters.												
b. Command a unit immediately subordinate to you on a combat mission.												
c. Be responsible in an emergency calling for initiative, coolness, forceful leadership.												
d. Work on an assignment requiring great attention to detail and routine.												
e. Plan all aspects of a military situation, using judgment, initiative, and coolness.												
f. Carry out an assignment in a civilian component such as ROTC, NG, or ORC.												
g. Represent you where tact and ability to get along with people are needed.												
h. Work on an assignment as specialist or technician. (Specify.)												
i. Carry out the duties of the type of work to which he is now assigned.												

D. IMMEDIATE RECOMMENDATIONS FOR CAREER DEVELOPMENT. Be specific.

RATER'S RECOMMENDATION FOR ASSIGNMENT (MOS CODE)	INDORSER'S RECOMMENDATION FOR ASSIGNMENT (MOS CODE)

RATER'S RECOMMENDATION FOR FURTHER TRAINING	INDORSER'S RECOMMENDATION FOR FURTHER TRAINING

E. ENTRIES ARE BASED ON → (RATER WILL CHECK)	INTIMATE DAILY CONTACT	FREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK	ACADEMIC RECORDS	OFFICIAL REPORTS

IBM FORM I.T.S. 1100 F 1429

WAR DEPARTMENT
THE ADJUTANT GENERAL'S OFFICE
WASHINGTON 25, D. C.

IN REPLY REFER TO: AGPP-LT 201.61 (24 July 46) WDGPA

1 July 1947

Subject: Efficiency Report

To: All Rating and Indorsing Officers

1. This new Efficiency Report, WD AGO Form 67-1, 1 July 1947, introduces major changes in both form and method in the official procedures for rating all officers of the Army on the performance of active duty assignments. The report form is the result of nearly two years of intensive research in which virtually every possible variety of rating device was thoroughly studied and evaluated through extensive field trials. This research has insured that the new form is capable of providing definitely objective and accurate ratings; the field trials have demonstrated its operational feasibility.

2. The new form is arranged in two parts. Part I, comprising Sections I and II, will provide appropriate authorities with the detailed information necessary for planning the future development and utilization of the officer rated. Part II, comprising the actual rating elements, will be retained by The Adjutant General as part of the rated officer's permanent record.

3. While the new Officer Efficiency Report is a definite advance over other reports used in the past, it is not claimed that it represents the very best that can be achieved. Work is already going forward on many special problems in this connection, and further improvements may be expected as experience with the new form accumulates. In order that this experience may be of maximum value, reporting and indorsing officers are urged to exercise extreme care in formulating and recording the various entries on the form. To this end, it is directed that all concerned, before using the form, become thoroughly familiar with the general instructions appearing on the reverse side of this sheet, and with the detailed directions contained in AR 600-185.

BY ORDER OF THE SECRETARY OF WAR:

EDWARD F. WITSELL
Major General
The Adjutant General

47-9441

EFFICIENCY REPORT

SUPPLEMENTARY INSTRUCTION SHEET FOR WD AGO FORM 67-1

Sections IV through VII furnish the War Department with a definitely objective rating to be coordinated with the information given elsewhere in the report. These sections will be scored by TAG and the score will constitute the Efficiency Rating.

In order to maximize the validity of this rating, always make your judgments in terms of the following principles of good rating:

1. Consider only what you have observed the officer do or fail to do. Do not rely upon supposition, guesswork, or wishful thinking.
2. Consider only typical performance, not an isolated striking incident.
3. Consider only material relevant to the characteristic under consideration. Do not make a decision regarding a function in the light of decisions you have already made regarding other functions.

REMEMBER-In marking Sections IV, V, VI, and VII: Always use either an ELECTROGRAPHIC PENCIL or a No. 1 or SOFTER pencil. Make your marks heavy and black, and fill the entire space between the dotted lines. If you change your mind about any response, erase the first black mark completely and then mark any answer you wish.

INSTRUCTIONS TO RATING OFFICERS FOR COMPLETING SECTIONS IV AND VI

In Sections IV and VI, you will be required to consider twelve sets of four descriptive phrases. The four phrases in each set were chosen from detailed descriptions written by officers of all grades about each other. In each set, you are to select ONE phrase as MOST DESCRIPTIVE and ONE phrase as LEAST DESCRIPTIVE of the officer being rated. Read all four phrases carefully. Recall specific examples of the ratee's behavior described by each of the four phrases. The phrase which has the most supporting examples, OR the fewest contradictory examples, OR the greatest excess of supporting examples over contradictory examples is the MOST DESCRIPTIVE phrase. Similarly, the phrase which has the fewest supporting examples, OR the most contradictory examples, OR the greatest excess of contradictory over supporting examples is the LEAST DESCRIPTIVE phrase. Even though it may seem, at first glance, that all phrases apply equally well, or that none really applies, you must mark ONE and ONLY ONE phrase as MOST DESCRIPTIVE and ONE and ONLY ONE as LEAST DESCRIPTIVE.

Example 1 shows you how to mark your decisions. Here, it has been decided that phrase *C. Pleasant appearance* is MOST DESCRIPTIVE of the officer being rated. Therefore, a heavy black mark has been made between the dotted lines after phrase C in the MOST column. Also, it has been decided that phrase *A. Has a good sense of humor* is LEAST DESCRIPTIVE of the ratee so a heavy black mark has been made between the dotted lines in the LEAST column after phrase A.

Look at Example II. Phrase *C. Pleasant speaking voice* has been marked as MOST DESCRIPTIVE, even though phrase *B. Pleasant appearance*, designated MOST DESCRIPTIVE in Example 1, is again present. This is quite permissible and not inconsistent, since *Pleasant speaking voice* did not appear in Example 1. However, phrase *A. Has a good sense of humor* is again marked as LEAST DESCRIPTIVE since there was less evidence for that trait than for the other new alternatives introduced. Simply judge each set of phrases independently. No consistency check is necessary

REMEMBER-In completing Sections IV and VI, you are DESCRIBING rather than EVALUATING the officer. The War Department will evaluate your description. Your only responsibility is to give an accurate and impartial report of your observations.

EXAMPLE I

	MOST	LEAST
A. Has a good sense of humor.		■
B. Lacks agressiveness.		
C. Pleasant appearance.	■	
D. Avoids responsibility.		

EXAMPLE II

	MOST	LEAST
A. Has a good sense of humor.		■
B. Pleasant appearance.		
C. Pleasant speaking voice.	■	
D. Tactful.		

COMPLETE SECTION V BEFORE GOING ON TO SECTION VI.

INSTRUCTIONS TO RATING AND INDORSING OFFICERS FOR COMPLETING SECTIONS V AND VII

Sections V and VII consist of a number of ten-point scales on which you are to make over-all evaluations of the rated officer's job proficiency and personal qualifications.

Each section is broken down into appropriate functions. Read the description of each function carefully. Consider how the rated officer compares with all officers OF HIS GRADE you have known. If he is the poorest officer OF HIS GRADE you ever knew, make a heavy black mark in space 1. If he is the best officer OF HIS GRADE you ever knew, make a black mark in space 10. USE THE ELECTROGRAPHIC PENCIL. The example at the right shows how an officer who is slightly below average in a function would be rated.

1	2	3	4	5	6	7	8	9	10
			■						

In Section V, mark 2 scales, for PRIMARY and SECONDARY functions performed during rating period. Put the number of the function in the appropriate box, PRIMARY or SECONDARY, and rate the officer on those functions. If no secondary function was performed, put "none" in SECONDARY box, and omit scale. Rater and indorser need not agree on functions to be rated, nor on order of importance.

In marking Section VII, mark ALL functions. Each officer will possess, to some degree, all personal qualifications described.

REMEMBER-You will rate all kinds of officers and, over a period of time, will use the ENTIRE RANGE of the scale. Also, variation within the functions is characteristic of officers, so that it is extremely unlikely that any officer will be rated at the same point on all scales.

EFFICIENCY REPORT

WD AGO Form 67-1 Part 2 See AR 600–185 for details.

Unit Adjutant or Personnel Officer will complete Sections I and III.
Rating Officer will complete Sections II, IV, V, VI, VII, VIII, and IX.
Indorsing Officer will complete Sections II, V, VII, and IX.

Section III. OFFICER REPORTED UPON

Enter same information as for Section I.

DO NOT WRITE IN THIS SPACE

LAST NAME	FIRST NAME	INITIAL	SERIAL NUMBER	GRADE	ARM OR SERVICE	COMPONENT	PERIOD OF REPORT FROM	PERIOD OF REPORT TO

THEATER OR CONTINENTAL COMMAND	UNIT, ORGANIZATION, AND STATION	PRIMARY MOS	DUTY ASSIGNMENT (MOS CODE)	DAYS OF DUTY	DAYS OF LEAVE	DAYS OF OTHER NON-DUTY

JP

DATE OF REPORT	FOR REPORTS RENDERED BECAUSE OF PERMANENT CHANGE OF STATION, SUPPLY ADDRESS OF UNIT AND INSTALLATION WHERE OFFICER WILL REPORT

PC

OA

READ INSTRUCTION SHEET CAREFULLY BEFORE MARKING THIS SECTION

Section IV. JOB PROFICIENCY

	MOST	LEAST
1		
A. Becomes dogmatic about his authority.		
B. Careless & slipshod in attention to duty.		
C. No one ever doubts his ability.		
D. Well-grounded in all phases of Army life.		
2		
A. Follows closely directions of higher echelons.		
B. Inclined to "gold-brick."		
C. Criticizes unnecessarily.		
D. Willing to accept responsibility.		
3		
A. A go-getter who always does a good job.		
B. Cool under all circumstances.		
C. Doesn't listen to suggestions.		
D. Drives instead of leads.		
4		
A. Always criticizes never praises.		
B. Carries out orders by "passing the buck."		
C. Knows his job and performs it well.		
D. Plays no favorites.		
5		
A. Constantly striving for new knowledge and ideas.		
B. Businesslike.		
C. Apparently not physically fit.		
D. Fails to use good judgment.		
6		
A. Cannot assume responsibility.		
B. Knows how and when to delegate authority.		
C. Offers suggestions.		
D. Too easily changes his ideas.		
7		
A. Fails to work for the best interest of all.		
B. Has a high degree of initiative.		
C. Never makes excuses for his mistakes.		
D. Slow in accomplishing his work.		
8		
A. Criticizes policies of superiors.		
B. Others can't work with him.		
C. If he is wrong, will admit it.		
D. The men know they can rely on his judgment.		
9		
A. Doesn't try to "pull rank."		
B. Knows men, their capabilities & limitations.		
C. Low efficiency.		
D. Uses a steady monotone in his speech.		
10		
A. Fails to support fellow officers.		
B. Oversteps his authority.		
C. Gives clear and concise directions.		
D. Very exacting in all details.		
11		
A. Blames others for his mistakes.		
B. Always demands strict dicipline.		
C. Excellent at constructive criticism.		
D. Hesitant about rendering decisions.		
12		
A. Can take over in an emergency.		
B. Fair and just in his dealings.		
C. Lacks interest in his job.		
D. Questions orders from superiors.		

READ INSTRUCTION SHEET CAREFULLY BEFORE MARKING THIS SECTION

Section V. JOB PROFICIENCY

1 Management and operation of military matters not included in tactics and strategy.

2 The directions of the over-all operation of a military unit.

3 Presenting learning materials in a classroom situation in a military or civilian component.

4 Exercise of specialized knowledge, requiring lengthy technological training.

5 Assisting commanders of battalions or larger units in devising methods of meeting the requirements of military situations.

6 Duties involving aeronautical skills performed by rated officers.

7 Training at service schools, Air University, Army Industrial College, etc.

FOR RATING OFFICER	1	2	3	4	5	6	7	8	9	10
PRIMARY										
SECONDARY										

FOR INDORSING OFFICER	1	2	3	4	5	6	7	8	9	10
PRIMARY										
SECONDARY										

DO NOT WRITE IN THIS SPACE

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32

Section VI. PERSONAL QUALIFICATIONS

Use ELECTROGRAPHIC PENCIL, following same directions as for Section IV. Make ONE mark in EACH column for each set of items.

	MOST	LEAST
1		
A. People work for & with him because of his personality.		
B. Never rank-conscious.		
C. Thinks only of himself.		
D. Worries a great deal.		
2		
A. Active in athletics.		
B. Firm but not overbearing.		
C. Egotistical.		
D. Rubs people the wrong way.		
3		
A. Compliments a man on his good work.		
B. Loses his head, gets excited.		
C. Has admiration of officers & men alike.		
D. Poor in dress & appearance.		
4		
A. Lacks ability to inspire confidence of men & officers.		
B. Easygoing.		
C. Type of man everyone likes for a friend.		
D. Has a quiet, dignified bearing.		
5		
A. Hot-tempered.		
B. Fails to demonstrate originality.		
C. Reserved.		
D. Impresses people favorably.		
6		
A. Boastful.		
B. Inspires pride in the organization.		
C. Lacks tact.		
D. Thoughtful of others.		
7		
A. Plenty of military snap, bearing, & neatness.		
B. Normally cheerful.		
C. Can't take criticism.		
D. Doesn't get along with people.		
8		
A. Modest & reserved.		
B. Doesn't have drive or force he should.		
C. Antisocial.		
D. Respected by all fellow officers.		
9		
A. A quiet, unassuming officer.		
B. Follows rather than leads.		
C. Has an attitude of superiority.		
D. Tactful.		
10		
A. Obtains respect & obedience without causing resentment.		
B. Lacks aggressiveness.		
C. Has an excellent command of language.		
D. Lacking in good conduct & moral habits.		
11		
A. Coolheaded.		
B. Commands respect by his actions.		
C. Overbearing.		
D. Indifferent.		
12		
A. Immature.		
B. Modest but not retiring.		
C. Nervous.		
D. Thoroughly cooperative in his work.		

Section VII. PERSONAL QUALIFICATIONS

Use ELECTROGRAPHIC PENCIL, following same directions as for Section V. MARK ALL SIX QUALIFICATIONS.

	FOR RATING OFFICER	FOR INDORSING OFFICER
The degree to which he is able to meet situations without bias and without emotional upset.	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
The degree to which he is able and willing to work with other officers and enlisted men.	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
The degree to which he is able to act on his own responsibility in absence of orders.	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
The degree to which he is able to discriminate & evaluate facts to arrive at logical conclusions.	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
The degree to which his appearance and behavior cause people to react favorably.	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10
The degree to which he is able to carry out orders with consistency & firmness to achieve objectives.	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10

Section VIII. OVER-ALL RELATIVE RANK

FOR RATER ONLY

The number of officers in this grade rated by me at this time is_____.	If these officers were arranged in order, considering over-all future usefulness to the Army, from highest (No.1) to poorest, this officer would be No._____ of the total group rated.

Section IX. AUTHENTICATION

Use typewriter or ink, except for signatures.

I certify that I have read the current AR 600-185 and that all ratings are made in accordance with instructions contained therein, and that to the best of my knowledge and belief all entries contained hereon are true and impartial.

SIGNATURE OF RATING OFFICER	SIGNATURE OF INDORSING OFFICER
NAME, GRADE, AND ORGANIZATION OR UNIT	NAME, GRADE, AND ORGANIZATION OR UNIT
OFFICIAL STATUS OF RATED OFFICER WITH RESPECT TO RATING OFFICER	OFFICIAL STATUS OF RATED OFFICER WITH RESPECT TO INDORSING OFFICER

Readings for Officers

1.	15 July 1947	MG	All Sections	1. Attention is invited to Eighth Army Daily Bulletin No. 158, 12 July 1947.

2. A school in preparation of Efficiency Reports and the new AR 600-185 will not be held as anticipated. It will be the responsibility of each Division Head that each officer under his supervision certifies that he has read and understands this regulation.

3. As but a very limited number of copies of the regulations are available, their passage from one officer to the next must be expedited. The certification by all officers must be completed not later than 20 August 1947.

4. Copies of AR 600-185 and WD AGO Form 67-1 attached. No marks will be made on 67-1. All AR's and 67-1's to be returned to Administration Office.

BEASLEY

ChMG
ExO
Adm
ECON
INT
PROC
FIN
LEGAL
OPS
REPORTS
FILE

Complied with

RAB 7/16
RRO 17 July
RJ 17 July
18 JULY
20 July
22 July

HEADQUARTERS EIGHTH ARMY
Military Government Section

APO 343

_____
(Date)

CERTIFICATE

I certify that I have read and understand AR 600-185, Efficiency Reports, dated 27 May 1947.

_____
(Name)

_____
(Rank and ASN)

_____
(Division)

HEADQUARTERS EIGHTH ARMY
Military Government Section

APO 343

_____
(Date)

CERTIFICATE

I certify that I have read and understand

AR 600-185, Efficiency Reports, dated 27 May 1947.

_____
(Name)

_____
(Rank and ASN)

_____
(Division)