

mittee of members of this Society working along such lines.

In outlining to the employees in an organization the qualities and activities upon which performance ratings will be marked, an attempt is made to make each one

clear and easily understood by the persons affected. To this end, in many cases we show the negative and intermediate, as well as the positive qualities rated, so that the employees can steer clear of the negative and intermediate on such points.

The following illustrate the elements used for rating the qualifications of a first-class man in general, to which are appended the requirements of specific jobs:

#### A. ATTITUDE AND CO-OPERATION

##### POSITIVE

- A 1. Readiness to cooperate. . . . . Antagonistic  
 A 2. Ability to secure cooperation of others. . . . . Inability to secure cooperation or ability to only by playing favorites.  
 A 3. Follows line of organization and authority. . . . . Disorganizer, oversteps his authority.  
 A 4. Inclination to see and assist beyond own sphere, and to render service generally. . . . . Narrowness and selfishness.  
 A 5. Willingness to adjust self to changes. . . . . Inflexibility.  
 A 6. Readiness to shoulder responsibility for own acts. . . . . "Passing the buck."  
 A 7. Helpfulness to others. . . . . Condemnatory toward others and trying to put them "in a hole."  
 A 8. Gives due credit to others. . . . . Belittles, ridicules or "hangs the crepe" on the efforts of others.  
 A 9. Constructive attitude and helpful suggestions or criticisms. . . . . (Absence of Positive).  
 A 10. (Absence of Negative) . . . . . Disintegrating, demoralizing, destructive criticism, "crabbing," fault-finding, vindictiveness, "getting even."  
 A 11. Calls attention of proper parties to seeming wrong conditions or inconsistencies of practice. . . . . Follows orders blindly regardless of any seeming inconsistency or advisability of change; attitude of "not my funeral," "I should worry," etc.  
 A 12. Peaceableness . . . . . Participating in disputes. . . . . Trouble making and fostering disputes.  
 A 13. Agreeableness . . . . . Disagreeableness.  
 A 14. Open Mindedness . . . . . Prejudice and obstinacy.  
 A 15. Broad Mindedness . . . . . Pettiness.  
 A 16. Due humility . . . . . Haughty, domineering, over-officious.  
 A 17. Reasonableness . . . . . Unreasonableness.  
 A 18. Stability and courage of convictions. . . . . Vacillating, keeping to the "middle of the road" so can switch either way.  
 A 19. Reporting all violations of rules, discipline, errors, oversights, etc., which come or *should come* under observation.

#### B. RELIABILITY

- B 1. Honesty . . . . . Dishonesty.  
 B 2. Truthfulness . . . . . Untruthfulness.  
 B 3. Dependability . . . . . Craftiness.  
 B 4. Straightforwardness . . . . . Duplicity.  
 B 5. Sincerity . . . . . Insincerity.

#### C. ABILITY

- C 1. Trade skill and competency.  
 C 2. Technical knowledge.  
 C 3. Ease and inclination to learn and increase ability.  
 C 4. Aptitude and handiness in new tasks.  
 C 5. Quickness to grasp and understand a point of view.  
 C 6. Mechanical sense.  
 C 7. Industrious . . . . . Happy-go-Lucky . . . . . Lazy  
 C 8. Exceptional mental alertness . . . . . Indifference . . . . . Listless  
 C 9. Initiative . . . . . Inertness.

- C 10. Originality.  
 C 11. Memory and recollection . . . . . Forgetfulness.  
 C 12. Judgment, good . . . . . indifferent . . . . . poor.  
 C 13. Tacitful . . . . . Tactless.  
 C 14. Expression of ideas.

#### D. ACTION

- D 1. Aggressiveness, a "go-getter" . . . . . An excuse maker.  
 D 2. Promptness in executing work and orders with energy, activity and alertness. . . . . Procrastination, requires repetition of orders.  
 D 3. Completeness and thoroughness of work assigned. . . . . Work only partly completed.  
 D 4. Attention to *Details* . . . . . Superficial and perfunctory.  
 D 5. Systematic in going about tasks. . . . . Unsystematic  
 D 6. Concentration on work. . . . . Scatteration.  
 D 7. Persistence, tenacity, stick-to-it-iveness. . . . . Easily discouraged.  
 D 8. Carefulness . . . . . Carelessness.  
 D 9. Efficiency and non-repetition of action.  
 D 10. Accuracy.  
 D 11. Rapidity.  
 D 12. Regularity in attendance.  
 D 13. Punctuality.  
 D 14. Years of service.  
 D 15. Supervision required.  
 D 16. Foresight, thoughtfulness and planning. . . . . Hindsight, heedlessness and no planning of work.  
 D 17. Economy and care of business property, its freedom from dirt, rust, deterioration, etc. . . . . Extravagance and negligence of business property.  
 D 18. Detecting and reporting wastes and leakages.  
 D 19. Tidiness and orderliness of department. . . . . Slovenliness and disorder.  
 D 20. Suggestions for improvement.  
 D 21. Correctness in filling out forms and records.

#### E. LEADERSHIP

- E 1. Ability to instruct in detail.  
 E 2. Ability to issue clear and intelligent orders and make self understood.  
 E 3. Ability to harmonize conflicting conditions.  
 E 4. Supervising ability and inclination.  
 E 5. Orderliness and neatness of employees.  
 E 6. Coordination of forces at command.  
 E 7. Discretion, prudence and reasoning.  
 E 8. Interrogation method of inquiry and criticism. . . . . Supercritical.  
 E 9. Impartiality . . . . . Partiality.  
 E 10. Logical . . . . . Illogical.  
 E 11. Decision . . . . . Indecision.  
 E 12. Perception . . . . . Density.  
 E 13. Commendation . . . . . Oppression.  
 E 14. Patience . . . . . Impatience.  
 E 15. Acts only after deliberating. . . . . Impulsiveness.

#### F. PERSONALITY

- F 1. Ambition . . . . . Apathy.  
 F 2. Interest in work.  
 F 3. Observation.  
 F 4. Cheerfulness . . . . . Grouchiness.  
 F 5. Earnestness . . . . . Indifference.  
 F 6. Self-confidence and self-reliance. . . . . Dependence and leaning.  
 F 7. Self-control.  
 F 8. Calmness and poise . . . . . Excitableness.  
 F 9. Mental depth . . . . . Shallowness.  
 F 10. Due contentment . . . . . Discontented.  
 F 11. Sympathetic . . . . . Callous.  
 F 12. Courtesy . . . . . Rudeness.