

5. The blanks should then go to the head of the agency for final review and signature.
6. Observe the return date. It is very important that the return date, stamped in the upper right-hand corner of the blank, be observed since all ratings must be scored and notices must be sent to the employees within the month in which they are rated. Over six thousand employees must be rated within each six month period and the blanks must be returned to the Civil Service Department on schedule to avoid embarrassing delay.
7. When the completed blanks have been received by the Department of Civil Service, they will be scored and the notices will be sent to each employee telling him his grade as compared to others in his department. Five letter grades are to be used - E, G, A, F, and P for Excellent, Good, Average, Fair, and Poor.
8. Any employee who wishes to see a detailed copy of his service report, can do so by calling in person or by writing to the Department of Civil Service.
9. A summary report of the letter grades of all the employees in the department will be sent to the department as soon as the scoring is completed.

The rating procedure outlined above will necessarily have to be varied to suit the organization of the individual department. In the departments with only a few classified employees, the department head will probably do the rating personally so that any further review of the ratings will not be necessary. The above procedure, however, should be followed as closely as is practicable considering the organization plan of the agency.

#### INSTRUCTIONS TO RATING SUPERVISORS

Before beginning the rating, please check with each employee and obtain his or her present home address. It is important that we have the correct address for the employee so that we can send him his service rating score by mail. The rating sheets consist of a list of twenty-five individual work habits upon which the employee is to be rated. Rate each employee on every item by marking an X or check mark ( ) in one of the five squares following the item. Do not mark in more than one square following any one item. The headings of the five columns are "Always", "Frequently", "Average", "Seldom", and "Never". In order that your ratings shall be based on the same standards as the ratings of other supervisors, it is necessary that you interpret these headings as nearly as possible according to our definitions of the words as given below:

Always: A trait should be checked in this column if the statement is true about the employee except in very rare and unusual circumstances. For example, he completes his assignments promptly unless prevented by sickness or some other emergency beyond his control. Raters should be careful in marking traits in this column. "Always" is a strong word. There will be very few employees who will merit many checks in this column.

Frequently: A check mark in this column indicates that this statement is true under ordinary circumstances. It is a rule rather than an exception. For example, he completes his assignments promptly unless distracted by some unusual social or other activity.