



UNCLASSIFIED

-2-

appraisals of our officers from which they can make the necessary comparisons and come up with meaningful rank order lists.

Last year we introduced the new rating system using the Performance Rating Report (FS-315) with a complementary Development Appraisal Report (315A), and the results, as measured by the reactions of the Nineteenth Selection Boards, have been good. The Boards agreed that the new rating system is a distinct improvement over previous procedures and enabled the Boards to make more readily the required distinctions in evaluating officers' past performance and future potential. This is not to say that the Boards did not recommend certain modifications, since in fact they did, but essentially the Boards found that the new rating system, and particularly the use of the Development Appraisal Report, has elicited franker and more comprehensive evaluations than before. We have not been any means achieved perfection in the rating system; I doubt that perfection is obtainable in so subjective a process. But we do appear to be moving in the right direction. We are not standing still, but are continually reviewing our procedures and forms and will probably make further modifications. However, we will do so only if we can be satisfied that the modifications are improvements and not modifications for the sake of change.

For the present rating period we will utilize the same forms as last year. I cannot stress too strongly the significance of the rating reports and the part they play in the career of every officer in our Foreign Service. There is no room for the hastily-prepared report; the repetitious report; the too brief report; or the overly laudatory report which presents superficial evaluations with no concrete examples or illustrations to back up the high praise. Each rating officer must realize that the evaluation he is preparing on his subordinate has a direct and important effect on that subordinate's future. Also, the part played by the reviewing officer is an important one, since we expect him to add another dimension to the report prepared by the rating officer. This purpose cannot be achieved by the brief innocuous comment or a stereotyped reviewing statement by the same officer on a number of reports. There is a need for the reviewing officer to evaluate carefully the appraisal of the rating

officer/

UNCLASSIFIED

UNCLASSIFIED

-3-

officer and, where necessary, to put these comments in proper perspective. Reviewing officers ~~and reviewing panels, wherever they are used,~~ must be particularly careful in ensuring that there is consistency between the Performance Rating Report and the Development Appraisal Report. It should be impressed upon all rating and reviewing officers that the Performance Rating Report is essentially an evaluation of performance in the "past", while the Development Appraisal Report is an evaluation of potential and growth, or the "future".

I hope each Chief of Mission and Principal Officer will give his personal attention to the preparation of meaningful Performance Ratings and Development Appraisal Reports this year. Where advisable, or where the Chief of Mission believes it necessary, I would strongly urge that reviewing panels be established to ensure that reports are prepared properly, that no bias or prejudice creeps into these appraisals, and that personality conflicts are not permitted to play any part in an objective evaluation. Where review panels are not used, I expect reviewing officers to ensure the same objectivity by the rating officers.

I hope that all Chiefs of Mission will consider the value of training courses or briefing sessions to bring home the importance these reports play in the careers of our officers and to make certain that rating and reviewing officers are aware of their responsibilities and the proper use of these forms. Senior officers who have had recent service on Selection Boards should be well qualified to speak on these points.

Soon, the Department will be forwarding an FAMC requesting evaluation reports on all Foreign Service Officers and Foreign Service Reserve Officers and providing the post with additional information with regard to their preparation. I ask that every Chief of Mission and Principal Officer establish a program which will ensure that the most comprehensive reports possible are prepared on each officer.

I would also like to emphasize that it is imperative for the rating reports to be transmitted by the due date - July 15. This is not an arbitrary date, but is designed to permit 30 days beyond the end of the rating period for the reports to be prepared and submitted to the Department, and sufficient time for the Department to process these reports before the convening of the Staff Officer Boards in August and the FSO/R Selection Boards in early September. During this period last year, for instance, more than 3,500 reports were received, logged, reviewed, and, in some cases, returned to the rating

officers/

UNCLASSIFIED

UNCLASSIFIED

-4-

officers for signature, additional information, reviewing officer's statement, etc. The task of preparing for Selection Boards is a major one and any delays in submission of rating reports contributes to the difficulties in making these preparations.

I hope that I can count on your cooperation in ensuring that a concerted effort is made this year to meet the July 15 due date.

RUSK

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