

Collection: Office of the Chief of Staff Files
Series: Hamilton Jordan's Confidential Files
Folder: Evaluation Forms, W. H. Staff, 1979
Container: 34a

Folder Citation:

Office of the Chief of Staff Files, Hamilton Jordan's Confidential Files,
Evaluation Forms, W. H. Staff, 1979, Container 34a

Office _____

Rater _____

COMPARATIVE RATING

List all of the officials of your department to be evaluated in alphabetical order on the attached page. (Add additional pages if necessary.)

In Column I please rank them in order of their effectiveness 1 - _____.

In Column II please answer the following question about each person:

"Knowing this person as you do now, if starting your office over, would you hire this person for the position he/she now holds?"

In Column III, if you answer "No" or "?" in Column II, please answer the following question:

"Would you hire the person for some other position?"

To:Hamilton
Fm: Mike

We have packaged all the forms by office. In a couple of cases we have broken offices in two for seaprte evaluations. For example, Arnie Miller is part of the group to be ra ted by Tim Kraft but there is a separate package of WH Personnel Offie people to e rated by Miller. In a couple of cases we have broken the office into two groups to be rated by the same person. For example, Rafshoon's shop is broken down into speech writers and all others. There are a couple of other similiar instances.

I have enclosed a proposed draft memo from you.

The total package will be:

- 1) Your memo addressed to the individual raters
- 2) Instruction sheet
- 3) Packet of evaluation forms

If might be helpful if someone had a brief meeting with the evaluators but with the instructions we have drafted it shouldn't be necessary.

THE WHITE HOUSE

WASHINGTON

July 18, 1979

MEMORANDUM FOR CABINET MEMBERS

FROM: HAMILTON JORDAN *H.J.*

RE: STAFF EVALUATIONS **1**

Enclosed you will find an information sheet describing the manner in which the forms provided to you yesterday are to be completed.

I am also enclosing a Comparative Rating form. When you have completed the individual evaluations, list all of the people evaluated, alphabetically, on this form. Then please answer the three questions attached to the form, for each person. This process is also described in the information sheet.

Thank you for your cooperation.

INFORMATION FOR EVALUATING STAFF MEMBERS

These ratings should be done by you and you alone based on your knowledge of each individual. The name of your office and your name must be filled in at the appropriate place on each form.

Comparative Rating Form

An alphabetical list of all the members on your staff, who make \$25,000 or more, has been provided to you. Up to three pieces of information are requested.

(1) In Column I the members of your staff must be ranked first to last in order of their effectiveness. For example, if there are twenty (20) people in your unit the most effective person would be ranked #1 and the least effective person would be ranked #20.

(2) In Column II you must record your answer to the following question:

"Knowing each person as you do now, if starting your office over, would you hire this person for the position he/she now holds?"

(3) In Column III you must record your answer to the following question for those staff members for whom you answered the previous question with a "NO" or a "?":

"Would you hire the person for some other position?"

Staff Evaluation Form

This form must be filled out for each person on your staff making \$25,000 or more. The name of the individual and their salary has been filled in already. Please add their position (Title) and duties (what they do).

On many questions you are asked to rate the person on a scale of 1 to 6. Circle the number that best describes that person. Words at the end of each scale describe the parameters of that scale. For example, Question (2) Pace of Work: if the person works very slowly, circle #1, if the person works very fast circle #6, if the person works at an average pace circle #3 or #4.

At Question (2) circle the "X" on the scale that best describes the person.

Question #19 requires four separate answers and question #20 requires two separate answers.

At Question #22, place a percentage figure in each blank so that the total of the two percentages adds up to 100%.

Question #16, 18, 28, 29, and 30 require short descriptive phrases. Brevity and clarity will be appreciated.

Office: _____
Name of Rater: _____

STAFF EVALUATION

Please answer each of the following questions about this person.

Name: _____
Salary: _____
Position: _____

Duties: _____

Work Habits

1) On the average when does this person:
arrive at work _____
leave work _____

2) Pace of Work:
1 2 3 4 5 6
slow fast

3) Level of Effort:
1 2 3 4 5 6
below full
capacity capacity

4) Quality of Work:
1 2 3 4 5 6
poor good

5) What is he/she best at? (rank 1-5)
___ Conceptualizing
___ Planning
___ Implementing
___ Attending to detail
___ Controlling quality

6) Does this person have the skills to do
the job he/she was hired to do?
yes ___
no ___
? ___

7) Would the slot filled by this person be
better filled by someone else?
yes ___
no ___
? ___

Personal Characteristics:

8) How confident is this person? (circle one)
x x x x x x x
self confident cocky
doubting

9) How confident are you of this person's
judgment?
1 2 3 4 5 6
not very
confident confident

10) How mature is this person?
1 2 3 4 5 6
immature mature

11) How flexible is this person?
1 2 3 4 5 6
rigid flexible

12) How stable is this person?
1 2 3 4 5 6
erratic steady

13) How frequently does this person come up
with new ideas?
1 2 3 4 5 6
seldom often

14) How open is this person to new ideas?
1 2 3 4 5 6
closed open

15) How bright is this person?
1 2 3 4 5 6
average very bright

16) What are this person's special talents?
1) _____
2) _____
3) _____

17) What is this person's range of information?
1 2 3 4 5 6
narrow broad

(over)

Interpersonal Relations:

18) How would you characterize this person's impact on other people? (for example, hostile, smooth, aggressive, charming, etc)

- 1) _____
- 2) _____
- 3) _____

19) How well does this person get along with

Superiors	1	2	3	4	5	6
Peers	1	2	3	4	5	6
Subordinates	1	2	3	4	5	6
Outsiders	1	2	3	4	5	6
	not well			very well		

20) In a public setting, how comfortable would you be having this person represent:

you or your office	1	2	3	4	5	6
The President	1	2	3	4	5	6
	uncomfortable			comfortable		

21) Rate this person's political skills.

1	2	3	4	5	6
naive					savy

Supervision and Direction

22) To what extent is this person focused on accomplishing the

Administration's goals	_____%
personal goals	_____%
	----- 100 %

23) How capable is this person at working toward implementing a decision with which he/she may not agree?

1	2	3	4	5	6
reluctant					eager

24) How well does this person take direction?

1	2	3	4	5	6
resists					readily

25) How much supervision does this person need?

1	2	3	4	5	6
a lot					little

26) How readily does this person offer to help out by doing that which is not a part of his/her "job"?

1	2	3	4	5	6
seldom					often

Summary:

27) Can this person assume more responsibility

- yes _____
- no _____
- ? _____

28) List this person's 3 major strengths and 3 major weaknesses.

Strengths: 1) _____

2) _____

3) _____

Weaknesses: 1) _____

2) _____

3) _____

29) List this person's 3 major accomplishments

1) _____

2) _____

3) _____

30) List 3 things about this person that have disappointed you.

1) _____

2) _____

3) _____

Asstants to Pres / Jordan	10	10
Special Asst + Others	5	5
Press Office	10	10
Appointments	10	10
Asst to Pres / Kraft	6	6
Asst to Pres / Weyler	6	6
Asst to Pres / Watson	9	9
Asst to Pres / Ralphson	13	13
Asst to Pres / Pettigrew	1	1
WH Personnel	5	5
Cong Relations	13	13

Council
4

4

Adm. Offices
26

26

NSC
23

23

Domestic Policy
38

38

First Lady
8

8
187

Criteria, Under Secretary

- o Someone who has a proven management track record and will focus on the implementation of energy policies.
- o Someone who will work well with the Secretary as a member of the top management team.
- o Someone who has good public speaking ability.
- o Someone who is politically astute.
- o Someone who will have the ability to participate in the formulation of policy and will attend to the details necessary to implement it.
- o Someone who has good organizational insights and has the courage to make tough organizational decisions.

THE WHITE HOUSE

WASHINGTON

JULY 17, 1979

EYES ONLY

TO:

FROM: HAMILTON JORDAN

Attached are the forms that I reviewed with you this morning.

We would like for you to evaluate and return to us by 12:00 noon, Friday, July 20th, everyone in your department down to the Deputy Assistant Secretary level.

attachment

SENT VIA MESSENGER at 1:45 pm to:

Secretaries of:

STATE, DEFENSE, TREASURY, AGRICULTURE,
INTERIOR, TRANSPORTATION, ~~HUD~~, ENERGY,
COMMERCE ✓ **HEW** ✓ **Habe** ✓
ATTORNEY GENERAL ✓
DIRECTOR, OMB ✓
STRAUSS-STR ✓
ANDY YOUNG-UN ✓

with ten copies of form