

## Notes for Guidance of Reporting Officers

POSITIVE QUALITIES		NEGATIVE ATTRIBUTES
1.	<b>PERSONALITY:</b> Inspires respect and confidence. Has individuality and at the same time a sense of the rights of others.	Self-centred. Irritable. Irritates others
2.	<b>FORCE OF CHARACTER:</b> Shows strength of character without aggressiveness or obstinacy. Can maintain an opinion without personal feeling. Willing to admit a mistake. Will not allow difficulties to divert him.	A "Yes-man". Aggressive. Easily swayed. Lacks determination.
3.	<b>INTELLIGENCE:</b> Shows capacity for thought and quick grasp of essentials.	Not very quick in the uptake. Fails to grasp the point. Requires more than ordinary explanation.
4.	<b>JUDGMENT:</b> Has a good sense of proportion. Draws sound conclusion from facts. Acts with due regard to possible reactions. Can differentiate between the relevant and irrelevant, the important and the unimportant. Knows when to act on his own responsibility. Plenty of common sense.	Poor sense of proportion. Misses essentials. Impetuous. Energy misdirected. Overrates his own ability
5.	<b>INITIATIVE:</b> Produces <i>constructive</i> ideas and criticisms. Acts wisely and promptly in an emergency. Displays interest in new developments and considers without prompting whether they affect his organization and procedure. Has capacity for looking ahead.	Accepts things as they are. Lacks originality. Does not look ahead for possible developments. A routine thinker.
6.	<b>OUTPUT:</b> Quick and thorough in his work. Maintain a good daily average.	Slow and maintains a low daily average.
7.	<b>ABILITY TO EXPRESS HIMSELF CLEARLY:</b> (a) <i>In Writing-</i> Marshals his facts in logical sequence; presents them accurately and concisely, arriving at clear conclusions. Reports contain all that is relevant, and nothing irrelevant. (b) <i>Orally-</i> Gives a clear statement with all relevant facts, and keeps to the point. Does not require undue questioning.	Uses three words where one would do. Omits essential facts. No connected line of thought. Uses long words where there is a shorter alternative.  Diffident. Over assertive. Sentences not connected. Garrulous.
8.	<b>POWER OF TAKING RESPONSIBILITY:</b> Visualizes the conclusion of a job even if he has no authority to complete it. Relies on himself in matters within his province. Will see a job well-done in his superior's absence.	Shirks difficult decisions. Seeks guidance unnecessarily. No self-reliance. Irresponsible
9.	<b>INTEREST IN AND KNOWLEDGE OF HIS WORK:</b> Has a thorough knowledge of his work and takes pride in doing it.	Constantly has to be shown what to do and has his mind on other things during working hours.
10.	<b>PUNCTUALITY:</b> Comes to work on time and is reliable in keeping appointments.	Generally late and has the excuses.
11.	<b>RELIABILITY WITHOUT SUPERVISION:</b> Can be left to work on his own and produces good results.	Will idle when not being supervised, and will delay matters unnecessarily.
12.	<b>ACCURACY:</b> Presents the essential facts without understatement or overstatement. His statements can be accepted as true. (Does not only refer to figure accuracy).	Exaggerates. Understates. Give undue importance to minor details and so distorts facts.
13.	<b>TACT AND ABILITY TO GET ON WITH OTHERS:</b> Has a ready perception of what is fitting, especially, of the right thing to do or say, and adroitness in dealing with persons or circumstances. Considerate at all times.	Impulsive. Lacks discretion. Talks out of turn.
14.	<b>OFFICIAL CONDUCT:</b> Conducts himself properly in office and has a reasonable attitude to his colleagues of all grades.	Disrespectful and discourteous. Actions open to criticisms.
15.	<b>ABILITY TO SUPERVISE OTHERS:</b> Gains confidence of equals and subordinates. Fosters team spirit and individual interest in getting work done well. Trusts where trust is deserved. Is patient and firm with subordinates when necessary, but will also stand up for them. Organizes his section with minimum waste of time and work. Give clear instructions; Maintains morale.	Has little influence over others. Inclined to bully or nag. Too easy going. Aloof. Staff do not go the extra mile for him.
16.	<b>ORGANIZING ABILITY:</b> Is always on the look out to make changes for improvement and to simplify work. Is able to get cooperation from associates and subordinates without force and by convincing them of the merits of the best system.	Has things in a muddle and is not responsive to suggestions for improvements.

## Notes for Guidance of Reporting Officers