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INSTRUCTIONS FOR RATING COMMISSIONED OFFICERS

**Significance of the Rating Scale**

1. Under War Department General Orders 46 and 85 (1918) and G. O. 210, c. s., these headquarters, all officers in the United States Army below the rank of Brigadier General will be rated according to the Officers' Rating Scale. The rating of an officer is a numerical expression of the degree in which he possesses the five essential qualifications of an officer; namely, (1) Physical Qualities, (2) Intelligence (3) Leadership, (4) Personal Qualities, (5) General Value to the Service. The rating is made by comparing him in each of these respects with officers of the next higher rank.

2. Promotions and discharges are determined as a rule by ratings. Making just and accurate ratings is therefore one of the most serious duties of an officer. Proper rating is largely dependent on the possession of an accurate Rating Scale. Each rating officer makes his own Scale, using the reverse of this Form.

**How to Make the Scale**

3. Make a list of about a dozen officers of your own rank and not above the average age of officers of this rank. They should be men with whom you have served or with whom you are well acquainted. Include officers whose qualifications are extremely poor as well as those who are highly efficient. This list serves merely as a convenient reservoir of names; the names actually used in the Scale may include others.

4. Look over your list from the viewpoint of Physical Qualities only. Disregard every characteristic of each officer except the way in which he impresses his men by his physique, bearing, neatness, voice, energy and endurance. Select that officer who surpasses all the others in this qualification and enter his name on the line marked Highest under Physical Qualities. Now select the one who most conspicuously lacks these qualities and enter his name on the line marked Lowest. Select the officer who seems about half way between the two previously selected and who represents about the general average in physical qualities; enter his name on the line marked Middle. Select the officer who is half way between Middle and Highest; enter his name on the line marked High. Select the one who ranks half way between Middle and Lowest; enter his name on the line marked Low.

5. In the same manner make out scales for each of the other four qualifications (Intelligence, Leadership, Personal Qualities and General Value to the Service).

6. Each officer whose name appears on the Scale should be one who exhibits clearly and distinctly the qualification and the degree of the qualification for which he has been chosen.

7. The names for Highest and Lowest on each section of the Scale must represent extreme cases. The name for the Middle should be that of an average officer, half way between extremes. High and Low should be half way between the Middle and the extremes. An even graduation of merit is important.

8. In making or using any section of the Scale, consider only the qualification it covers, totally disregarding all the others.

9. In rating subordinates of more than one grade the best practice is to make separate Scales for each grade, using always the names of officers one grade higher than that of the subordinate to be rated. However, in exceptional cases good results have been secured where a Scale constructed of captains is used for rating both lieutenants and captains, and a Scale constructed of colonels used for rating all ranks of field officers.