DD/A 78-1228/6

7 September 1978

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

25X1A FROM : [redacted]
Chairman, DDA Senior Secretarial Panel

SUBJECT : DDA Senior Secretarial Panel

Attached for your information and comment is a draft of the "Policy and Procedures for the DDA Senior Secretarial Panel." Your comments and suggestions are requested by COB 14 September 1978.

25X1A

[redacted]

Attachment
As stated

cc: [redacted] SP Member
P Member
P Member
SSP Member
C/RS/OP

25X1A

2 - cc - DDA Subject

E2 IMPDET
CL BY 004171

Policy and Procedures

for

Directorate of Administration

Senior Secretarial Panel (SSP)

1 October 1978

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110002-7

DDA SENIOR SECRETARIAL PANEL (SSP)

I. POLICY

In compliance with the DDCI memorandum of 13 April 1978, Subject: Establishment of Career Service Panels for the Career Management of Secretarial and Clerical Personnel, the Directorate of Administration has established, effective 15 May 1978, a Senior Secretarial Panel (SSP) to administer a career management program for senior secretaries, GS-08 and above. (Secretarial personnel for purposes of this panel will include all clerical personnel who function primarily as secretaries, regardless of their occupational title and irrespective of Agency certified shorthand ability.) Such personnel will be identified by each DDA sub-group.

The DDA SSP will have five (5) Voting Members and will be composed of the following:

Chairman - DDA Career Management Officer (Voting Member)

Voting Members - Four GS-12 through GS-14 officers appointed by their respective DDA Office Director. Panel members will serve for two (2) years and membership will be rotated among all nine (9) sub-groups to assure equitable representation.

Executive Secretary and Advisor - DDA Clerical Coordinator

II. OBJECTIVES

The DDA SSP has been established for the purpose of career management, development, competitive evaluation, ranking, promotion and assignment of secretarial personnel in grades GS-08 and above within the Directorate.

Although career management of senior secretaries will be administered at the Directorate level, the secretaries will carry the career designation of the office to which they are assigned; e.g., secretaries assigned to the Office of Security will retain the "MS" service designation unless reassigned.

Each DDA sub-group will be required to keep the SSP informed in a timely manner on senior secretarial requirements of the office, including organizational change and job vacancies.

The DDA SSP will evaluate annually and consider for promotion semiannually senior secretaries, GS-08 and above. Results of competitive evaluation will be utilized in making recommendations for assignment of secretaries as senior secretarial vacancies occur in the Directorate/Agency. The Executive Secretary, SSP will notify each candidate of his/her eligibility for a particular vacancy through a vacancy notice to determine the candidate's interest. The SSP will then rank the files of the interested candidates and forward the names of the most suitable candidates for the position to the office having the vacancy for consideration.

Assignment to GS-08 and above senior secretarial positions will be restricted to secretaries either at the grade level of the position or no more than two grades below the position to be filled.

When there is a GS-08 secretarial vacancy, GS-08 secretaries will be considered as well as the most suitable GS-07's identified by the sub-groups to the SSP, accompanied by supporting documentation such as listed in paragraph IV. The SSP will then nominate from this group the most suitable candidates to the office concerned for selection.

III. RANKING CRITERIA

The DDA SSP will focus their attention on two primary aspects: (1) the secretary's performance to date and potential to perform effectively at or beyond the next grade level; and (2) the secretary's mobility and willingness to accept higher graded secretarial jobs elsewhere in the Directorate/Agency.

Secretarial personnel will be numerically ranked within their respective grade structure and will be comparatively ranked according to their overall "Value to the Directorate" under the five categories outlined in Attachment 1.

In addition to the comparative ranking of senior secretaries as to their value to the service, the SSP will utilize meaningful and equitable evaluation criteria for competitive evaluation ranking of senior secretaries as outlined in Attachment 2.

IV. GUIDELINES FOR EVALUATION

To assist the Panel members with their evaluation, the following will be available to them:

A. Official Personnel File (OPF)

B. Office soft file

C. Evaluation books which will contain

(1) an updated biographic profile

(2) the two most recent FR's

(3) Career Preference Outline (CPO) completed by each secretary

(These items will be provided by each sub-group on their respective secretaries.)

D. A spread sheet listing all senior secretaries by grade.

V. PROMOTION CRITERIA

Promotion of senior secretaries will be initiated by the SSP based on the competitive evaluation exercise, evidence of the employee's ability to perform at a higher grade, headroom, and availability of a properly graded position. Recommendations for promotion may be submitted to the Panel by a sub-group for consideration in the competitive evaluation exercise.

The Executive Secretary, SSP (DDA Clerical Coordinator) will maintain a central "EYES ONLY" file on the SSP rankings. Access to the file will be limited to Panel members and office heads served by the DDA SSP. Senior secretaries may discuss their individual ranking with the Executive Secretary or any member of the SSP.

VI. TRAINING

Although the SSP may recommend training for a senior secretary as a result of its competitive evaluation exercise, it will be the responsibility of the respective sub-group to work with the employee to implement and schedule a training program for the secretary. Such training will depend significantly on individual initiative and must be within budgetary and personnel limitations of the component. DDA offices are encouraged, however, to make training available to senior secretaries to enable them to perform more effectively in their present positions and to assist them in future career development.

Training may include formal or on-the-job training. Varied courses such as offered by the Agency, the Civil Service Commission, the Agency's off-campus program, and local community colleges are available.

ATTACHMENT 1

16 August 1978

DESCRIPTORS FOR COMPARATIVE EVALUATION GROUPINGS

HIGHEST POTENTIAL (HP)

Employees whose experience, qualifications and excellent performance in assignments and training indicate that they have the highest potential for advancement. Career actions should utilize and further develop this potential.

MAY DEVELOP HIGH POTENTIAL (MD)

Employees whose qualifications and performance clearly are above average and who give indication that they later may demonstrate high potential for greater responsibility. Career actions (assignment, training, experience on the job) should enhance their skills and develop this potential.

VALUABLE CONTRIBUTION (VC)

Employees whose performance is good and who generally are realizing their potential. This category will include some employees who may be capable of performing at a higher level of responsibility and some who may not. Among those who may not are employees who are making a vital contribution to the functioning of their office (above average or satisfactory performance) and would continue to do so either in their present or a rotational assignment. Career management for employees in this grouping should provide sufficient opportunities for work satisfaction, improvement of skills, and personal growth at current levels of responsibility so that those who may have future potential have an opportunity to demonstrate it.

LIMITED POTENTIAL (LP)

Employees whose over-all performance is adequate but who have some characteristic affecting knowledge or performance such that their potential is judged to be limited. Their career planning and counseling should consider whether there are measures which reasonably can be taken to assist them in overcoming such deficiencies, whether their talents can be utilized better in some other function or office, or whether they should be encouraged to seek career opportunities elsewhere.

SUBSTANDARD (SS)

Employees whose performance and potential are substandard in comparison with others of the same grade and occupational category. Requisite administrative actions may include, dependent on the procedures of the Career Service, notification, counseling, training and/or reassignment. Employees in this grouping are subject to downgrading or separation under the procedures specified by Agency regulations and the Career Service. In a surplus situation, employees so evaluated would have low priority for retention.

DDA SENIOR SECRETARIAL COMPETITIVE EVALUATION CRITERIA

	Outstanding	Strong	Proficient	Marginal	Unsatisfactory
I. PERFORMANCE	10	9-8	7-5	4-1	0
A. Specific Knowledge & Clerical Skills - the degree to which the employee possesses technical skills and knowledge necessary to perform the assignment well.					
B. Quality - the degree to which the individual produces high-quality work.					
C. Initiative - the degree to which the individual actively seeks additional tasks, assumes responsibility and/or offers solutions to problems.					
D. Interpersonal relations - the degree to which the individual successfully relates to and works with subordinates, peers, and supervisors.					
E. Dependability - the degree to which the employee can be depended upon to finish simple and complex tasks properly.					
F. Works Under Pressure - the degree to which the employee is able to work well under pressure.					
G. Adaptability - the degree to which employee responds positively to dynamic requirements and unusual work situations.					
H. Judgment - the degree to which an individual makes sound recommendations and effective decisions.					
I. Self-expression (Written and Oral) - the effectiveness of the individual in expressing himself/herself orally and in writing.					

Total for performance _____

DDA SENIOR SECRETARIAL COMPETITIVE EVALUATION CRITERIA
(cont'd)

	Outstanding	Strong	Proficient	Marginal	Unsatisfactory
	10	9-8	7-5	4-1	0
II. POTENTIAL					
A. Mobility - the availability and willingness to accept a reassignment within the Directorate/Agency.					
B. Evidence of self-improvement - the degree to which the individual has shown interest in his/her intellectual and professional growth through education/training and experience.					
C. Supervisory - the degree to which the individual shows potential to motivate and supervise people in an activity or program.					
Total for Potential _____					
Grand total _____					

DRAFT #5

ATTACHMENT 3

DDA SENIOR SECRETARIAL CAREER PREFERENCE OUTLINE

Name:	Current position title	Grade:
EOD with Agency	Office	DOB:

Agency qualified in:

Typing: _____ Shorthand: _____

Career preferences:

1. Are you interested in reassignment at this time? If you desire no assignment chang at this time, please state.

2. Are you interested in a PCS overseas assignment?

3. Do you have restrictions as to which building you are assigned to in the Metropolita Washington area? If so, list.

4. Are you able to work overtime if you are nominated for a senior secretarial vacancy which requires overtime?

5. What training (internal/external) have you completed since the submission of your last CPO?

6. Summarize what your future career goals are and what you are doing to achieve these goals?

Signature of employee Date

John

13 April 1978

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : Deputy Director of Central Intelligence

SUBJECT : Establishment of Career Service Panels for the Career Management of Secretarial and Clerical Personnel

1. A review has been completed of the career management of secretarial and clerical personnel. On the basis of this review, the Director and I have concluded that there is a clear and definite need for more formalized, uniform and expanded career management programs. These programs will assist talented personnel in expanding their potential fully, increasing career opportunities, enriching the job environment, and allowing the Agency and the individual employees to more fully realize the maximum use of the qualifications and experience represented by these groups of employees.

2. Effective immediately, each Head of Career Service will initiate planning and undertake actions leading to the establishment by 15 May 1978 of a Career Service-level Senior Secretarial Panel for the career management, development, competitive evaluation, ranking, promotion and assignment of secretarial personnel in Grades GS-08 and above within the Career Service. In addition, a panel (or panels as may be dictated by the size and composition of the secretarial and clerical employee occupational groups) will be established by each Career Service and their Sub-groups to administer the career management functions for other secretarial (i.e., GS-07 and below) and all other clerical employees.

3. The Office of Personnel will develop and provide you with further instructions and guidance to assist in your development of these panel structures. Included in this guidance will be our policy

decision restricting the assignment of individuals to GS-08 and above secretarial positions to employees with personal grades either at the grade level or no more than one grade level below that of the position to be filled and the requirement that all qualified personnel are considered for each position with panel nominations of the three "best" qualified candidates for the supervisor's selection.

[redacted]

Frank C. Carlucci

STATINTL

cc: DCI
D/Personnel
AO/DCI

DD/A 1228/5

20 July 1978

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

FROM : [redacted]
DDA Career Management Officer

25X1A

SUBJECT : DDA Senior Secretarial Panel (SSP)

REFERENCE : a. Memorandum from DDCI to Deputy Directors, dtd 13 Apr 78, Subj: Establishment of Career Service Panels for the Career Management of Secretarial and Clerical Personnel;
b. DDA Administrative Notice No. 78-5, dtd 15 May 1978, Subj: Establishment of DDA Senior Secretarial Panel (SSP)

1. (U) As you are aware, the DDCI in his memorandum of 13 April 1978 to Deputy Directors (Ref. a) directed the establishment of a Career service-level Senior Secretarial Panel for the career management, development, competitive evaluation, ranking, promotion, and assignment of secretarial personnel in grades GS-08 and above.

2. (U) As a result of this edict, the DDA established such a panel effective 15 May 1978 and announcement of membership was published in DDA Administrative Notice No. 78-5 (Ref. b).

3. (U) The DDA SSP has had two organizational meetings to date and forty-three (43) senior secretaries in the DDA have been identified who will fall under the purview of this Panel. Although criteria for evaluating our senior secretaries has not been firmly established as yet, some intermittent guidance is offered for your information.

E2 IMPDET
CL BY 004171

CONFIDENTIAL

a. Although career management of senior secretaries will be administered at the Directorate level, the secretaries will retain their parent sub-group career designations; e.g. MS secretaries will retain the "MS" service designation, etc.

b. When a senior secretarial position becomes available in the Directorate, GS-08 and above, the SSP will recommend to the office which has the vacancy the three most suitable candidates for the particular job, and the supervisor is to make his selection from these candidates. (A more firm procedure will be established for GS-08 vacancies where each sub-group may be requested to identify its top GS-07 from which a selection will be made for a GS-08 vacancy)

c. The DDA SSP will recommend senior secretaries for promotion within available headroom for the position they occupy.

d. The DDA SSP will competitively evaluate and rank the senior secretaries and assign descriptors to them.

4. (U) Prior to our first ranking exercise this fall, we will request each sub-group to provide us with additional information on their respective senior secretaries; e.g. updated biographic profile, supervisor's comments, and employee completion of a Career Preference Outline, etc.

5. (U) Although there remain many unanswered questions, the above is offered as some initial information on the SSP. Once our criteria is more firmly established and we have received additional guidance from the Office of Personnel, we will pass this on to you.

6. (U) If you have any questions re the above, please call me [redacted] the DDA Clerical Coordinator on [redacted]

25X1A
25X1A

[redacted] 25X1A

25X1A

cc: [redacted] SSP Member
SSP Member
SSP Member
SSP Member
C/RS/OP

Distribution:
Orig - D/OC
1 - Each add adse
1 - A/DDA
1 - DDA subj
1 - DDA chrono
1 - CMO/DDA chrono
1 - CMO/DDA subj file
cc - As stated
DDA/CMO:JV:jls (20 July 78)

14 JUL 1978

MEMORANDUM FOR: DCI Secretarial/Clerical Management Advisory Group

FROM : Deputy Director of Central Intelligence

SUBJECT : Office of Personnel Comments on Secretarial/Clerical Career Service Panel System

1. The Office of Personnel has responded to each of the issues you raised in your memo of 15 May 1978. With one exception, I believe that the responses adequately address your concerns. That issue, restrictions stating applicants can be only one grade below the grade of the job to be filled, is being reviewed again by the Office of Personnel. In the light of new secretarial/clerical career service panels, a two grade eligibility for job advancement is reasonable and Personnel concurs in that conclusion.

2. Please continue to provide comments on these and other relevant issues. I encourage and support your involvement.

/s/ Frank C. Carlucci

Frank C. Carlucci

cc: Each Directorate Secretarial/Clerical Career Service Panel

SECRETARIAL/CLERICAL MAG COMMENTS ON
SECRETARIAL/CLERICAL CAREER SERVICE PANEL SYSTEM

COMMENT:

a. The system at this stage does not seem to allow for cross-directorate mobility of senior secretaries.

RESPONSE:

There is no intention in the new panel system to prohibit inter-directorate transfers and we would expect such movement whenever circumstances permit, such as unavailability of qualified candidates for a specific position. As an example, we see the E Career Service, because of its limited pool of resources, continuing to offer opportunities for the assignment of experienced secretaries and clerical personnel from the various Career Services.

Because the panel system is designed to support employee development, e.g., training, assignment and promotion, a structure such as the Career Service is necessary to provide the parameters of the group and normal assignment area. Such a system offers the employees within the Career Service a more consistent, identifiable process for development and more equitable competition for senior positions. It is a formalized approach to much of what has taken place informally in Career Services or Career Service Subgroups in the past.

COMMENT:

b. The restriction stating applicants can be only one grade, not two, below the grade of the job to be filled may be quite disturbing to the large numbers of secretaries who are at the GS-07 level since few GS-08 positions are available.

RESPONSE:

As the DDCI memorandum of 13 April 1978 stated, this is a policy decision of the Director.

COMMENT:

c. The guidance for implementing this system has not yet addressed how or if it will incorporate the current vacancy notice system.

RESPONSE:

The Agency vacancy notice system would still be used where a position cannot be filled from within a Career Service. Individual Career Services are free to institute an internal vacancy notice system or use the Agency system, if the procedures for making assignments within the directorate are compatible with such an approach.

COMMENT:

d. Safeguards for ensuring that this system will not hamper progression into professional slots are not evident.

RESPONSE:

The basic purpose of the Secretarial/Clerical Career Service Panel system is to administer and manage the career development of secretarial and clerical personnel, and consequently it does not specifically address movement into professional assignment or status. There is nothing, however, in the panel system which would limit the development of the employee with the necessary qualifications or experience for conversion to professional status. In fact, the panel evaluations and rankings may well serve to support the internal professional selection and development process, but it should be recognized such an activity is a side benefit of the basic purpose of the panel. There is no intention that the panel system change any of the current conversion policies or procedures in the various Career Services or limit the option of the employee to consult with the Psychological Services Staff of OMS and the Professional Placement Branch/Office of Personnel to determine career direction or changes therein.

COMMENT:

e. No enforcement mechanism or guidance to ensure uniform ranking criteria for the career panels exists to date.

RESPONSE:

Each Deputy Director, as designated Head of a Career Service, has been given the responsibility of developing uniform promotion criteria [redacted] STATINTL and further charged with "ensuring that the principle of comparative STATINTL evaluation is followed" [redacted]. This is applicable to all Career Service panels, those that exist today and new ones that may be established, i.e., the Secretarial/Clerical Panel. The Director of Personnel is providing guidance to the Career Services during the process of establishing the Secretarial/Clerical Career Service Panels and is responsible for continuous review of the Agency's comparative evaluation and promotion program ensuring compliance with the regulation [redacted] STATINTL (3)(a)).

78-3148/8

24 May 1978

MEMORANDUM FOR: Director of Personnel

FROM : Deputy Director of Central Intelligence

SUBJECT : Memorandum from the Acting Chairman, Secretarial/Clerical MAG, dated 15 May 1978

1. I have read the subject memorandum and would like you to respond to the specific issues in paragraph 2. I am committed to the cross-directorate program for potential managers; I would not want a clerical panel system introduced which inhibited cross-directorate mobility for secretaries.

2. The Secretarial/Clerical MAG, as indicated in their memo, are interested in working with you and the directorates on those issues affecting their career management. I encourage this cooperation.

[redacted]

STATINTL

Frank C. Carlucci

cc: Acting Chairman,
Secretarial/Clerical MAG

Executive Registry
78-8148/6

15 MAY 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

STATINTL FROM : [redacted]
Acting Chairman, Secretarial/Clerical MAG

SUBJECT : Establishment of Career Service Panels for the Career Management of Secretarial and Clerical Personnel

REFERENCE : Memo frm DDCI to Multi, dtd 13 Apr 78, Same Subject

1. The Secretarial/Clerical MAG has obtained a copy of Reference and would like to offer some comments on the establishment of secretarial/clerical career service panels. We believe there is a need for such a career management program and that a positive step has been taken through Reference memorandum. The MAG plans to review past suggestions on this issue, talk with individual heads of career services to determine what problems they are encountering in setting up this system and what problems they foresee may arise, and pursue whatever other research seems appropriate. After completing these tasks, we would like to give you further comments regarding a secretarial/clerical career management system.

2. In the interim, however, we would like to bring to your attention areas of the planned system that seem to require clarification or appear to have the potential to become problems:

a. The system at this stage does not seem to allow for cross-directorate mobility of senior secretaries.

b. The restriction stating applicants can be only one grade, not two, below the grade of the job to be filled may be quite disturbing to the large numbers of secretaries who are at the GS-7 level since few GS-8 positions are available.

c. The guidance for implementing this system has not yet addressed how or if it will incorporate the current vacancy notice system.

d. Safeguards for ensuring that this system will not hamper progression into professional slots are not evident.

e. No enforcement mechanism or guidance to ensure uniform ranking criteria for the career panels exists to date.

3. We would welcome the opportunity to comment on any future guidance concerning the establishment of the secretarial career management system before it is issued or when it is in the draft stage.

[redacted] STATINTL

cc: D/Pers

15 May 1978

MEMORANDUM FOR: All MG Careerists

FROM : Michael J. Malanick
Head, MG Career Sub-group

SUBJECT : Criteria Employed by MG Sub-group for Evaluating Its Careerists

1. In a recent memorandum, the Deputy Director of Central Intelligence directed studies and actions on a number of issues relating to career service and sub-group boards and panels and the criteria used in comparatively evaluating employees.

2. In order to insure that all MG careerists are aware of the factors that are considered by the Panels and Board during the semi-annual evaluation exercises, there are attached portions of the instructions used by the ranking panels. Although the attachment covers all the factors to be considered, the full text of the instructions is available to any MG careerist who requests a copy from the Career Management Office.

[redacted] STATINTL

Michael J. Malanick

Attachments

Distribution:
1 Orig - DDA subj w/att
1 - cy ea MG careerist
1 - DDA chrono
1 - MJM chrono

CRITERIA FOR EVALUATING MG CAREERISTS

1. Toward arriving at the comparative evaluation of MG careerists, focus is on two essential aspects:

A. The nature of performance to date, and

B. Evidence of the employee's ability or potential to perform effectively at or beyond the next grade level

2. The MG Sub-group wishes to encourage and reward those who display initiative, creativity and leadership. The Sub-group needs employees whose careers have been marked more by displaying initiative and originality in obtaining objectives, despite occasional mistakes, than in cautious unquestioning adherence to norm or precedent resulting in an unblemished record of routinely satisfactory work.

3. Specific areas for consideration are:

A. Performance

Recognition is given to those who have demonstrated:

(1) good judgment
(2) initiative
(3) creativity
(4) self-reliance
(5) adaptability
(6) discipline
(7) acceptance of responsibility
(8) good skills in interpersonal relationships
(9) writing ability (if applicable)
(10) supervisory skill (if applicable)

Particular emphasis is placed on recognition of management and executive capabilities, specifically the degree to which a careerist has demonstrated the ability to organize and direct groups of personnel with diversified talents toward accomplishment of common objectives.

While the employee's over-all record is considered, primary emphasis is placed on current performance and efforts to overcome past deficiencies. The Fitness Report is viewed as one of many indications of performance. Commendations, professional awards and the like are also considered.

B. Potential

A key criterion in determining a careerist's value to the service and suitability for promotion is the degree to which he or she evidences potential to perform at a higher grade. An evaluation of potential involves an assessment of most of the performance factors and a recognized capability to assume broader and increased responsibilities.

C. Personal Characteristics and Qualifications

Recognition is given those who have demonstrated certain attributes and attitudes regarded as essential. Among these are:

(1) intellectual honesty
(2) integrity
(3) dependability
(4) ability to work harmoniously and effectively with diverse groups and personalities
(5) a mature, disciplined attitude

Conversely, the evaluators are alert to indications of an officer's unwillingness to accept hardship or undesirable assignments, or to place personal preferences or convenience ahead of the needs of the service.

D. General Factors

Temporary assignments or periods of extended training should not place an employee at a disadvantage in the competitive process.

Positive consideration should be given to those who have performed well in assignments in other than their normal or preferred track as the needs of the service often require such work.

All officers should be afforded equal status without consideration of how such status was achieved. This includes factors regarding previous employment or whether previous Agency service was at Headquarters or overseas.

MG careerists must be able to represent themselves and the Agency in a complimentary manner. Conduct both on and off duty must be in accord with standards outlined in [redacted]

4. Based on the above considerations two listings are prepared for each grade group so evaluated:

A. Value to the Service List - in addition to numerical standing each careerist is assigned to one of the following categories:

(1) HP - Highest Potential
(2) MDHP - May Develop High Potential
(3) VC - Valuable Contribution
(4) LP - Limited Potential
(5) SS - Substandard

There is a provision for a sixth category indicating consideration for surplus action for reasons of "Functions/Skills." Attached is a definition of each of the categories.

B. Promotion List - The names of those recommended for promotion.

Comments about each careerist are prepared and forwarded with the two listings. These address strengths, weaknesses, proposals for training, assignments and other factors which aid in employee counselling.

Specialists and Generalists are now evaluated separately. There is a separate Value to the Service and Promotion list for each of these two categories.

Time in grade, while not considered a factor in evaluating for Value to the Service, is given consideration when preparing the Promotion listing. There is no prescribed time-in-grade which absolutely must be fulfilled prior to promotion to the next grade.

The final package, which may also include recommendations for Quality Step Increases, is forwarded to the Head of the Career Sub-group and the MG Board via the DDA/Career Management Office.

Descriptors for Comparative Evaluation Groupings

Comparative evaluation rankings will be based specifically on performance, potential, and value to the functioning of the particular Career Service or Career Sub-Group involved. The comparative evaluation of employees will be considered in determining appropriate work assignments, counseling and if required, adverse actions such as downgrading or separation

Evaluation systems serve multiple purposes which cannot be accomplished by competitive ranking alone but in which such rankings play an important role. Thus, the determination of employees to be promoted stems from consideration of comparative ranking, performance, the response made to letters of instruction, and the demonstration of capabilities to handle responsibilities to be undertaken.

The Agency has affirmed its adherence to a merit system for personnel actions; therefore, the underlying principle for comparative evaluation must be the relative merit or value of an employee on the basis of performance and manifestation of potential.

HIGHEST POTENTIAL (HP)

Employees whose experience, qualifications and excellent performance in assignments and training indicate that they have the highest potential for advancement. Career actions should utilize and further develop this potential.

MAY DEVELOP HIGH POTENTIAL (MD)

Employees whose qualifications and performance clearly are above average and who give indication that they later may demonstrate high potential for greater responsibility. Career actions (assignment, training, experience on the job) should enhance their skills and develop this potential.

VALUABLE CONTRIBUTION (VC)

Employees whose performance is good and who generally are realizing their potential. This category will include some employees who may be capable of performing at a higher level of responsibility and some who may not. Among those who may not are employees who are making a vital contribution to the functioning of their office (above average or satisfactory performance) and would continue to do so either in their present or a rotational assignment. Career management for employees in this grouping should provide sufficient opportunities for work satisfaction, improvement of skills, and personal growth at current levels of responsibility so that those who may have future potential have an opportunity to demonstrate it.

LIMITED POTENTIAL (LP)

Employees whose over-all performance is adequate but who have some characteristic affecting knowledge or performance such that their potential is judged to be limited. Their career planning and counseling should consider whether there are measures which reasonably can be taken to assist them in overcoming such deficiencies, whether their talents can be utilized better in some other function or office, or whether they should be encouraged to seek career opportunities elsewhere

SUBSTANDARD (SS)

Employees whose performance and potential are substandard in comparison with others of the same grade and occupation category. Requisite administrative actions may include, dependent on the procedures of the Career Service, notification, counseling, training and/or reassignment. Employees in this grouping are subject to downgrading or separation under the procedures specificed by Agency regulations and the Career Service. In a surplus situation, employees so evaluated would have low priority for retention.

SPECIAL LISTING FOR "POTENTIAL SURPLUS-FUNCTION/SKILLS"

Agency regulations and recent court decisions obligate us to differentiate between those employees who may be considered for separation on the grounds of substandard performance and those who are surplus because the Agency no longer requires their particular skills or functions.

After the Boards have completed the rankings of employees according to present value to the Career Service, they should review the listings to asterisk those employees who come under the following categories for appropriate management action:

1. Are potentially surplus on the basis that their skills are no longer required by the organization, or

2. Are associated with functions to be reduced or eliminated, or

3. cannot be flexible with respect to assignment (where such flexibility is required).

Employees who have reasonable prospect for reassignment or advancement without retraining should not be identified in this category. Employees may become potentially surplus because the Agency's needs for skills changes over time; when this happens, it poses a career management problem for the employee and the Agency to work out. Should separation be the most appropriate outcome, it should be under the procedure for the separation of surplus personnel and should bear no stigma of poor performance unless that has also occurred.

78-1378

Executive Registry
78-5168

7 APR 1978

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, E Career Service

FROM: Frank C. Carlucci
Deputy Director of Central Intelligence

SUBJECT: Uniform Promotion System

1. Many of the personnel policies of the Agency have been carefully reexamined during the last several months. We have concluded that the Agency and its employees will benefit from the adoption of a more uniform Agency-wide promotion system. The adoption of such a system, as described in this memo will increase employee awareness of promotion opportunities and will ensure more promotion headroom by implementing existing Agency regulations concerning identified marginal performers. We recognize that each career service has unique characteristics and problems which require consideration. This new approach will allow recognition of that uniqueness, but will also call for more expanded statements of promotion criteria by the several career services.

2. The new approach to establishing this promotion system will be based on the following precepts:

a. A minimum target for annual promotion of qualified people by grade will be established and published by each career service as an aid to each employee's career planning. The Office of Personnel will work with each career service in creating these promotion targets.

b. These promotion rates will be sustained for the most part through normal attrition, but additionally it will be necessary to apply aggressively the current regulation [redacted] for the identification of the bottom three percent evaluated annually. The bottom three percent is not simply determined by ranking, but also by an absolute determination of the employee's value and potential as assessed by the evaluation panels and career service boards.

STATINTL

c. As a further protection to the employee identified in this process, the career services will establish an independent panel to review each case on its individual merits and present its findings to the head of the career service.

STATINTL

STATINTL

d. The common criteria for promotion in all career services are presently set forth in [redacted]. Further guidance on these precepts is under study. The career services should carefully consider [redacted] with a view to adding specific criteria as applicable to each particular career service or subgroup. The publication of these specific criteria will further the individual employee's understanding of how selection for promotion is achieved, and how to become qualified for promotion. Any additional promotion criteria must be developed and published by the career services by 15 May 1978.

e. As already established for the D Career Service, the rankings and recommendations for promotion from the evaluation boards and panels can only be changed by the Director.

f. There will be established and published a uniform promotion schedule for all career services (i.e., all GS-09's will be promoted in the same month, etc.). The Office of Personnel will work with the heads of the career services in establishing an Agency-wide uniform promotion schedule for all grades. The lists of those promoted will be published and available to all employees.

/s/ Frank C. Carlucci

Frank C. Carlucci

Distribution:
Orig - DDA
1 - Each additional addressee
1 - DDCI
1 - ER
1 - D/Pers
[illegible] - DDA Subj, Chrono
1 - JFB Chrono
O/Personnel
Rewritten:DDA:JFBlake:kmg (4 Apr 78)
Rewritten:DDCI:FCCarlucci:sm (7 Apr 78)

15 May 1978

MEMORANDUM FOR: All MG Careerists

FROM : Michael J. Malanick
Head, MG Career Sub-Group

SUBJECT : MG Clerical Evaluation System (U)

1. (U) In a memorandum to the Deputy Directors, dated 13 April 1978, the Deputy Director of Central Intelligence required each Directorate to establish a more formal approach toward administering the career management function for its clerical personnel. Effective 15 May 1978, the MG Sub-Group has established a permanent panel for the career management of its clerical personnel exclusive of those GS-08 and above who, regardless of occupational title or possession of Agency certified shorthand capability, function primarily as secretaries. Both staff and contract employees, including parttimers, will be under the cognizance of the MG panel. The GS-08 and above secretarial group will come under the jurisdiction of a newly established Directorate-wide Senior Secretarial Panel (SSP). A DDA Notice announcing the establishment of the SSP is attached.

2. (C) The MG Clerical Panel will be responsible for assisting the MG Career Board in matters pertaining to the career development of MG clerical employees which will include making recommendations for certain career service actions. The Panel will serve a two-year term and the following officers have been appointed for the initial two-year period:

25X1A

[redacted] hairman (Voting Member)
g Member
ting Member
, Voting Member
Voting Member
utive Secretary

[redacted] 25X1A

Michael J. Malanick

Distribution:
Orig - DDA subj
1 - cy ea MG careerist
1 - DDA chrono
1 - MJM chrono

ORGANIZATION
15 May 1978

DDA ADMINISTRATIVE
NOTICE NO. 78-5

ESTABLISHMENT OF DDA SENIOR SECRETARIAL PANEL (SSP)

1. (U) In compliance with a DDCI memorandum of 13 April 1978, Subject: Establishment of Career Service Panels for the Career Management of Secretarial and Clerical Personnel, the Directorate of Administration has established a Senior Secretarial Panel (SSP) to administer a career management program for senior secretaries. All GS-08 and above clerical employees, who function primarily as secretaries (regardless of their occupational title and irrespective of Agency certified shorthand ability), will be part of a Directorate-wide career management program. The Directorate of Administration SSP will be responsible for the career management, development, competitive evaluation, ranking, promotion and assignment of secretarial personnel under its jurisdiction.

2. (C) The initial Panel, appointed effective 15 May 1978, will be composed of the following:

Chairman [redacted]

Members

25X1A

Executive

DDA Clerical Coordinator

3. (U) Panel members will serve two (2) years and membership will be rotated among all nine (9) DDA sub-groups to assure equitable representation. Results of competitive evaluations will be utilized in making recommendations for assignment of secretaries as senior secretarial vacancies occur. The names of the three (3) best qualified candidates will be forwarded to the Office having the vacancy for consideration. Assignment to GS-08 and above senior secretarial positions will be restricted to personnel either at the grade level of the position or no more than one (1) grade below that of the position to be filled.

[redacted]

25X1A

John F. Blake
Deputy Director
for
Administration

E2 IMPDET CL BY 004171