Approved For Release 2005/08/15 : CIA-RDP82-00357R000200080034-9

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DD/C 78-6253/3

23 October 1978

MEMORANDUM FOR: Director of Personnel

FROM : John N. McMahon
Deputy Director for Operations

SUBJECT : Follow-up [redacted] 29-30 September 1978 25X1

REFERENCE : DDCI Memorandum dated 5 October 1978, same subject

Following as requested are DO comments on paragraph II, subparagraphs A.7-9 of referent memorandum.

> Evaluation/Fitness Report. Continue to redesign form particularly to include EEO, security, ability to write fitness reports and management ability; define the 1-7 scale more precisely.

The DO has reviewed and endorsed the new Performance Appraisal Report in its current draft format. EEO, security, ability to write fitness reports, and management ability are important considerations in evaluating performance. However, we would caution against adding too many specific items to the report form itself. This inevitably will lead to a form that is cluttered, unwieldy and out of focus. These items should be covered in the instructions which accompany the fitness report and backed up by the precepts governing operation of the evaluation boards. Within the DO, management ability and security already are well covered. Initial instructions have been given to all DO components on evaluating EEO performance where applicable with the recognition that in some small stations this will be of little relevance. A recent [redacted] 25X1
25X1 [redacted] with copies to all Headquarters elements, reemphasized and provided specific guidance on what is required. The same theme is also being stressed during discussions at the station chiefs' conferences. (Fitness report preparation, of course, is the core of the problem. The format is irrelevant if content is unsatisfactory. In this regard, DO evaluation boards are charged with identifying for DDO action the authors of particularly good and particularly bad fitness reports.)

> Panels. Continue to develop panel criteria which address composition of panels and size of units handled by panels. Primary purpose is to build more objectivity in panel system; composition should be as broad as possible; number of people reviewed by panels should be larger.

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We are in favor of and continue to strive for increased objectivity in the evaluation system. Panel composition is broad in the sense that it is drawn from throughout the Directorate.

The number of employees reviewed by each panel is governed by the Directorate's occupational category system, and the number of employees at each of the grade levels therein. Since there is a numerical preponderance of Operations Generalists, the panel(s) reviewing these employees have a much larger workload than those handling other categories. Maintenance of the other categories, however, is necessary to assure that employees doing other Operations Generalist work are equally considered and on a competitive basis with their peers.

Enlargement of the number of employees reviewed by individual panels has been attained by having professional employees in both Grades GS-07 and GS-08 reviewed by a single board and employees in both Grades GS-09 and GS-10 by another. Above this grade level, however, expansion is limited by the very nature of panel operation. Experience has shown that about ten files a day is the optimum number a panel can review and discuss thoroughly in order to arrive at an equitable and thoughtful ranking. This means that when a panel has 200 employees to evaluate, the process requires twenty working days for file review alone. To this must be added the time requirement for melding of the daily rankings into a single final ranked list and for preparation of the required memoranda on the high and low percentiles, plus those other employees who would benefit from counseling or other special attention. Since panelists are for the most part occupants of responsible positions in their components, even six weeks' absence from their regular duties creates problems which would be increased as the absence lengthens.

Promotion/Assignment Criteria. Design system to provide greater incentives for lateral assignment of employees, including both rotation and transfers, and incorporate into panel system.

Within the Operations Directorate there is a well established pattern of rotation or transfer of personnel among components. Only a handful of DO officers complete their career without rotational assignments or home base change to components with completely different functions or area focus. These broadening experiences have proved to be in the best interests of both the DO and the officers themselves. Regarding greater incentives for lateral assignment, the DO would welcome lateral assignment of qualified personnel but we are at a loss to identify incentives which would not be discriminatory in effect to the employees already in the system. Further, the rate of such movement is steadily increasing--with the centralization of key assignments and the need to use operations

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officers on rotation to fill positions in the senior staffs. Steps also are being taken to strengthen instructions to the evaluation boards to ensure that these assignments will be evaluated as career-enhancing.

For FY 1979, we are projecting circa 60 inter-directorate rotations for professional personnel. The majority will be middle grade Operations Generalists serving with OTR. As the bulk of DO officers are Operations Generalists with good educational background, most of them would be capable of serving effectively on rotation to other directorates, but one of the factors hindering the expansion of rotations has been the inability of the other directorates to provide personnel who could handle the duties of the Operations Generalists. Because of the different training requirements, cover considerations, and the necessity for linguistic qualifications in most of the positions abroad, we do not foresee any radical increase in such rotations.

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