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4 MAR 1980

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater
Director of Personnel
Policy, Planning, and Management

SUBJECT : FY 1980 Annual Personnel Plan (APP)

REFERENCE : Multi adse memo for DDs frm DDCI dtd 21 Dec 78,
Subj: FY 79 APP, Phase I

1. This year the analysis of the FY 80 APP is presented in two parts. The first part, a consolidation of all Career Service APP submissions, is attached and is in chart and narrative format. Included in this report are selected graphs showing trends over the past few years. We have summarized particular points you may wish to bring to the attention of the Heads of the Career Services at some future meeting.

2. You will recall that the Executive Committee agreed that Heads of Career Services would be responsible for the evaluation of their personnel management systems. These evaluations are to be reported to you as much as possible within the context of the APP. Accordingly, we are forwarding under separate submission the individual Career Service APPs.

3. Women and Minorities

a. In the referenced memorandum you asked that emphasis be placed on minority employment and promotion. FY-79 goals for increasing the on-duty-strength of Women and Minority professionals were exceeded in the categories of Women professionals and Asian American professionals, but were not met in the categories of Blacks and Hispanics. APP goals for FY-80 exceed both FY-79 goals and achievements in all categories. Graph A shows there has been an increase of women and minorities in the professional ranks of the Agency during the past few years, but the rate of increase has been low. Recruitment efforts continue to stress the acquisition of these categories of Agency employees.

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b. FY-79 promotion goals (in all grades combined) for Women and Asian Americans were exceeded. The percentage goals were not met for Blacks and Hispanics, although the numerical goal for Blacks was exceeded. Again, however, Career Service FY 80 goals have been set higher than the FY-79 goals and achievements.

c. FY-79 goals for promotion of Women and Minority professionals to grades 12 and higher combined were exceeded in all categories except Hispanics. In general, goals for promotion to GS-12 and up have been set at an even higher level for FY-80. It is noteworthy that for all of these categories, promotions to GS-12 and up have occurred at rates proportionately higher than their representation in the Agency population, and the goals set for the current year appear to continue this emphasis.

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5. Promotions. Promotion headroom will vary from year to year. This Office has data available which should assist managers in projecting promotion goals and help ensure that maximum advantage is taken of available promotion opportunities. During the reporting period promotions exceeded goals at all grade levels, with three exceptions (GS-17, 8, and 7). The established goals for the current year are lower than the actual numbers for FY 79, with the exception of GS-12. The goals for FY 80, compared with the report period, are lower at the senior levels (GS-14 through 18) and junior levels (GS-7 through 9) and higher at the middle grade levels (GS-10 through 13). Graph C shows the four-year trend for Agency-wide promotions as a percentage of average ODS.

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9. Personal Rank Assignments (PRAs)

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The number of PRAs rose in FY 79 and PRAs as a percent of ODS increased [redacted] which is near the high point over a five year period.

The highest percent of PRAs is at the GS-17 level (23%), followed by GS-16 (13%). The lowest number of PRAs occur at the GS-11 level (2%). There is generally a positive correlation between grade and percent of PRAs--the higher the grade, the higher the percent of PRAs. Graph G shows PRAs by grade range for the past five years.

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11. Fitness Report Ratings

a. Fitness report rating levels have remained virtually unchanged since the base year of FY 75. Average ratings in that year were 3.9 and this year they are 3.94. There is a positive correlation between grade level and rating level: the range of yearly average GS-18 ratings ran from 4.6 to 4.74 during the same five-year period.

b. This year 83% of Agency employees were rated either Strong or Outstanding overall. At the other end of the scale less than one percent were rated either Unsatisfactory or Marginal. The new Performance Appraisal system, which was introduced on 1 October 1979 may reduce the number of inflated ratings by encouraging supervisors to better differentiate performance levels among their employees.

12. The APP contains information which, if properly utilized, can be a valued adjunct to managers in the planning and implementation of personnel policy. Until recently there has been little evidence of high level involvement in either the planning or subsequent use of the information contained in the APP.

13. We have prepared a proposed revision of the format to be used in the preparation of the FY 81 APP. It will be sent shortly to the head of each Career Service for review and comments before being finalized. We are also soliciting their views on any substantive changes which they would recommend to improve its effectiveness as a management tool. It is anticipated that next year's APP can be largely computerized, thus lessening much of the burden in its preparation. The input of senior managers to the revision of the APP, along with the increased use of the resources of OPPPM, should enhance the ability of the Career Services to better utilize and develop their personnel resources.

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Att: as stated
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