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SPECIAL SESSION
CAREER SERVICE PANEL
OFFICE OF RESEARCH AND DEVELOPMENT
3 April 1973

Attendees:

Dr. Sayre Stevens, D/ORD 25X1A9a
Chairman
[REDACTED] 25X1A9a
[REDACTED], Executive Secretary
[REDACTED] Recording Secretary 25X1A9a

Absentee:

[REDACTED] 25X1A9a

1. The meeting was called to order by the Chairman at 1515 hours.

2. DR. STEVENS: At the DD/S&T Career Service Board meeting, we went through the evaluation rating procedures on the GS-15s, 16s, and 17s. At the conclusion of these evaluations, it was concluded that there should be a policy whereby the bottom men, rated at these different grade levels, are told they were at the bottom of the list. There was general agreement that it was increasingly evident we were responsible for making this information known to the men. That is going to be done. I think it is essential we do the same in ORD as quickly as possible. I suggest we start with the batch of fitness reports in process now. We should make a change in our approach to these fitness reports and really address ourselves to the terms of these ratings. There is a lot to be done. We need to go through each file and put a memorandum in the employee's file that on such a day we changed the fitness report procedures. We could stamp our fitness reports to this effect like FMSAC. This is good. I think now is the time to get out of the old way of doing the ratings. It is the opportune time. It seems that there should be satisfaction in knowing you are still working, let alone worry about getting a Proficient instead of a Strong. We have to sit down and do a better job in rating. The fitness reports are terrible. In particular, there is no real major relationship from one to another. Some of the opinions are grotesque. For example, in the ratings of GS-15s where the raters didn't know their personnel, they relied on the fitness reports. [REDACTED] wound up on the bottom of the list.

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25X1A9a 2. DR. STEVENS (Continued):

I don't think anyone here believes this is a proper position for [REDACTED]. Not knowing the person and relying on the fitness reports -- that is obviously one problem. Fitness reports should be given by the Branch Chief, Deputy Chief, of if there is no Deputy Chief, the Division Chief; let George or me review it. It might be proper for the Project Officers to have three things that every Project Officer is rated on and anything additional would be fine. Some standard performance ratings on Projects Officers are needed. There should be a standard performance rating for Branch Chiefs, Deputy Chiefs and Office Chiefs. There should be a category on rating of employees by the supervisor. Let the reviewer rate the supervisor on his rating. After the evaluation ratings of the ORD/CSP we really do need to decide on some kind of mechanism for telling the men where they stand.

25X1A9a 3. [REDACTED] Should we talk to only those who are marginal or at the bottom of the list?

4. DR. STEVENS: There is no trouble talking with the middle and outstanding people. That's easy to do. It is those on the bottom. You raters will be the ones to tell them the fact that even though they have received a STRONG on their fitness reports, they are last on the evaluation list -- for example say GS-14s. You will have to tell them they are not doing as good a job as the other GS-14s in the office.

5. [REDACTED] I think this should be done by the Panel.

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6. DR. STEVENS: FMSAC did that. Mr. Brandwein told the employee, "If you don't straighten out, you are in jeopardy of losing your job." They have changed their approach. They feel that the one who gives the employee the rating on the fitness report should tell him he is at the bottom of the list. If a rater wants to defend his rating of the individual, he can come before the Panel and state that the Panel has made an unfair rating before he tells the employee. It also makes it clear to the rater something is wrong if he has given the employee a high FR rating, and he has to sit down and tell the employee he is in trouble.

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7. [REDACTED] Take [REDACTED] or others working in a departmentalized situation who are rated against people with a full technical and professional background. This cannot give them a "fair shake."

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8. DR. STEVENS: Most of these people end up in the bottom half of the list. You should point out to him that he is doing a very good job in a limited field which is putting him way down the list. He ought to be informed of it.

9. [REDACTED] The CSP/ORD is currently preparing a document

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9. [REDACTED] (Continued):

that attempts to quantify a technique for making up our fitness reports. [REDACTED], Chairman of the Committee on the Study of Fitness Reports has pulled together a draft report and a memorandum for your signature. We are on our way.

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10. [REDACTED] All the major points are incorporated.

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11. [REDACTED] It spells out the ratings, and what the implications are when the ratings are given.

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12. [REDACTED] What did you do about [REDACTED] 25X1A9a
evaluation rating?

13. DR. STEVENS: I had him put considerably higher up. In the ratings of GS-15s, 16s, 17s, and equivalent, the personnel are broken down into fields and are rated against one another such as: analysts in one group, project officers in another, then generalists, R&D, and the computer specialists. [REDACTED] was on the R&D list. Two people are assigned the R&D category, and they rate these men using what they know about them, the biographic profile, and fitness reports. Dr. Chamberlain and Dr. Steininger did R&D. They didn't know [REDACTED]. They looked at the FRs, and they compared him to the other men who they knew. [REDACTED] didn't look very good by comparison. But there were men then who did know him, and we rectified this. It was an example of the inconsistency of fitness reports. We can't tell the "good guys" from the "bad guys." In ORD you know each other. Although DD/S&T has two men assigned to giving the rating, the man's office representative is there so there is some protection. There are always people no one knows very well. Messrs. [REDACTED] and Iams reviewed the project officers.

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14. [REDACTED] What is the scoop about the DCI's views on the Career Services?

15. DR. STEVENS: I don't know how you would handle things like this without the Career Service Panel. I guess we could do it like DDO where they have many small panels. They spend six weeks full time on ratings. One cannot argue with the DCI's opinion. It is really ridiculous when GS-16s, 17s, and 18s owe allegiance to DD/S&T and no one else in the Agency.

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16. [REDACTED] We have adopted the major aspects of the FMSAC system.

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17. [REDACTED] We have also come up with more -- a standard criteria for evaluation but not in regard to fitness reports. That is a separate problem.

18. DR. STEVENS: In our ratings, we had no real problem cases -- maybe five or six. Most of them have been resolved one way or another. There are problems that occur when people are "stashed out" somewhere. You have to find a job for them

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18. DR. STEVENS (Continued):

when they come back.

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19. [REDACTED] Do we have to make a place available for [REDACTED] when he comes back?

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20. [REDACTED] I don't think he will be back. He is doing very well there. (FBIS Plans and Evaluation Task Forces)

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21. [REDACTED] If the preparation of the fitness reports could be delayed two weeks, an advanced draft of the procedure would be available.

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22. [REDACTED] On the GS-15s and their fitness reports, why don't we make it a policy requiring the rater to put in a statement on where the man rates with his peers.

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23. [REDACTED] I was doing a fitness report on [REDACTED] but I don't know if I like the idea of a two-week delay. I don't know how to incorporate the ideas and say they apply without the report.

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24. [REDACTED] I have a fitness report ready for OSI on [REDACTED]. He will only be here until June when he retires, and I don't see changing it at this point in time.

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25. [REDACTED] We are downgrading our fitness reports. In [REDACTED] case, how will the rater know?

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26. [REDACTED] There will be ammemorandum from the office.

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27. [REDACTED] The paperwork is ready, but [REDACTED] is not here to sign off.

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28. [REDACTED] Well let's have the Panel look at it, and let's go ahead with it.

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29. DR. STEVENS: This is a continuing problem. The thing that bothers me, and I feel badly about, is those cases where we are being clearly dishonest. That goes on all the time. The rater gives the man a fitness report and cannot tell him that he is in bad shape, and he is not doing the job he should.

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30. [REDACTED] If the rater puts down where the employee ranks, won't this help?

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31. DR. STEVENS: Branch Chiefs have to face up to the facts.

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25X1A9a 32. [REDACTED] Branch Chiefs have not known where their people stood when they were rating.

25X1A9a 33. DR. STEVENS: That means we are all at fault.

34. [REDACTED] We have had a minimum of feedback except for fitness report discussions.

35. DR. STEVENS: That's true throughout the Agency.

25X1A9a 36. [REDACTED] I thought that was wrong.

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25X1A9a 37. DR. STEVENS: [REDACTED] - he is rated way down. In the past [REDACTED] has been overselling things. I don't know how good he is. It is clear that he has that image. He will have to work on it. [REDACTED] is "dead from the word go." on overselling.

25X1A9a 38. [REDACTED] In order to get programs through, you had to really sell, so you oversold.

25X1A9a 39. DR. STEVENS: Well, they have lost their credibility.

40. [REDACTED] attitude after coming back from the Advanced Intelligence course is to corner the market in R&D.

41. DR. STEVENS: Let the record show that the men who do this are going to suffer. They will have no credibility. I have told the Board that these are great guys so quit going back and pulling information out that is out-of-date.

25X1A9a 42. [REDACTED] This discussion has been helpful to identify where the problems lie. If we are going to help these fellows, we have to remove the blemish.

25X1A9a 43. DR. STEVENS: In all cases I got the man's position changed substantially. These men will have to bend backwards the other way. They need to do some soft selling. These men need to be aware of the problem. They are not sensitive enough to the concerns, fears, and worries of the audience, and they are too glib. In [REDACTED] case, I heard him give one briefing, and it was very good.

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25X1A9a 44. [REDACTED] Men like [REDACTED] are particularly technical and maintain that image. They want to get in arguments when someone crosses them on a technical point. He is being compared with other men who worry about their outward image.

45. DR. STEVENS: I think you feel these evaluations are very shallow which they are not.

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46. [REDACTED] Who are the good men? 25X1A9a

25X1A9a 47. DR. STEVENS: Top of all R&D GS-15s is [REDACTED] 25X1A9a
Life Science men suffer because they are not well-known. I 25X1A9a
got them in the top category. [REDACTED] is above middle;
[REDACTED] is middle; [REDACTED] is very high; [REDACTED] 25X1A9a
is #2 on the computer list. [REDACTED] is a problem. They 25X1A9a
don't trust him.

25X1A9a 48. [REDACTED] Absolutely wrong.

49. DR. STEVENS: He scares me to death. He terrifies me. Yes, he is an extremely hard worker, competent and dedicated. He runs arounds with a wounded ego that scares me to death. He will come in to see me and say in effect, "Here is a program; you take this, or you leave town." He has pulled this on Dr. Steininger.

25X1A9a 50. [REDACTED] I am entirely unaware that this message came across to him.

25X1A9a 51. DR. STEVENS: He makes people very nervous. There are a lot of men like this that can get away with it and are great. You take them at face value, and they are worth putting up with if you can keep them under control. It kind of all adds up. [REDACTED] is down pretty far on the list because of his anonymity and his specialization. Men like that you can do something for.

25X1A9a 52. [REDACTED] If I undertook a series of talks with [REDACTED] and rehabilitated his view towards the world, is it worth for him to stay on.

53. DR. STEVENS: He is rated very high. It is not conceivable that he would be in jeopardy by losing his job.

25X1A9a 54. [REDACTED] In light of all this maybe ORD should consider getting [REDACTED] away from visibility. 25X1A9a

25X1A9a 55. [REDACTED] [REDACTED] tries hard. 25X1A9a

56. [REDACTED] He is emotionally involved. Strange, since he is an expert in behavioral sciences, and he should be applying this to personal relationships.

57. DR. STEVENS: I don't think you are going to help him by hurting his feelings.

25X1A9a 58. [REDACTED] I am not going to help him if I don't talk to him.

59. DR. STEVENS: Everybody here is rated high or very high. Please don't let [REDACTED] give any more briefings.

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60. [REDACTED] He is a very strong talent. 25X1A9a

61. [REDACTED] Should [REDACTED] give his talk in the DD/S&T Course?

62. DR. STEVENS: Yes. I have been impressed with him, but there just seems to be this problem of overselling.

25X1A9a 63. [REDACTED] Goes back to [REDACTED] time. 25X1A9a

[REDACTED] was part of that group. Some of the men were innocent. 25X1A9a

25X1A9a 64. DR. STEVENS: The next time [REDACTED] goes over to give a briefing to Dr. Steininger, he should be conscious of the concern that he is a "huckster." He should be sure to bring out all the problems and treat them in a forthright fashion. Tell him not to oversell the program.

25X1A9a 65. [REDACTED] There is a tendency to push programs here.

66. DR. STEVENS: If the program gets real big, they lose them.

25X1A9a 67. [REDACTED] They either go with them or lose them. 25X1A9a

68. DR. STEVENS: [REDACTED] is rated quite high - he is not a problem. [REDACTED] has problems and [REDACTED] has a problem. 25X1A9a

25X1A9a 69. [REDACTED] Did [REDACTED] have trouble? 25X1A9a

70. DR. STEVENS: [REDACTED] is understood. 25X1A9a

25X1A9a 71. [REDACTED] Dr. Stevens, did you decide if we are going to establish a policy to rate everybody in this office and let the men on the list know where they stand?

72. DR. STEVENS: Yes, we have to look at all the men considered by the CSP/ORD and determine case by case, and rating by rating.

25X1A9a 73. [REDACTED] We should try to accomplish improving the performance of those on the bottom of the list by identifying the weak points and strengthening them. 25X1A9a

74. DR. STEVENS: The men in deep trouble are the generalists. Be careful about this. Most of these jobs are supported by DDM&S. I worry about [REDACTED] 25X1A9a

We also should think about sending [REDACTED] over to PAS/TSD. I think he would be interested in doing that. We ought to look into doing this.

[REDACTED] appeal was approved, and he is going in as a systems programmer with DS&P/ORD. [REDACTED] is going with the Office of Training. [REDACTED] might do some of the executive tasks and [REDACTED] handle the support. 25X1A9a

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75. [REDACTED] Is there another cut in the offing?

76. DR. STEVENS: There is suppose to be another cut. There will be a reorganization. They will look at the problems and then cut again. I feel ORD has done more than their share this time.

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77. [REDACTED] is on board and reported in yesterday.

78. DR. STEVENS: Why don't you take him around and introduce him. He is from FMSAC.

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79. [REDACTED] was dropped by TSD.

80. DR. STEVENS: Make it possible that your personnel get the best information available on the meeting yesterday with Mr. Duckett. We don't think they should broadcast it.

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81. [REDACTED] I passed Carl's word on to my staff as explicit as I could.

82. The Chairman thanked Dr. Stevens for the very informative session.

83. Meeting adjourned at 1640 hours.

[REDACTED]

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Executive Secretary
Career Service Panel/ORD

APPROVED:

[REDACTED]

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Chairman, Career Service Panel/ORD

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