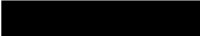


9 FEB 1967

MEMO TO: Jabber

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SUBJECT:  Proposal on Fitness Report Revision


1. This suggestion is a recommendation that Fitness Reports be oriented toward the future for GS-09 and above employees. Section B of the current Report would be replaced by a "Joint Discussion of Goals" covering the objectives to be accomplished by the employee during the forthcoming period, usually one year.

2. This is an interesting idea which also contains some risks:

a. The goal of most people is to be promoted. Most supervisors have little knowledge of where the individual may stand with the Career Board and particularly where he might stand on the various lists, such as "reached his full potential" list.

b. Supervisors are not usually rated on their ability to develop other people. They are judged by their ability to get the job done and for the productivity of their section. Furthermore, the supervisor has little to say about the assignments outside his purview.

3. The suggestion would, therefore, require very careful handling on the part of the supervisor so as not to convey false impressions or promises that he cannot keep. Within these limitations, the idea is an instructive one and should be tried on an experimental basis. I would not recommend the elimination of the performance rating. This is one of the few authorities left to the line supervisor to accomplish the kind of daily on-going relationship which is necessary to productivity.

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