

ADMINISTRATIVE INTERNAL USE ONLY

COMPARATIVE EVALUATION DESCRIPTOR REVIEW
 WORKING GROUP MEETING
 Fifth Meeting
 29 June 1983

Attending:

DCI Representative -
 DDA " -
 DDO " -
 DDS&T " -
 OP Representative -
 and Review
 Coordinator



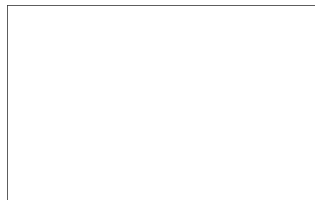
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1. The first agenda item discussed was the question of whether there should be an attempt to achieve a precise or flexible narrative within any rewritten category. The initial opinion expressed a vote for a precise set of words which, it was believed, would lead to better placement of the evaluated employee. The next representative, while not disagreeing that precision should be the goal, raised the question of whether very precise wording would lead to "legalism" or legalistic approaches to counselling. Another member suggested that precise wording should be the goal and that such wording would tie in well with an evaluation system which was supplemented with a written narrative describing each employee's performance and potential. It was further suggested that this would also tie in with a three tier system and actually argue for a three tier system. The point was made that there are usually two different reasons for an employee being described as having no potential; the first could be described as significant poor performance, particularly over a longer period of time, while on the other hand it could also involve the strong performer who may not have managerial potential or who could be a specialist incapable or undesirous of advancing to something else. Other members saw these points as arguing for at least four categories so that those lacking potential could be separated out; the good performer lacking potential being placed in one category with the poor performer in the bottom category. This led to good exchange among all members with additional points being expressed for the need to provide appropriate gradations of potential and for perhaps a system which would rate an employee on performance and potential and not necessarily on the same level. Regarding the latter (using a five-tier system) an employee could be rated in the top category on performance -- 6 and 7 PAR ratings -- but in the next to last category for potential because, e.g., the employee was a GS-14 with limited managerial experience/potential in a sub-group with only managerial type positions at GS-15 and above.

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2. All of the above points led the members to conclude that the categories would be better if the narrative was precise. It was stated that the goal in having such a system was that of defining the employee or getting to know the employee better. The point was made that the primary reason for utilizing such a system was the identification to management the best employees it had to undertake the type tasks requiring the greatest abilities and potential. The last point led to a remark regarding the benefit of simply making that recommendation to management, i.e., identify only the best for fastest advancement and do not categorize anyone else. This was referred to as a two-tier system; however, the poorest performers in the larger group point to a need for their distinction and, in effect, a third group.
3. On the question of an appropriate balance between performance and potential there was reference again to the need for distinction between the two and perhaps a need for separate ratings. The members were reminded that their draft narratives could suggest such distinction. Regarding the issue of need for more emphasis on career actions to be suggested it was concluded that this issue was related to the question on precision and that the degree of detail on career actions would differ depending on category; draft narratives could reflect members thoughts on this issue.
4. For the question on a uniform flow of information in each category it was decided to simply "keep this in mind" when drafting narrative changes. On the issue of whether it would be better to focus on the problem performers in the last category, while ignoring potential, due to performance deficiencies being the main problem, the members decided in the affirmative.
5. The members were reminded that the suggested draft narratives were due by 13 July; if finished earlier they could be forwarded to OP/P&PS or brought to the meeting scheduled for 13 July.



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