

28 January 1980

MEMORANDUM FOR: Chairman, Uniform Guidelines Task Force

FROM: ~~John N. McMahan~~
Deputy Director for Operations

SUBJECT : Uniform Guidelines on Employee Selection
Procedures

REFERENCE : DDCI Memorandum dated 9 January 1980

1. The Operations Directorate concurs in the Phase I recommendations. Recommendation 6, of course, will require that information now dispersed in the hiring components be collected centrally by the Career Management Staff. This probably can be accomplished without an increase in manpower.

2. We also concur in principle in the Phase II recommendations--with one exception. In view of our special behavioral requirements, policy formulation on validation, testing and job analysis procedures must involve DO input prior to implementation. There appears to be no provision for this in the Phase II recommendations.

3. As we move towards Phase II, we see a potential problem in application of the "four fifths" role. Overly literal application actually could have an adverse impact on minority employment. In an effort to bring more minorities into the DO, we have dramatically expanded our minority contacts and are considering many more minority candidates. Although we hope these efforts will result in a higher on-board ratio, we are lowering the selection ratio. In other words, in four fifths terms, we would look better if we considered fewer minority applicants. We hope that provision will be made for following the spirit of the guidelines against the ultimate objective of improving the minority ratio on board--even if this means a shortfall at intermediate steps.

4. A final comment: Implementation of the Uniform Guidelines will impact significantly on Agency personnel management policies and procedures. In this light, the new Personnel Management Advisory Board is the logical vehicle for dissemination, review and consolidation of comment on further task force recommendations.


John N. McMahon

STATINTL

cc: Director, PPPM