FEO 03- __94.9___

DD/A 80-0107/1

22 January 1980

MEMORANDUM FOR: Chairman, Task Force on Uniform Guidelines
        on Employment Selection Procedures

FROM   : Don I. Wortman
        Deputy Director for Administration

SUBJECT   : Task Force Report on Uniform Guidelines
        on Employee Selection Procedures

REFERENCE : Memo for Multiple Addressees frm DDCI,
        dtd 9 Jan 80, Same Subj.

  As requested in reference, we have reviewed the Task Force
Report on Uniform Guidelines on Employee Selection Procedures
and have the following comments regarding this report.

  1. Recommendation 1

  Publishing a Headquarters Notice outlining this new
program and procedures is a necessity if the responsible
personnel are to have guidelines to follow pending
publication of the regulation. In addition to the notice,
I would also suggest that an orientation for managers and
personnel officers be given to more thoroughly explain
the background and the new procedures.

  2. Recommendation 5

  This states that statistical records for professional
applicants will be maintained by each component and
forwarded to a directorate focal point for consolidation.
This procedure will result in "double counting" since
applicant files are frequently reviewed by more than one
office. Accordingly, you could have 15 applicants with
53 rejects, thus distorting and making invalid any type
of statistical data. In lieu of this procedure, I
recommend that each office reviewing a file complete a

form, such as shown in Tab J, and return it to SPD/
Professional Staffing Branch (PSB). After the file has
been reviewed by all interested components, PSB would
review the individual forms and make a master form
indicating results of review and reasons for reject (if
appropriate). This way, each applicant would be counted
only once.

Another advantage to this system would be a time-
saving factor for personnel officers at the office levels
and the directorate levels. While your report states that
the record-keeping will be a simple task requiring little
time, I believe this to be an optimistic statement,
particularly for the large offices such as Communications and
for the directorate level where ten or more reports would
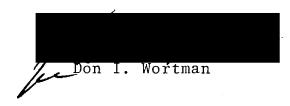have to be consolidated.

3. Recommendation 17

The form proposed (Tab J) to indicate the reasons for
rejection does not provide for instances where the
rejection is based on the reviewer's intuitive judgment
or results of the personal interview. The interview is
a valuable hiring tool where such factors as oral
communications, ability to think on one's feet, personal
appearance and motivation may be demonstrated. There is
nowhere on the current form that a weakness in one of
these areas could be appropriately explained.

To correct this omission in the form, I suggest that,
in addition to the items now stated, more space be
provided to encourage the officer to expand on the reasons
for rejection with a specific section allotted for "inter-
view results."

4. Recommendations 18 and 19

My choice is Alternative 18 and Alternative 19 on
page 17 of the report.

Don I. Wortman