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26 January 1955

MEMORANDUM FOR: Supervisors, Office of Training

SUBJECT: Fitness Report

1. Because of its unsuitability for that purpose and based upon the strong recommendation of the authors, the completed Fitness Report, Form 37-189, will not be shown to the employee by any supervisor in the Office of Training.

2. One of the most important and continuing responsibilities of the supervisor is to discuss with each employee his significant strengths and weaknesses, with particular attention to practical means for developing his capabilities. But this function must be discharged by other means than formal, mechanical use of a standardized series of checkmarks once a year. The job calls for frequent intimate contact and full discussion.

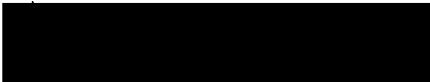
3. Section III, Form 37-189, reads as follows:

"I certify that, during the latter half of the period covered by this report, I have discussed with the rated individual the manner in which he has performed his job and provided suggestions and criticisms wherever needed. I believe that his understanding of my evaluation of his performance is consistent with my evaluation of him as evidenced by this fitness report and I have informed him of his strengths, weaknesses, and on-the-job effectiveness. If performance during the report period has been unsatisfactory, there is attached a copy of the memorandum notifying him of unsatisfactory performance."

It is emphasized that the supervisor's signature in this certification means that the kind of discussion mentioned above has taken place and that the report is consistent with this discussion.

4. The instructions accompanying Form 37-189 point out that the forms are to be reviewed by the official next higher in line of authority. I shall hold the reviewing official responsible for attaching statements to the Fitness Report whenever he believes the report does not reflect an accurate evaluation of the employee.

5. All Fitness Reports rendered by or on Office of Training personnel will be reviewed by me as a further precaution that they are being rendered on as fair and objective a basis as can be humanly obtained.

  
MATTHEW BAIRD  
Director of Training

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