

SURVEY OF PROGRESS IN IMPLEMENTING THE NEW PERSONNEL APPROACHES*

Career Service _____

7. OBJECTIVE: Develop and disseminate uniform promotion criteria.

A. Does the Career Service presently have uniform promotion criteria?

yes no

1. If yes, how long has it had them?

_____ weeks months years (Underline one)

2. If no, has a target date been set for completing the development of uniform promotion criteria?

yes no

3. Where Career Sub-Groups are involved has the Career Service reviewed the promotion criteria of these sub-groups?

yes no

4. Where Career Sub-Groups are involved has the Career Service determined what, if any, promotion criteria must be used without modification or exception by all sub-groups?

yes no

B. Has the Career Service examined and reaffirmed the value of its promotion policies and criteria?

yes no

C. Have all Career Service and (as applicable) Career Sub-Group board/panel members been given appropriate promotion policy and promotion criteria information?

yes no

D. Have all members of the Career Service been informed with respect to Career Service and (as applicable) Career Sub-Group promotion policies and promotion criteria as it applies to their individual grade and occupational category?

yes no

* Response to questions should reflect the Career Service situation as of 30 September 1974.

OBJECTIVE: Establish an appropriate panel structure and procedure to conduct, at least annually, the evaluation and ranking of professional personnel.

A. Has the Career Service established boards/panels to evaluate and rank all professional personnel?

yes

no

1. If not, has the Career Service set a target date for the establishment of such panels?

yes

no

2. Has the Career Service reviewed its membership to ensure that each employee is properly identified according to sub-category code, i.e., as professional, technical, or clerical?

yes

no

3. Has the Career Service established panels to evaluate and rank technical and clerical employees?

yes (technical) no (technical) yes (clerical) no (clerical)

4. If not, does the Career Service anticipate providing a structure for the evaluation and ranking of such employees?

yes

no

B. In terms of board/panel evaluation procedures, please answer the following questions.

1. Do the evaluation boards/panels review promotion recommendations made by supervisors?

yes

no

2. Do they make promotion recommendations?

yes

no

3. Does inadequate time-in-grade make an employee ineligible for consideration for promotion?

yes

no

4. What is the term of office of panel members?

INDEFINITE No. of years.

5. Is it required that panel members be of higher grade than the field of employees being evaluated?

yes

no

6. How often are evaluations conducted?

Annually

Semi-annually

7. Have employees been notified who their evaluating officers are?

yes

no

8. Do the panels use rating scales for evaluation of qualifications, performance, and potential?

yes

no

III. OBJECTIVE: Provide the evaluation panels with uniform ranking criteria that will identify employees with the highest and least potential and those in between.

A. Has the Career Service identified uniform ranking criteria (not promotion criteria) applicable throughout the Career Service?

yes

no

B. Has the Career Service provided for the systematic study of the criteria used to rank employees to verify their validity?

yes

no

C. Does the Career Service have expressly stated criteria designed to measure employee career potential?

yes

no

D. Has the Career Service established a definition explaining what constitutes "the lowest ranking employee(s)"?

yes

no

E. Has the Career Service established a procedure to ensure that "those having the lowest ranking will have this fact made known to them"?

yes

no

F. When Career Sub-Groups are involved does the Career Service review the employee ranking technique and procedure used by each of the Sub-Groups?

yes

no

not applicable

IV. OBJECTIVE: Provide for periodic review by the Agency of evaluation activities and results.

A. Procedures have been established to give the Agency a report of evaluation activities.

Not established

Annually

Semi-annually

Quarterly

B. Are the results reported so that the Deputy (or equivalent) may use the information in making decisions relative to his APP and PDP?

yes

no

V. OBJECTIVE: Establish Directorate personnel objectives (through NBO, APP, and PDP).

A. The Career Service has explicit personnel management objectives.

yes

no

B. Career Service personnel objectives are reviewed by the Deputy (or equivalent) prior to promulgation.

yes

no

C. Progress in meeting objectives is monitored periodically by the Deputy (equivalent).

yes

no

VI. OBJECTIVE: Establish a program and criteria for the career management of supergrade personnel at the Career Service level.

A. Special criteria have been established for the evaluation and management of supergrade personnel.

yes

no

B. Supergrade rankings are consolidated at the Career Service level.

yes

no

C. In conjunction with the PDP supergrades and candidate supergrades are provided career counseling and placement.

yes

no

D. The Career Service has procedures for recommending and effecting the assignment of supergrades both within and without the Career Service.

yes

no

VII. OBJECTIVE: Create a Directorate-wide counseling program... and a visible counseling source.

A. Has a formal Career Service-wide counseling program been instituted?

yes

no

B. Has the Career Service informed its employees about its counseling program?

yes

no

C. Have members of the Career Service been told the names of the employee counselors they could go to on their own initiative to seek job assistance and guidance?

yes

no

D. Are low-ranking employees receiving counseling?

yes

no

E. Does the Career Service counseling program provide for the counseling of employees on a systematic basis?

yes

no

F. Have those persons designated as "counselors" been given any specific training for that role?

yes

no

G. Do the Career Service Sub-Groups have a separate counseling program?

yes

no

VIII. OBJECTIVE: Organize logical groups below Directorate level on either a grade, function, program, etc., basis, which for their members, will implement the personnel policy guidances and instructions of the Directorate.

A. Have "groups" been organized within the Career Service "which for their members, would implement the personnel policy guidances and instructions of the Directorate"?

yes

no

B. Have the former office-level career services been designated as career sub-groups?

yes

no

not applicable

C. Have any non-office level "Career Sub-Groups" been organized subsequent to the approval of this objective?

yes

no

D. If not, does the Career Service anticipate the organization of any such "Sub-Groups"?

yes

no

E. If yes, specify the kind of Sub-Group contemplated.

IX. OBJECTIVE: Establish Directorate standards for selecting candidates to attend senior schools or courses, giving consideration... to how the trainees will be utilized afterwards.

A. Have Directorate-wide standards for senior schools been established?

yes

no

B. Is the selection of candidates based upon the PDP?

yes

no

C. Are employees notified of the basis for selection?

yes

no

D. Are the post-training assignments of attendees to senior schools identified and made known to the employee before training is undertaken?

never

seldom

usually

always

X. OBJECTIVE: Establish Directorate policy and standards for approving external full-time and part-time training...

A. Has the Career Service established policy and standards for approving external training?

yes

no

B. At what level is approval for such training?

Division

Office

Career Service

Branch

C. Have Career Service guidelines been promulgated?

yes

no

D. Is external training approval meshed with PDP?

yes

no

E. Do Evaluation boards/panels make training recommendations or indicate training deficiencies to supervisors?

yes

no

XI. OBJECTIVE: Establish minimum training standards for managerial positions and for occupational positions and groups when training is considered significant for job performance and employee development.

A. Has the Career Service initiated action prepare to developmental profiles where appropriate (PDP)?

yes

no

Have all true managerial positions and their functional elements been identified?

yes no

XII. OBJECTIVE: Provide policy to facilitate inter-Directorate transfers and rotational tours.

A. Has the Career Service publicized a policy to ensure that employees are not discouraged from requesting such assignments, if qualified?

yes no

B. Has your PDP involved the use of inter-Career Service developmental assignments?

yes no

C. Has the Career Service negotiated with other Career Services in order mutually to identify positions to be used for developmental purposes?

yes no

XIII. OBJECTIVE: Establish procedures and provide guidance for recommending honor and merit awards.

A. Has the Career Service promulgated amplifying guidelines on policy for such recommendations?

yes no

B. Where applicable does the Career Service review recommendations for honors and awards initiated by Career Sub-Groups?

yes no

XIV. OBJECTIVE: Provide a system for the annual review of supergrade personnel in Personal Rank Assignments to effect corrective action when needed.

Does the Senior Personnel Resources Board or other designee review the status of supergrade personnel annually?

yes no

XV. OBJECTIVE: Develop procedures to handle potential surplus cases, including counseling, consideration for retraining and/or reassignment, and notification of surplus status.

A. Have specific procedures been developed to identify potential surplus employees?

yes no

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provided counseling, and given opportunity for retraining and/or reassignment as feasible?

yes

no

C. Have all employees been made aware of the surplus procedures and of their rights under them?

yes

no

XVI. OBJECTIVE: Establish a uniform grievance procedure within the Directorate.

A. Does the Career Service have a formal grievance procedure to handle non-EEO issues?

yes

no

B. Does the Career Service grievance procedure ensure that the employee understands his rights as a federal employee?

yes

no

C. Does the Career Service grievance procedure anticipate and provide for the possibility of employees seeking redress through the court?

yes

no

D. Has the Career Service promulgated amplifying instructions on its grievance procedures?

yes

no

PROBLEM AREAS

Describe any obstacles you have encountered in implementing the new personnel approaches.

NOTES

This space is available for explaining, as desired, any answer relating to the 16 objectives.