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CAREER SERVICE PANEL
Minutes of the Meeting
4 October 1971

Attendees:

25X1A9a [redacted] Chairman

25X1A9a [redacted]

25X1A9a [redacted], Recording Secretary

Absentees:

25X1A9a [redacted]

1. The meeting was called to order at 0910 hours by the Chairman.
2. There were no additions to the agenda for 4 October 1971.
3. The minutes for 13 September 1971 were approved by the CSP members who were present.

25X1A9a 4. [redacted] reported on the following:

PROMOTIONS:

None

ADDITIONS:

25X1A9a [redacted] Secretary Steno, GS-05, Support Staff/ORD on 14 September 1971 for preliminary training before assignment to ORD division.

25X1A9a [redacted] Business Acct., GS-13, PMS/ORD on 20 September 1971, vice

25X1A9a [redacted]

RETIREMENT:

25X1A9a [redacted] Physical Scientist-Res., GS-16, Optics/ORD on 30 September 1971.

RESIGNATIONS:

25X1A9a [redacted] Secretary Steno, GS-6 from LWOP/Maternity on 17 September 1971.

25X1A9a [redacted] Clerk, GS-5, An/ORD on 30 September 1971.

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GROUP 1
Excluded from automatic
downgrading and
declassification

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4. (Continued)

25X1A9a SPECIAL ITEMS:

25X1A9a [redacted] GS-13, step 7, Senior Psychologist and Project Officer is on TDY for one year from OMS to MBSD/ORD as of 7 September 1971.

25X1A9a [redacted] Phys Scientist-Res., GS-14 on TDY from An/ORD to OCS/DD/S&T on 20 September 1971 for one year.

25X1A9a A. [redacted] Secretary Steno, GS-5 has returned from LWOP/Maternity on 27 September 1971 and has been reassigned to PMS/ORD.

ITEMS FOR THE NEXT MEETING:

25X1A9a Promotion actions on GS-12s will be taken up at the November meeting.
25X1A9a Reconsideration of [redacted] promotion recommendation is due to come up in November.

TRAINING:

None

25X1A9a 5. In the absence of [redacted] reported to the Panel on the latest activities of the Career Development Committee.

25X1A9a He informed the Panel that [redacted] in response to a call from Messrs. [redacted]

25X1A9a [redacted] had returned to the office from the Federal Executive Institute for one afternoon in order that they might discuss steps to be

25X1A9a taken by the Career Development Committee. It was agreed at this meeting that Messrs. [redacted] since they seem to differ on certain

25X1A9a aspects of career development, would each prepare a document on the subject. [redacted] will be back in the office about a week prior to the

25X1A9a next CSP meeting. He will study their documents at that time and prepare a formal statement to be presented to the Panel in November.

25X1A9a [redacted] reported that in response to a request from the Chairman at the last meeting for comments on career development in writing, [redacted]

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25X1A9a and [redacted] inquired about his comments which had been sent to [redacted] stated he had not received them but

25X1A9a he would check this out. [redacted] pointed out that the previous input made by the Division Chiefs and their employees should be pulled out

25X1A9a and used again. He felt these forms reflect the thinking of the Division Chiefs and the individuals in their offices. [redacted] felt this

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25X1A9a would save a duplication of work and time and avoid the necessity of a repeat review.

25X1A9a [redacted] reminded the Panel that at the last CSP meeting, he had suggested that the Panel members put their comments in writing so that

25X1A9a [redacted] committee would have something to work with in preparation of the Career Development draft. He went on to state that the committee has

25X1A9a to work from some document giving them well thought-out views. He felt it was unfair to have the committee work from comments made at the CSP

25X1A9a meeting. These written comments should contain what the Career Development Program means to each Division Chief and his employees.

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25X1A9a 6. [redacted] then took up the topic of career review techniques.

25X1A9a [redacted] stated that several members of the Panel have raised the question as to the techniques now being used to review ORD employees. He stated he felt this should be considered without support from the

25X1A9a Career Development program; it has to do with methodology.

25X1A9a [redacted] appointed a committee, chaired by [redacted], with Messrs. [redacted] and [redacted] to review the techniques and methodology of review the CSP is now using, as distinguished from the Career Development Program.

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25X1A9a [redacted] asked that [redacted] give the Panel a report in two or three months. [redacted] as well as [redacted], have expressed

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25X1A9a concern about the methods the CSP has been using, and [redacted] thought it was a very fundamental question. [redacted] felt that

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25X1A9a this question followed the question of career development; the principles first; the methods second.

25X1A9a 7. [redacted] asked for copies of the Time Schedule on Competitive Evaluation and Fitness reports and were told the Recording Secretary would provide them with copies.

25X1A9a 8. [redacted] expressed concern that he had been assigned to evaluate four people in Analysis Division/ORD. He asked the Panel how he would go about making a review of these people for six month when the office disciplines were so different. He inquired, also, about the identity of

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25X1A9a [redacted] in Analysis/ORD. [redacted] replied that [redacted] has been assigned from ORD to OSR for a period of one year. Her supervisor is [redacted] in DDI, and he suggested [redacted] call him prior to the review. [redacted] stated [redacted] has the [redacted] program which

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25X1A9a [redacted] is working on and preparing a paper for which will lay out all the defensive systems for OSR. This would provide a perfect entry for [redacted] to OSR on [redacted] stated [redacted]

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25X1A9a pointed out that there was also a performance review problem to be considered. When doing a performance review of [redacted] it would be

25X1A9a necessary for [redacted] to consult with [redacted] pointed out that this would mean that two people from ORD would be in contact

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25X1A9a with [redacted] went on to further state that he thought the point of evaluation was that the reviewer would get an independent look at the individual. He stated he could have the Analysis people come to his office, but this does not seem adequate. [redacted] suggested that these assignment should not be made indiscriminately but that the interviewer be given those people who have similar office disciplines.

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25X1A9a Comments from the Panel members on this problem were as follows:

[redacted] : Felt that the CSP in this evaluation is concerned with the office employees - that means everybody. He went on to state that the CSP is set up to determine the career of the people in ORD. He felt that the Panel was here to develop the people in ORD. The fact that a Panel member doesn't know some of the employees is more reason for the members to make an effort to become acquainted with ORD personnel.

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- : Stated he would at least make the observation that the CSP responsibilities to the Office personnel from a career point of view can be different from a supervisor looking at his people. A supervisor has difficulty in separating from his people in order to make an evaluation of personnel. He further stated that since the reviewer does have an extended period of time, the CSP members will be able to make opportunities to talk to the people who are assigned to them and from that it will be possible to find ways on how to observe them.
- : There will always be problems in reaching into a different discipline.
- : The problem of keeping evaluation assignments secret should be considered. He cited [redacted] difficulty in devising means of meeting with the people he has been assigned to evaluate and discuss their work.
- : You may also have to go into the people's environment rather than have them come to your environment. It would strengthen the overall Panel evaluation to have a broader perspective of ORD personnel.
- : If the reviewing officer's role is to be kept secret, some will have difficulty in arranging briefings with the people that they have been assigned to evaluate. Others would have no difficulty because of on-going operational involvement with them. He felt he didn't know whether [redacted] could do this because of the clear separation of office interests from those of the people he was assigned to evaluate.
- : Stated he can meet with the people he has been assigned to review, but he doesn't want them to think they are working for two supervisors.
- : Was not sure that this is evil. He stated he felt [redacted] special committee will come up with some ideas on how this can be done. This doesn't mean you need to call the employee into your office. Panel members could talk with the employee's associates and supervisor. They could set up briefings so that there would be more exposure to employees without letting them know they are reviewers.
- : Felt that it was desirable for the reviewer to go through an immediate supervisor to do a check.
- : Stated that reviewing [redacted] will be a problem since he is now a Congressional intern. [redacted] told

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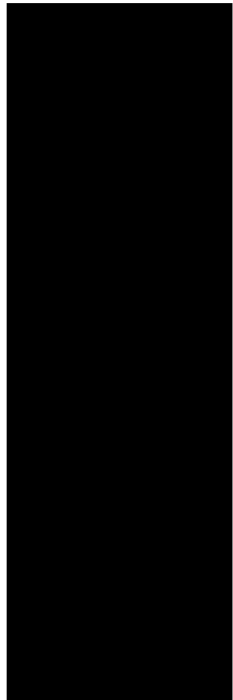
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- [REDACTED]
- : [REDACTED] he could go to the Agency Legislative Counsel and ask him to check on [REDACTED]. He could also arrange an appointment for [REDACTED] to talk to the appropriate Congressman to find out more about [REDACTED] stated this was ORD's exceptional case and required exceptional means to accomplish an evaluation. 25X1A9a
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 - : Felt personal responsibility for [REDACTED] on TDY for one year from OMS as to his evaluation and fitness report. [REDACTED] that he should write a memorandum to OMS/DDS on [REDACTED] performance since [REDACTED] is on the Medical Staff. [REDACTED] did not think the ORD Career Service Panel could participate in this matter. 25X1A9a
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 - : Stated once again his concern about people knowing that he is doing a competitive evaluation. He objected to the implication of talking to the people he is to evaluate, and the employees are suppose to think it is about something else.
 - : Stated he was trying to reinforce the very thing the Panel members were talking about --the responsibility for career development. He told the members that they are suppose to get out and know the people in ORD -- they have that responsibility. [REDACTED] stated that the members had elected to do this. How they accomplish this is their business. He said that the members had elected not to put out a list of the employees to be evaluated --he felt this was good judgment. He further stated that [REDACTED] and his committee would be working on providing guidelines as to how the CSP would do their evaluations. In the meantime, [REDACTED] committee would work on the meaning of career development. [REDACTED] felt these two activities fit together. 25X1A9a
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 - : Both felt that the Panel members could approach the people they are to evaluate as members of the CSP who are interested in their career. If you tell the individual that you are reviewing his particular performance, he would think he had two supervisors. If you tell him you are reviewing for the Panel, the employee would probably appreciate this.
 - : Suggested that the Division Chiefs brief their people about the career development and reviewer techniques which are being done. They could inform their people that the Panel would be assigning people from the Panel to do a periodic review for the Panel.

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: Felt that it was perfectly reasonable as management of ORD, that the CSP go out and try to find out what ORD people are doing. It is up to the Division Chiefs to handle their own people. Occasionally, it is noticed by D/ORD that Division Chiefs will go out of the Office for an employee when such an employee is available in ORD. It would be useful for CSP members to know the capabilities of our own people. ██████████ felt he would like to see this spread to DD/S&T, but stated CSP members should remember ORD first. ORD has provided some very high quality people to other parts of the Agency. He felt it was a great credit to the Office to develop people who will move on so that ORD will have an automatic system of personnel going to other components. Managers will have to see that this is done.

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: Felt the CSP had a plan of action; let's implement it and see what happens.

: Informed the Panel that ██████████ had taken a course on Fitness Reports to get a more specific criteria on what a performance evaluation should be based on. He felt the Panel might discuss this problem at a later date. He felt the Panel might think about the methodology for promotions. ██████████ suggested that the grade criteria might need to be revised.

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9. ██████████ asked the Panel for general comments on employees who have been in grade for some time. He allowed that there were personnel in Analysis in this status. He questioned whether it was undesirable and whether there was an Agency regulation covering the problem of employees in grade too long. ██████████ stated that some employees by the nature of the way they do things will be in grade for a long time. ██████████ cited the example of ██████████ who has been inactive. ██████████ is now beginning to perform well, yet he is not ready for promotion.

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██████████ suggested to ██████████ that he seek out offices where other opportunities for ██████████ might exist. ██████████ pointed out there was always more than one reason why a man doesn't move ahead. If a man works in a stagnant division, he might not be able to get ahead.

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The Panel, he thought, should look at ORD employees who might be doing well but not being promoted. It may be, stated ██████████ that there is not sufficient movement in the office or the management of the office. Employees need guidance on this kind of problem. If a Division Chief is not providing this sort of guidance, the Panel should make sure guidance is provided. ██████████ suggested that ██████████ report back to the Panel in two months on the progress made with ██████████ such as what people have been contacted and the opportunities that might exist outside of ORD for him.

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- 25X1A9a 10. [REDACTED] suggested that [REDACTED] find out how good or
25X1A9a poorly we have been doing in moving ORD people into other assignments.
He pointed out that ORD has peaked out in its time in grade, and that
ORD promotes faster than DD/S&T. [REDACTED] to 25X1A9a
circulate a list of technical officers who have moved out of ORD, prior
to the next meeting. He also asked for the CSP evaluation of these
officers when they left ORD.
11. It was the general consensus of the Panel that the Division Chief
should provide guidance and seek out opportunities for the individual who
has been in grade for a long period of time. The CSP should provide
25X1A9a mobility not only within the Agency but within ORD. They felt R&D
guidelines should be provided. [REDACTED] pointed out that there have
been very few complaints from employees. He stated everybody always
wants more money. But, most people in ORD feel quite satisfied that they
are given the freedom to do their work without interference. He felt
this was a strong mark for the management of the divisions. [REDACTED] 25X1A9a
stated that the D/ORD made the decision to group ORD employees by their
disciplines; it doesn't fit with the Agency program. Employees do
25X1A9a move from division to division and outside of ORD. If the CSP finds,
after receiving [REDACTED]'s report, that this isn't true, [REDACTED] 25X1A9a
felt the CSP has a bigger problem to solve.
- 25X1A9a 12. [REDACTED] stated that the career program has to develop a
mobility for new employees and manufacture mobility when an employee has
accomplished some level of performance so that there is a recognition
made of their progress.
- 25X1A9a 13. [REDACTED] suggested this type of program be considered in
moderation. He pointed out ORD must do its technical work and maintain a
technical group to work on Agency problems. The mobility program should be
considered as a side function. [REDACTED] stated there should be a 25X1A9a
proper balance of feasibility and suitability.
- 25X1A9a 14. [REDACTED] informed the Panel of the possible establishment of
a Co-op Program similar to the one now being conducted by FMSAC. They
have 20 students in this Program. Students could be brought in on a
five year contract; work three months or six months; go to school three
months or six months. [REDACTED] stated he needed some requirements and 25X1A9a
would like it in writing. He stated that these students could be potential
employees. He pointed out that no deep cover can be requested for these
students. ORD would need requirements before a request for a ceiling on
this program could be established.
- 25X1A9a 15. [REDACTED] stated the Support Staff would be sending out the
old ORD Functional Directory and would ask the Division to list employee
names and their areas of expertise. ORD wants to update this Directory.

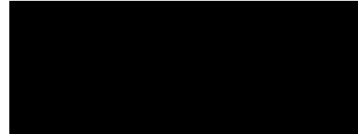
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16. The next meeting was scheduled for 1 November 1971 at 0900 hours.

17. Meeting adjourned at 1100 hours.

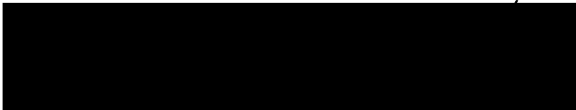
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Executive Secretary
CSP/ORD

APPROVED:

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Chairman
CSP/ORD

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