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EYES ONLY
AGENDA

Career Service Panel
Office of Research and Development
12 March 1973

0900
Room 607 - Conference Room

1. Review of agenda for 12 March 1973
2. Review of minutes for 12 February 1973
3. Review of minutes for 21 February 1973
4. Report from Chief, Support Staff/ORD
5. Report from Chairman, CSP/ORD
6. Agency EEO Program [REDACTED] 25X1A9a
7. Fitness Reports [REDACTED] 25X1A9a
8. CSP Evaluation of Marginal Employees [REDACTED] 25X1A9a
9. Training Request - [REDACTED] 25X1A9a
and [REDACTED] 25X1A9a
Mechanics of Natural Flight
30 April - 4 May 1973
UCLA
10. Nominee for Fellowship in Congressional
Operations - 1973 - 1974
11. Competitive Evaluation - GS-12s
12. New business
Campbell Pa

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E2 IMPDET
CL BY 464869

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MINUTES
CAREER SERVICE PANEL
OFFICE OF RESEARCH AND DEVELOPMENT
12 March 1973

Attendees:

- 25X1A9a [redacted] Chairman
- 25X1A9a [redacted] 25X1A9a
- 25X1A9a [redacted] Executive Secretary
- [redacted] Recording Secretary
- 25X1A9a Special Visitor:
- [redacted] EO/ORD
- (EEO Program)

Absentees:

25X1A9a [redacted]

1. The Chairman called the meeting to order at 0950 hours. 25X1A9a

2. [redacted] inquired whether the Chairman had received the promotion recommendation for [redacted] from GS-12 to GS-13. [redacted] replied that the recommendation had been received and was being held by the Executive Secretary, CSP at his direction because promotion recommendations on GS-12s are usually reviewed in May and November. The Chairman suggested to [redacted] that if he wished to make it an item of new business, he should recommend that it be added to the agenda. 25X1A9a

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3. [redacted] recommended that the following item be added to the agenda for 12 March 1973 under new business:

25X1A9a Submission of the Promotion Recommendation for [redacted] from GS-12 to GS-13

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4. [redacted] moved to approve the minutes of 12 February 1973 as written. [redacted] seconded the motion. The CSP members present concurred with the motion.

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5. The Chairman told the Panel members that the minutes for 21 February 1973 were held and distributed at this meeting because of the sensitivity of the information contained in them. He stated two alternatives on how to handle these minutes: 1) reading them at the meeting and attempting to review the comments made, or 2) move the approval of the minutes to the next meeting in order that the proper review might be made.

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6. [REDACTED] moved to table the minutes of 21 February 1973 for approval at the next CSP meeting. [REDACTED] seconded the motion. All members present concurred.

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7. [REDACTED] reported the following:

ADDITIONS:

None

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PROMOTIONS:

[REDACTED], Admin. Asst. & Training Officer, SS/ORD from GS-8 to GS-9.

REASSIGNMENTS:

None

QSIs:

None

RETIREMENTS:

None

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RESIGNATIONS:

[REDACTED], GS-15, Physical Scientist-Res., PD/ORD on 2 March 1973 to the Naval Electronics Command.

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TRAINING NOTES:

a. [REDACTED] GS-15, Phys Scien-Res., PD/ORD was approved by D/ORD and OTR to attend the Advanced Intelligence Seminar scheduled for 14 March through 3 April 1973.

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b. [REDACTED], GS-14, Phys Scien-Res., PAS/ORD was approved by D/ORD and OTR to attend the Executive Mgmt. Program, 1973, Pennsylvania State University from 24 June to 20 July 1973.

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c. [REDACTED] was selected by DD/S&T Career Board to attend the Midcareer Executive Development Course from 22 April - 1 June 1973. The Board strongly recommended that [REDACTED], DS&P/ORD be submitted as ORD's principal nominee for the next course.

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7. (Continued)

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d. [REDACTED], GS-15, C/PD/ORD has been recommended to attend the Federal Executive Institute, 1973. No word has been received from Office of Training as to the Training Board selection.

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8. [REDACTED] wanted it made part of the record that he would in no way support [REDACTED] for nomination to the Midcareer Executive Development Course. Discussion followed between [REDACTED] working hours and the difference of opinion on judging a man in part on how he observes the regular reporting hours: 8:30 A.M. to 5:00 P.M., or one who might report in late but is in the office after 5:00 P. M. [REDACTED] relates working hours to job discipline, a consideration of significance when one thinks of the organization first.

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9. The following report was made by the Chairman:

a. The Career Development Plan has not been signed by the D/ORD. He is not in disagreement with it, but he feels that if the Division Chiefs are going to discuss these matters with employees, ORD must have some kind of follow-through.

b. The Personnel Development Plan, discussed at the CSP meeting on 21 February 1973, has been postponed until the situation becomes more stabilized in the Agency. The results of the discussion at the CSP meeting on 21 February 1973 will be very valuable as base-line work when ORD resumes discussion on this Plan.

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c. A promotion recommendation for [REDACTED] Secretary Steno, GS-6, LS/ORD was recommended for approval to the D/ORD by the Special Panel on 9 March 1973.

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d. The Special Panel made the decision that [REDACTED] GS-4, Clerk Typist, IP&A/ORD be recommended to D/ORD for approval to attend the Better Office Skills and Service Course given by the Civil Service Commission when it is next on the schedule.

e. Competitive Evaluation for GS-13s will be done in April. Worksheets should be returned to C/SS/ORD by 27 March 1973.

f. Promotion actions for GS-12s come up for consideration in May and November.

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10. [REDACTED] joined the meeting at 1015 hours and briefed the CSP members on the Equal Employment Opportunities Program for calendar year 1973:

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10. (Continued)

I am not proposing to give you a status report. As you can see from the memorandum, ORD-1268-73, dated 8 March 1973, distributed to you, that ORD's personnel time for planning and implementation of the EEO program for 1973 is expected to total approximately 105-man hours for the remainder of the calendar year. It would be expected that the Career Service Panel would average one hour per meeting on discussion of this program. The CSP will probably spend more than one hour when they start to think about specific programs ORD might need to get this program started. The fact that we need a program is evidenced by the way Mr. Colby has been actively pushing this program. I am ORD's representative to the DD/S&T on this program. [REDACTED] is actually called the DD/S&T representative. The representatives from DD/S&T have met twice and both times Mr. Colby has met with us, which attests to the fact that the Agency is really serious about this program. William Bavis is the Agency's Director of the EEO program. He is a senior official on the IG Staff; and they keep pointing out that this office is part of the DCI's staff. Recently, they have added a woman to the overall Agency organization, [REDACTED] who is functioning as the Deputy Director, EEO Program. In addition, she has been appointed the Federal Women's Program Coordinator for the Agency. Mr. Bavis has five senior officials reporting to him. There are four full-time professional counselors. These people are tied in with Personnel, but they work more closely with the IG Staff. There has been no quotas established in the Agency that you have to hire say 2% or 4% of the black or minorities, but this does not mean stress isn't being put on this. The Agency has made a positive commitment. Mr. Colby states that he doesn't worry about intentions that show up in a good plan, but he plans to do his grading at the end of the year by the results. What he stresses is that we don't do much good unless we show we have more people on board in these areas such as the GS-9 or above black professional, or the professional woman at the GS-12 and above level. In the memorandum, we have added Spanish-surnamed professionals to the statistical area of interest. At the same time, we have asked about Orientals, because we do have one professional,

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We need to look at all of it. The only reason I am presenting this is to be sure you understand that there is high-level push on this. As the CSP meets, they must come up with various types of programs. I have outlined some of the things you might want to consider:

a. Identification of needs. Where in ORD can we use the black professional?

b. Where can ORD put its recruitment efforts? You might want to talk to [REDACTED], Chief of Recruitment emphasizing the need to recruit blacks and professional women.

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25X1A9a¹⁰. (Continued)

██████████ (Cont'd)

c. Discuss training plans for people who are already on board such as ██████████, GS-12. What are ORD plans for ██████████ in the future? Perhaps you might consider the Midcareer Executive Development Course for her.

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d. ORD should look at the training programs for the people on board and come up with a follow-up plan.

The goals of Mr. Colby are:

a. Recruit qualified black professionals, GS-9 and above who have potential to move up.

b. Upgrade status of black professionals, GS-9 and above who are on board.

c. Enhance status of women professionals, GS-12s and above, with particular emphasis on providing every opportunity for advancement. Also, for those women who are especially qualified, try to help them get to the GS-14 and higher level. The Agency's highest level woman and probably the only one is ██████████, a GS-17. All of this means is that ORD will have to encourage meaningful assignments and pertinent training programs for any black personnel brought on board, and better assignments and career development planning for professional GS-12s and professional women, GS-12s and above, we can get on board. If we are successful in earmarking areas and come up with a qualified candidate, there is a possibility that ORD can get a slot to take care of such a recruit. They might add one on this year, but nothing has been said about the next year. If we can show results and come up with a candidate in a minority area, there was indication at the last meeting with Mr. Colby that they would consider very favorably coming up with a slot if we were over our ceiling. One thing ORD could do would be to look at professional blacks in the GS-9 to GS-11 level or higher and transfer them laterally. There is no indication that we would reduce our qualifications and requirements just to bring on these people. Colby has stressed that he wants results and not just good programs. Do you have any comments or questions that I might answer for you?

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10. (Continued)

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[REDACTED]: There is an engineer, [REDACTED], in OSI that I would like to have. He is working in certain communications areas. He went to one of the better schools - Stanford, I believe, I can't recall. He would be useful to ORD.

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[REDACTED] If we could offer him a better opportunity for advancement, this would be in the Agency's favor, but it would not help the Agency overall. It has been difficult to find black professionals with the current image the Agency has. The Agency will have to change the image. Mr. Colby has been on recruiting sessions where he has talked with qualified educators from black colleges where they have stressed black recruiting. Mr. Colby has said that it gets embarrassing when a man says, "You tell us this now. What was your record a year ago, and what is it now." When we answer this, they say, "You see, you weren't interested in getting them on board." When the Agency gets a man who is qualified and is interested in coming on board, he will ask about the type of people he will be working for and the opportunities for advancement. He will also say, "You tell me this now, but show me how this has worked with the blacks in the past." This is a very serious program, and we might say this is reverse discrimination; but we still are faced with emphasis, push, and stress in this particular area.

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11. [REDACTED] appointed a committee, chaired by [REDACTED]

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[REDACTED], with assistance from [REDACTED] and [REDACTED] to determine how ORD can handle our fitness reports in a standardized way so that the ratings are more realistic. He requested that the committee come up with a report in a 2-month time frame establishing a mechanism for it.

12. The Chairman then took up the matter of the CSP evaluation of marginal employees:

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[REDACTED] It has been my concern in the past that the employee at the "bottom" of the evaluation list be told so that he recognizes that he is there. The employee should be told that he has been rated by the CSP, and the Panel regards the need for improvement in his performance or necessary action will be taken.

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[REDACTED] Does ORD have plans to have a "selection out" process.

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[REDACTED] If an employee happens to be #8 in a rating of very excellent and outstanding individuals, being #8 does not mean that he is not performing well. My concern is with the marginal employee who is not carrying his weight.

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██████████ The rating "Marginal" is also reflected on the fitness reports.

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██████████ I would like for the committee I have appointed to devise a uniform procedure for rating the employees. At this point I do not want to prescribe a technique, but one could consider a bell-shape curve or equivalent distribution. First, in order to initiate action for severance, it is necessary to establish a record that indicates the employee's performance is marginal. This puts the person on notice.

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██████████ This evaluation does not necessarily mean that the person is not performing, but only that he is not performing as well as others.

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██████████ Dr. Stevens wants the supervisor to tell the employees if they are marginal. It is the supervisor's responsibility to tell these people where they stand.

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██████████ I would like the CSP to let each individual know where he stands and why. If there is to be feedback, I recommend it be for people on top and for people on the bottom. I feel they should be informed and encouraged so that there is not just a negative feedback from this Panel.

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13. The CSP discussed the training request for ██████████ to attend the Mechanics of Natural Flight course at UCLA from 30 April - 4 May 1973.

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██████████ told the Panel that he had talked to ██████████ and suggested that he attend this course.

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25X1A9a

13. (Continued)

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██████████ moved that the CSP recommend approval for ██████████ to attend the Mechanics of Natural Flight course at UCLA from 30 April - 4 May 1973; he also requested the CSP approve ██████████ attendance at the same course if his schedule permits. ██████████ seconded the motion. Four members concurred in the motion; one member abstained. 25X1A9a 25X1A9a

25X1A9a

14. ██████████ moved to recommend that ██████████ be nominated for a Fellowship in Congressional Operations, 1973-1974, provided he has an interest in attending. Motion died for want of a second. 25X1A9a

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15. Competitive Evaluation - GS-12s (See attached sheets).

██████████ On ██████████ 25X1A9a

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██████████ is responsible for the Image Enhancement Lab. It bothers me to see him 8th on such a list because he is doing a good GS-12 job. This could be understandable though since we have some good people in this group.

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██████████ His visibility to the Office is low and the rating reflects this. We should provide him visibility through briefings. Unfortunately, this has been displaced by other activities that consume our time. As a consequence, we see this happen. We should give him an opportunity to make a presentation on his work.

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██████████ has no "fire." He has no goal. He doesn't want to "rock the boat" and get a promotion. He likes what he is doing.

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██████████ He told you he had no "fire" and had no ambition?

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██████████ Yes. He is happy with what he is doing. We don't adequately know the people we are rating.

25X1A9a

██████████ That is not my impression of the individual. He seems content and comfortable in what he is doing. He is doing a good job running that particular lab. He seems reconciled to the fact that if he remains doing what he is doing, he will remain in a GS-12 slot.

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25X1A9a 16. [redacted] On [redacted] 25X1A9a

[redacted] is a physicist and has worked for me almost since the time he came on board for ORD. He has definitely been underexposed. When he first joined ORD, he was "green" about a variety of things. He has a good technical and academic background, but he also has the kind of nature that makes him want to do his own wiring and other things of a practical nature. I had him in the field in charge of making certain field installations in a complicated way, and that has been the sort of thing that complements his technical, theoretical background. ([redacted] described the work [redacted] has been doing for OCS.) I want to put the point across that [redacted] may not be the best in making an outward projection of himself, but he is a very strong man in a broad sense.

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25X1A9a 17. [redacted] On [redacted] 25X1A9a
25X1A9a

To [redacted] question on the rating of #6 by his supervisor, I feel that [redacted] is very immature and has shown lack of judgment. I do not want to assail his technical ability - it is great [redacted] then read a memo written by [redacted] on [redacted] recommending that the appointment to Career status for [redacted] be delayed until 1 December 1973.) [redacted] told the Panel that this memorandum was going to Dr. Stevens for his signature as per new regulations on preparation of fitness reports. (Copy of memorandum is attached.)

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25X1A9a 18. [redacted] asked [redacted] to withdraw his memorandum in light of past practices with [redacted] peer group. [redacted] said that he would not do this because we are suppose to rate harder. [redacted] stated that it was the responsibility of the Panel to (1) identify if there is a problem with regard to an employee, and (2) identify the origin of the problem and determine if the individual is at fault or the situation he is in is causing the problem. [redacted] stated if the Panel didn't like the memorandum being submitted to the D/ORD, it can recommend that it disagrees with me.

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25X1A9a 19. Discussion followed on [redacted] and [redacted] Comparisons were made to [redacted]

25X1A9a [redacted] - A good technical man with a very solid background. Very strong in the micro high density digital storage systems.

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19. (Continued)

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- He is a doer and technically strong. Should get his MS and Ph.D. It is felt he will be more of a manager than an engineer.
- Quiet and highly competent. Working in soft areas when compared to physical science activities, [redacted] has a wide range of mathematical skills which she uses effectively on project activities requiring close coordination with DDI offices.
- Has a lot of potential. Will be well qualified when he completes his training. [redacted] noted that the extended training has not improved his competitive position in the short term.

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20. [redacted] moved that the members of the CSP who so wish to submit a revised ranking order on GS-12s, do so and have [redacted] tally the results; if it changes the order in any way, let it become a part of the record. [redacted] seconded the motion. The Panel concurred.

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21. It was the decision of the Panel that in future competitive evaluation exercises, the Panel would complete the ranking worksheet, submit to [redacted] for tally, and then discuss at the CSP meeting. After discussion, the CSP would then complete the paperwork on evaluation such as the final ranking and promotability list. Competitive evaluation will now be a 2-month exercise. Competitive evaluation of GS-13s will follow this new procedure.

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22. [redacted] made a statement of intent to promote [redacted] from GS-12 to GS-13.

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23. In a coordinated effort, [redacted] announced their intent to promote [redacted], from GS-12 to GS-13.

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24. [redacted] stated that [redacted] had also stated he wishes to promote [redacted], from GS-12 to GS-13.

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25. The Chairman stated that the promotion actions on GS-12s would be considered at the May meeting.

25X1A9a 26. The next CSP meeting was scheduled for 2 April 1973.

27. [REDACTED] moved to adjourn the meeting. [REDACTED] seconded the motion. All concurred in the motion.

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28. Meeting adjourned at 1150 hours.

[REDACTED]
Executive Secretary
Career Service Panel/ORD

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APPROVED:

[REDACTED]
Chairman, Career Service Panel/ORD

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