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I. MAJOR ACCOMPLISHMENTS AND SIGNIFICANT DEVELOPMENTS DURING PERIOD
1 JULY 1955 THROUGH 30 JUNE 1956

A. A year ago, the Personnel Assignment Division noted among its principal objectives:

1. An increase in direct support to offices and Career Boards;
2. Expediting reassignments and filling vacancies;
3. Emphasizing the Fitness Report Program;
4. Handling marginal performance cases;
5. Applying qualifications requirements consistent with Agency standards.

Today, we reaffirm these goals and believe that substantial progress has been made in their accomplishment. Our basic goal has been, and will be, to service our users. By services we mean the provision of help in the formulative stages of personnel decisions rather than "rubber stamping" the paper action at a later date.

B. Currently all PAD Placement Officers are more closely identified with activities by their being located, on a part time arrangement, in the office or offices they service. This affords a more direct support and enables them to get into cases during the formulative stages rather than after Career Board action when, in most cases, it is too late.

C. The "In-Casual" problem has greatly diminished during the past year due to the concerted efforts of our Placement Officers to diplomatically force a decision by an Office or Board. In addition, these Officers are continually policing the Field Re-assignment Questionnaire Program and requesting a follow-up on those that are delinquent.

Another part of the reassignment picture is that of personnel who seek reassignment because of being dissatisfied, need a change in work or environment, or many other reasons. Within one Branch of PAD we established a position of Reassignment Officer. While it is still too early to predict complete success all indications point to such. With one Officer in charge of this program, plus the assistance of the appropriate Placement Officer we should be much more effective in this particular field.

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Through this consolidated program we are trying to break down the skepticism against "reassignment cases" by such means as personalized discussions with individuals and Personnel Officers (in lieu of shopping files), being honest on marginal aspects of performance, determining and reporting the bad as well as the good aspects about individuals, preparing resumes of individuals backgrounds, and keeping the individuals currently informed on the progress of their cases.

- D. The Fitness Report Program is progressing satisfactorily and the percentage of delinquencies has decreased noticeably. All Fitness Reports indicating sub-marginal performance are reported to the Director of Personnel and they are reviewed with the rating official and Career Board to ascertain remedial action to be taken.
- E. The handling of marginal performance cases has presented numerous problems. There has been success in bringing performances up to acceptability or better by reassignment, frank discussions between employee and supervisor, and warning memoranda. There appears to be no magic formula to be applied. However, by our efforts many are being resolved satisfactorily and it is hoped that continued improvement will be shown. When adverse action appears imminent PAD notifies the Director of Personnel.
- F. By applying qualification standards currently being written by PED and concurred in by the Operating element, plus a certain amount of flexibility in interpretation, we feel that we can continue to raise the quality of all of our new employees. In addition, by these standards, Fitness Reports, and a more careful objective review by all concerned, promote only those who are deserving of favorable consideration.
- G. A staff study was completed and approved on the revision of the Qualifications Analysis Branch Machine Records Card System. This revised system, coupled with the follow-up system, Form 193 for applicants and Form 444B for employees, will provide the Office of Personnel with better and more up-to-date information on applicants and employees. Studies and surveys of this type are constantly taking place to explore any and all types of changes or modifications required to further improve the system.
- H. During the reporting period a survey was made of the coding system used by Army, Navy, Marine Corps, Air Force, Labor and State Departments. As a result of this survey, and research completed by QAB employees, a comprehensive composite code to be

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utilized in conjunction with the new supplement and card system is now being completed.

- I. The responsibility for coding the new Fitness Reports, as well as one position, was transferred to the Office of Training.
- J. The "Out Placement" service in the Counseling Branch reached new heights of accomplishment during the past year. It is now recognized as an important function of our services and has proved quite worthwhile in several problem disposition-type cases. This assistance was rendered to 72 individuals whose separations, in most cases, were effected for the convenience of the Government.
- K. The Counseling Branch in general has been quite active in assisting Agency personnel in the solution of personal, job-adjustment, and kindred problems which stem from on or off the job situations. They encompass all matters which have a bearing on individual or group morale, employee productivity and overall satisfaction with the Agency in general and the employee in particular. The Branch handled 459 individual cases during the past year, many of which necessitated several interviews and extensive follow-up.
- L. An allied responsibility of the Counseling Branch is the handling of the cases considered by the Agency Disposition Board. The Executive Secretary of the Board is a member of the Division and most cases are referred to this individual to implement the decision of the Board. The Board considered 18 cases during the past 12 months.
- M. The clerical situation over the past year followed its usual pattern by having excess at times and a dearth at other times. Generally, however, the situation was an improvement over past years. From 1 July 1955 to 30 June 1956, [redacted] new employees entered on duty in the Interim Assignment Section. Of this number [redacted] were true clericals, [redacted] were professional, and [redacted] were messengers, couriers, IBM operators, etc. During their time in the IAS these employees contributed [redacted] man hours on unclassified work projects.

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