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4 November 1958

OS NOTICE NO. 58-9

FOR: All Office of Security Supervisors

SUBJECT: Relation of New Fitness Report Form to Competitive Evaluation Program

1. Institution of the new Fitness Report Form on 3 November 1958 makes it necessary to point out the need for specific comment by supervisors on the employees' Productivity, Quality of Work, Personal Characteristics, and Value to the Agency.

2. The Competitive Evaluation Program provides for rating employees on several factors such as education, years of experience, time in grade, training, etc., the values of which are derived directly from the record without much element of judgment or appraisal being called for by the Evaluation Panels. On the other hand, the factors of Productivity, Quality of Work, Personal Characteristics, and Value to the Agency require an assessment of the record and an evaluation of the employee by the Panel in order to arrive at a considered judgment and a fair rating for each of these factors.

3. Supervisors preparing the new Fitness Report will consider Productivity, Quality, and Personal Characteristics in rating the employee in Section C, and of course the ratings in Sections B, C, and D will give indications of the employee's Productivity, Quality of Work, Value to the Agency and to some extent his Personal Characteristics. However, the Fitness Report does not provide for specific ratings of each of these elements as such. Therefore, it is of the utmost importance that supervisors make particular mention of these items in the narrative description, Section E, of the Fitness Report.

4. Productivity and Quality should each be described so that each characteristic may be evaluated and rated on the basis of whether it is Average or Above or Below, or whether it is Outstanding or Superior, or Barely Adequate or Inadequate.

5. Personal Characteristics may run the gamut from Excellent to Objectionable, with intermediate qualities of Very Good, Average or Less than Average acceptability. The supervisor's description of the employee's Personal Characteristics should be such as to permit an accurate evaluation and rating of this important factor in the competitive evaluation process.

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6. The element of Value to the Agency or Potential is difficult to assess and evaluate. A clear description of the employee's potential with particular reference to his versatility or flexibility, as demonstrated by past capable services in various assignments, or to his expertness as a specialist in a very important line of work which would be most difficult to replace, will afford some indication of his value. In the case of younger employees, an analysis of their growth potential by the supervisor will be an important factor to aid the Competitive Evaluation Panels in determining the value of the employee to the Agency.

7. In summary, it is again emphasized that supervisors should always make reference to, describe, and give their opinions on the Productivity, Quality of Work, Personal Characteristics, and Value to the Agency of each employee in narrative form each time a Fitness Report is prepared.

8. With respect to what are average ratings in the new Fitness Report, it is agreed that the following grades and descriptions reflect "average":

	<u>Grade</u>	<u>Description</u>
Section B	4	"Competent"
Section C	3/4	"Performance a little more than 'clearly meets basic requirements'"
Section D	3	"Normal Degree"

9. With respect to the question "How is 'average' determined?" the following is observed:

The criteria for performance are established by supervisors for the work under their jurisdiction. Employees should therefore be graded on the basis of their meeting the criteria in the performance of their jobs and not on the basis of their performance in relation to each other. In other words, after performance criteria have been established for a job, the person or group of people performing that job may be average, or above, or below average in varying degrees. They might conceivably all be average or all outstanding or all mediocre. Therefore, to give an example, if a group of five persons comprising a unit were all performing a job in an excellent manner, they would all be rated excellent. It would not be proper to divide them into average, above average, and below average categories with relation to comparative performances among themselves.

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10. It is expected that each supervisor will be completely objective in rating personnel under his supervision. The manner in which a supervisor accepts his responsibilities in this regard is a factor that will be considered when he, in turn, is rated.

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Sheffield Edwards
Director of Security

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