

SECURITY INFORMATION

4 January 1952

MEMORANDUM FOR: Chairman, Career Service Committee
FROM : Chairman, Working Group on Employee Rating
SUBJECT : Personnel Evaluation Report
ATTACHMENT : Photostats of proposed Personnel Evaluation Report

1. In response to your directive of 15 October 1951, this Working Group has held thirteen meetings to date and has had several experts in various fields attend some of its meetings. The members of the Working Group have also conferred on an individual basis with a much larger number of experts and advisors.

2. It has been impossible for the Group to review all the voluminous literature on the subject of Personnel Evaluations and Ratings. However, the systems of rating and evaluating employees, as well as the recommendations and procedures relating thereto, of the Civil Service Commission and of government Agencies and those of about thirteen key companies and corporations of private industry and of management counsellors were reviewed in whole or in part. The best features, in the opinion of the Working Group, of all of these various systems have been incorporated in the attached form.

3. RECOMMENDATION

- a. The Working Group recommends that the attached Personnel Evaluation Report be adopted by CIA for the purpose of evaluating all Staff Employees and Staff Agents.
- b. Detailed recommendations based on the directive of 15 October 1951 are as follows:
 - (1) "To recommend to the Career Service Committee a system or systems for rating employees and for evaluating their on-the-job performance that can be immediately installed on an 'experimental' basis"

The Working Group recommends that there be no performance rating, as such, but that there be a single personnel evaluation system which will evaluate the potential of every employee--including the current job performance as a factor in the evaluation--but which will not make comparison between one employee and another. The Working Group has considered the experience of the CIA Library, OCD (see Comments on the "7 August Program....") and has incorporated certain desirable features of this experimental pilot operation in the present proposal. The Group therefore recommends that the proposed system be immediately

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SECURITY INFORMATION

installed throughout CIA and that it be revised, if necessary, after one years' experience has been acquired.

- (2) "To recommend whether there should or should not be, in addition, a report containing an estimate by the supervisor of the employee's potentiality and recommendation for future assignment together with a statement by the employee of his preference for future assignment"

The Working Group considers that the proposed Personnel Evaluation Report takes care of this section of the directive in a positive sense.

- (3) "To ensure that rating systems recommended can be integrated into a Career Service Program"

The Working Group considers that the Personnel Evaluation Report can be used by the Career Service Boards proposed by the Working Group on Selection Criteria and believes that the report should be a valuable tool for those Boards in making determinations for assignments, training, rotation, promotion, etc.

- (4) "To recommend methods of approaching uniformity in rating standards and to ensure that ratings are responsive to job duties and responsibilities"

The Working Group recommends that there should not be ratings as such (see para. 3b (1), above) and has so designed the proposed form and procedures. The Group, however, considers that the narrative form of evaluation, which it strongly recommends, has been made responsive to job duties and responsibilities.

- (5) "To recommend procedures for use of the respective offices in handling employee ratings"

The Working Group makes no recommendation at this time.

- (6) "To recommend procedures for issuance and notification of ratings, and for review and appeal techniques"

The Working Group considers that the required discussion between the supervisor and employee and the requirement for review by a Reviewing Official fulfill the first aspect of this Directive.

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SECURITY INFORMATION

The Working Group makes no recommendation at this time regarding appeal techniques.

4. Should the Career Service Committee wish to go into the background and reasons for the recommendations of the Working Group in detail, the Working Group requests that the Career Service Committee summon the Group for a conference at which these matters can be discussed.



Chairman
Working Group on Employee Rating

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