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MEMORANDUM FOR: Deputy Director for Personnel

SUBJECT : Suggestion Regarding Fitness Report Change to Joint Discussion for Goals

25X1A9a

25X1A9a

1. [REDACTED] has asked that we consider a proposal made by [REDACTED] 25X1A9a
[REDACTED] to change our present Fitness Report. The proposal has been
prepared in the form of an employee suggestion. (Tab A) [REDACTED] is not 25X1A
sending it through that channel for the time being. Chief, CSPS is
seriously considering the testing of the suggestion in several branches
and field stations.

25X1A

2. [REDACTED] suggestion is that we discontinue the Fitness Report
Form 45 for GS-9 and above and substitute a requirement for periodic
record of joint discussion by employee and supervisor with emphasis on
forward planning and goals to be accomplished during the coming period.
(Usually 1 year). Section A of the new format would be no different to
the present Section A. Section B would be the joint discussion of goals
which would list up to five pertinent performance factors that are re-
quired to insure accomplishment of the agreed goals. Section C of the
present form would be discontinued.

25X1A

3. In the proposal, [REDACTED] argues that the objectives of insuring
that the employee knows where and how he stands with respect to current
performance, and understands what he needs to accomplish in the future,
are better served by guides and discussion pointed to the future than
by a review and criticism of past performance. He also states that if
a more comprehensive and detailed record of employee's past performance
is required, the present Form 45 be continued and the proposed joint
discussion of goals be in addition to the Form 45.

4. We have summarized the advantages and disadvantages of this
proposal as developed in our PRS analysis and at the 4 o'clock meeting
of 7 August.

a. Advantages:

(1) The suggestion is very much in tune with modern psy-
chological theory. The employee participates in goal setting and
a constructive benefit is derived from what is potentially a tense
moment in the employee-supervisor relationship.

(2) The joint nature of the discussion contributes to
good communication between boss and subordinate so that each learns
where the other stands. Problem solving is facilitated by the
objective and detached nature of the exchange.

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(3) Our present system would be improved by a greater orientation toward employee development and growth.

b. Disadvantages:

(1) The goal of most people is to be promoted. Line management may have little knowledge of where the individual stands with the Career Board. Therefore, the manager or supervisor, unless the joint discussion of goals is very carefully handled, can convey false impressions or promises that cannot be kept.

(2) The deletion of Section B of the present form would eliminate the best source of job information now available in Central Personnel and in the Career Boards. The elimination of Section C would lose the narrative information most often turned to first by reviewing officers when reassignment, promotion, and other Personnel actions are taken.

(3) The present Fitness Report has evolved over the years on a trial and error basis and has included in the past a section on potential which eventually was dropped. The present form has gained wide acceptance. There has been a marked improvement in the quality of these reports in the last few years. A common base has been achieved.

5. On the balance, it seems to us in PRS ([REDACTED]) that 25X1A9a the suggestion does not warrant fundamental change in our present rating system. However, there is merit in the suggestion. Indeed its purpose might be accomplished without change in present format by inclusion of these concepts in the descriptive material at the heading of Section C.

6. Our recommendation is that you discuss the suggestion with [REDACTED] 25X1A We will be guided accordingly. Our present Form 45 is attached at Tab B for your convenience.

[REDACTED]
Chief, Plans and Review Staff
Office of Personnel

25X1A9a

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief, CSPA
GG-10

EXTENSION

7951

NO.

DATE

9 December 1966

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. [Redacted]
112 - Magazine Bldg.

The attached prepared in the form of an employee's suggestion is not being submitted through regular channels for the time being. Rather, we would like to discuss it with you informally to obtain an initial reaction. We are seriously considering the testing of the suggestion in several Branches and field stations in order to refine its substance and determine just how and in what cases it might be substituted for the fitness report, form 45. Please call me for an informal talk about this when you have perused it.

[Redacted]
Chief, CSPA

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