

EXCOM 81-9052
8 October 1981

MEMORANDUM FOR: Executive Committee Members

FROM : Robert M. Gates
Director, DCI/DDCI Executive Staff

SUBJECT : Minutes of Executive Committee Meeting, 2 October 1981

1. The Executive Committee met on 2 October 1981 for a briefing on a safety program and to review proposed revisions to the Performance Appraisal Report (PAR). Admiral Inman chaired the session; participants included Messrs. McMahon (D/NFAC), Fitzwater (DDA), Stein (DDO), Taylor (ADDS&T), Lipton (Comptroller), [redacted] (DD/EEO), Briggs (IG), [redacted] (D/GC), Gates (D/OPP), and Glerum (D/OP). (AIUO)

2. Safety Program. Mr. Fitzwater and OMS representatives briefed on the status of a safety program and received guidance on how to proceed between now and April, when decisions will need to be made. (AIUO)

3. Proposed PAR Revisions. Mr. Glerum explained how the current PAR form had been developed and highlighted the findings of a recent survey on its effectiveness. He noted most employees did not favor any major revisions to the PAR at this time but did favor the three revisions proposed: simplify the form (already approved by the DDCI); eliminate the Evaluation of Potential (EOP), allowing supervisors to comment on potential in the PAR narrative where appropriate; and make the Annual Work Plan (AWP) optional except for SIS members (for award purposes) and for employees with real or potential performance problems. (AIUO)

4. During the ensuing discussion, Mr. Taylor cautioned that if the AWP and EOP became optional, they would not be used except in problem cases. Mr. Gates noted that the AWP requires managers to be explicit regarding their expectations from employees. He suggested eliminating AWP's for clerical employees and retaining them for all professional officers. Mr. Briggs advocated a simpler, less bureaucratic vehicle for evaluating employees--perhaps a memorandum outlining what employees do, how well they do it, and what should be expected from them in the future. Mr. Stein said that AWP's for case officers have to be so general they are meaningless. Mr. McMahon favored using AWP's only in specific cases where needed. Mr. Lipton acknowledged that the AWP and EOP were not as effective as they should be but noted if they were eliminated, some form of guidance would have to take their place. (AIUO)

5. Admiral Inman tasked the Office of Personnel with developing an alternative PAR package by 4 January. He noted that he would prefer a simpler form and liked Mr. Briggs' suggested approach. He requested that the appraisal system should not contain any optional features and should be uniformly applicable across the Agency. (AIUO)

6. The meeting was adjourned. (AIUO)



Robert M. Gates

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