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1. Director of Personnel		
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REMARKS

#1. FOR ACTION

The DDCI has asked that we work up similar statistics for CIA. Please provide response VIA the DDA.

SUSPENSE: 5 October 1989

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
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EXA/DDA	

5041-102

OPTIONAL FORM 41 (Rev. 7-76)

DD/A Registry
9-1734X

FIRINGS IN THE GOVERNMENT

Agency	Terminations and Removals	Terminations during probation	Discharged, no right of appeal	Resignations*	Total Discharges (rate per 1,000 workers)
Air Force	432	134	534	81	1,181 (4.9)
Agriculture	218	82	129	63	492 (4.2)
Army	532	432	664	147	1,775 (4.9)
Commerce	112	52	92	35	291 (8.1)
Defense agencies**	130	96	254	52	532 (5.4)
Justice (less FBI)	106	162	57	30	355 (7.0)
Labor	30	24	18	19	91 (5.1)
Energy	8	9	10	15	42 (2.5)
EPA	6	13	15	10	44 (2.8)
Education	9	5	3	3	20 (4.1)
GSA	55	38	88	22	203 (9.9)
HHS	139	90	275	502	1,006 (8.2)
HUD	19	22	28	22	91 (6.9)
Interior	85	50	327	51	513 (7.1)
NASA	6	1	2	49	58 (2.5)
Navy***	770	508	1,012	168	2,458 (7.5)
Transportation	95	671	43	65	874 (14.0)
Treasury	269	722	157	83	1,231 (7.1)
Veterans Administration	542	1,161	1,369	135	3,207 (12.8)

*Data about resignations shows employees who resigned in lieu of adverse action.
**Approximately 12% of agency separation actions missing for fiscal 1988.
***Approximately 6% of agency separation actions missing for fiscal 1988.

SOURCE: Office of Personnel Management

After Reform, Pink Slips Still Rare

By Judith Havemann
Washington Post Staff Writer

Ten years after Congress passed the Civil Service Reform Act to improve the government's performance by rewarding good workers and getting rid of sluggards, few workers are being fired, according to figures provided by the Office of Personnel Management.

On a percentage basis, there appears to be a huge increase—47 percent—in dismissals for poor performance last year compared with 1978. But the actual numbers are minuscule relative to the total federal work force.

When President Jimmy Carter announced his effort to enact a "sweeping reform" to shortcut what was sometimes a three-year firing process for incompetence, he said only 226 of the government's 2 million workers had been fired for poor performance in the preceding year. Last year, the comparable figure was 932. The government has 2.2 million civilian workers. The OPM figures do not include the military or the postal service.

The purpose of the legislation was to create at least the possibility that action could be taken for inadequate performance," said Alan K. "Scotty" Campbell, Carter's civil service chief. "We did not necessarily anticipate a large increase in the numbers, but we hoped to achieve an atmosphere with greater emphasis on performance."

Anthony F. Ingrassia, deputy associate director of OPM, said that although firings are up and dis-

missals are up, they are only a small part of the picture.

Discharges, overall, grew from 10,600 10 years ago to 15,097 last year. The largest number of workers are let go during their probationary period, and another large group of terminations occurs among employees without appeal rights.

"The Civil Service Reform Act really did not do all that much to make it easier to fire people," said Robert Shelton, assistant director of the general government branch of the General Accounting Office. "It just said that agencies have got to have a good performance appraisal system. But that is essential, because without a good performance appraisal system you can't make a case, and you still have to make a case to fire somebody."

Recently, he said, the GAO surveyed the handling of "poor performers" in the Social Security Administration and found a striking picture of agency "success" in eliminating deadwood—alongside a continuing pattern of frustration and passivity.

"What that study showed was that when you try, you can do it," Shelton said. "Most of the time when managers took the time to follow the [performance improvement or dismissal] process, they were successful."

Of workers identified as being poor performers, 54 percent subsequently improved to a "fully satisfactory" level and 17 percent resigned, retired, or requested reassignment or demotion, the GAO said.

But about 25 percent of Social

Security managers essentially put up with the poor performance, telling the GAO in questionnaires that they believed they lacked sufficient authority to initiate action or they did not believe higher management would support their efforts.

The GAO found one "minimally successful" employee whose work continued below par for three years while "at least 10 progress reviews were held with the employee as well as an offer of additional training, which the employee declined."

A survey by the Merit Systems Protection Board, an agency established by the Civil Service Reform Act to protect employees from abuse and oversee the merit system, found further possible evidence of the law's effect on performance. Although the board has not studied dismissals, an analysis of employee turnover found that the poorly performing workers—as shown by their performance appraisal ratings—left at a far higher rate than the outstanding, above-average and average employees.

Across the government, firing rates vary tremendously, with the departments of Transportation and Veterans Affairs and the General Services Administration dismissing the highest proportion of their workers. Roughly 7 out of 1,000 federal employees are let go each year. Transportation dismissed 14 of 1,000 last year.

The high rate at Transportation is attributable to the high rate of termination of air traffic controller trainees during their probationary period, according to OPM.

DD/A REGISTRY

EM E. 00-1-37-AC