

NATIONAL SECURITY AGENCY
EXECUTIVE DEVELOPMENT PROGRAMPROPOSED EXECUTIVE APPRAISAL - COUNSELING PROGRAM

A formalized program of Executive Appraisal - Counseling will be established in NSA. This program has two goals:

- (1) Help management personnel improve their present performance.
- (2) Insure an adequate supply of executive reserves.

How Appraisal - Counseling Works

The appraisal and its follow-up counseling session is a very simple device. A group of people who have intimate knowledge of a person and his work sit down and in an informal discussion agree on this person's strong and weak points.

The written summary of this appraisal session is used by the superior in discussing the results of the appraisal with his subordinate. Once the main points of the appraisal have been covered in the counseling session, the superior and his subordinate discuss and agree on a specific plan of development for the subordinate.

The Appraisal

The appraisal board shall consist of three people. This board shall include:

- (1) The direct organizational superior of the person being appraised.

- (2) A person selected by the individual being appraised.
- (3) A third person selected by the superior.
- (4) Both military and civilian members.

All members of the appraisal board should know the person being appraised and be familiar with his work. All should be on a management level higher than the person being appraised. Generally, all of the appraisers should be on the same management level.

The immediate superior of the man being appraised should act as the conference leader. One other member of the appraisal board will be appointed to act as recorder.

The recorder will be responsible for summarizing the ratings and statements made during the appraisal. He will note all points which get unanimous agreement. After the session, he will prepare his summary of the discussion using pages 2, 3, and 4 on the attached Appraisal-Counseling Form. He will circulate two copies to the panel members.

All members of the appraisal panel will be given the opportunity to read the appraisal summary in its final form and sign only if they agree with its contents. Both copies of the signed forms are then returned to the immediate supervisor of the person appraised.

The Counseling

The counseling session is the discussion of the results of the appraisal between the superior and the person appraised.

Once the appraisal has been discussed, the subordinate and his superior work out a development program on which they can both agree. From this point individual development may begin.

At the completion of the counseling session, the superior fills out the Departmental Action section of the Appraisal-Counseling Form. This is his evaluation of the individual's current status as to promotability, a review of the counseling session, and the development program agreed upon.

The immediate superior completes pages 5 and 6 on both copies of the Appraisal-Counseling Form. One copy of the entire form remains in the superior's possession, and the other copy is sent to the Recorder of the Executive Development Board for its confidential files. This copy will be used in making necessary administrative arrangements for putting the development plan into action.

Getting the Program Started

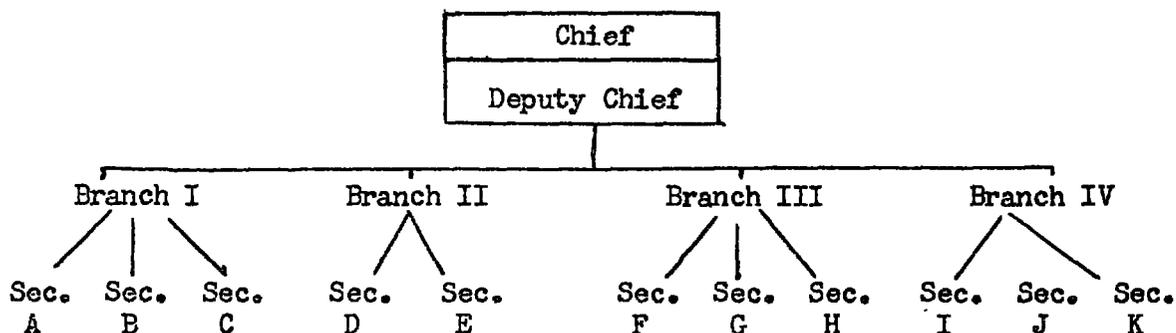
The first round of appraisal will begin on a pilot project basis in areas where the Office or Division Chief is willing to inaugurate the program.

The pilot projects will be conducted vertically; that is within the division or office and not by selecting a certain level of executives across office or division lines.

The Office or Division Chief sponsoring a pilot appraisal program will determine how far down into his organization he wishes the appraisal to extend. This should usually be at least one level below those presently holding executive positions.

How Appraisal Might Work in the Training Division

Organization Chart



Section heads in Branch I will be appraised by a board consisting of the chief of Branch I, a person the section head selects who is on the branch head's level (not necessarily in the Training Division), and one other, selected by the branch chief, who is on his management level and knows the section head's work. Here again, this person may be from the Training Division or from another office or staff division.

When the section appraisals are completed, the branch chiefs will be appraised. The appraisal board in this case might consist of the division chief and/or his deputy, one person on the division chief or deputy chief level selected by the branch chief, and one other person selected by the division chief.

These appraisals and the follow-up counseling sessions would result in individual development programs for fifteen section and branch heads in the Training Division.

USING THE APPRAISAL - COUNSELING FORMAppraisal Summary

The appraisal board rates the individual on six personal characteristics, discusses his performance and methods, and suggests a program of development for him.

The first page and one-half of the form is a rating scale on the following personal characteristics: Adaptability, Delegating Responsibility and Authority, Responsibility, Vision, Initiative, and Judgment.

The evaluation of Performance covers two main areas -- Results and Methods.

The "Results" section of the appraisal asks the appraisers to consider how well the individual accomplishes his assigned responsibilities.

The appraisal board members ask themselves these questions:

- How completely are his assigned duties carried out?
- How are his assignments carried out in respect to time?
- Are his accomplishments free of frequent or costly errors?
- To what extent is quality maintained under all conditions?
- How conscientious is he with regard to cost and expense reduction?

The "Methods" part of the appraisal concerns "how" the individual gets things done.

- How effectively does he organize his personnel to discharge their duties?
- How does he anticipate and prepare for changing conditions?
- How does he seek to improve his methods and procedures of operation?
- How does he get along with associates in his and other areas?
- How well does he provide for free communication between himself and others?
- To what degree does he develop initiative in others?
- How does he delegate his responsibilities?
- What is his ability in recognizing and developing others?

The final part of the appraisal is the board's recommended action for the individual's improvement. This training program may include any of the following:

Agency Group Development

Management Conference
 Executive Seminars
 Tours
 Public Speaking Course
 Reading Improvement

On-the-Job Activities

Coaching by Superior
 Observer Assignments at Conferences
 Leading Supervisor Development Meetings

Broadened Agency Experience

Job Rotation
 Multiple Management Boards
 Special Committee or Staff Assignments
 Understudy or Assistant-To Positions
 Training Assignments
 Participation in Policy Development

Outside Educational Programs

University Management and Executive Development Program
 College Training Program
 Correspondence Courses

Professional Activities

Membership and Participation in Professional Societies
 Attendance and Participation in Outside Conferences,
 Conventions, and Workshops
 Reading Program

Departmental Action

This section is to be filled out by the appraisee's immediate superior after the counseling session.

Since the immediate superior is in the best position to know the person being appraised, he rates the individual on his "Current Status," or promotability status. (See the form for these five ratings.)

The results of the counseling session are summarized as well as the training program agreed to by both the superior and his subordinate. The form lists some of the types of training which may be scheduled.