

## NATIONAL SECURITY AGENCY

## EXECUTIVE DEVELOPMENT PROGRAM

Session 6

21 October 1953

Group B

0900-1100

Room 1224, NSS

WORKGROUP ON EXECUTIVE  
APPRAISAL-COUNSELING AND INVENTORYOBJECTIVES

To review a proposed NSA Executive Appraisal-Counseling and Inventory Program for the purpose of recommending changes.

AGENDA

1. Presentation by the Executive Development Staff of the proposed Appraisal-Counseling Program for NSA as developed in Group A seminar.
2. Discussion of the Appraisal-Counseling plan by the workgroups.

DISCUSSION

The two workgroup chairmen in Group A, CDR. James Pendergrass and Mr. Fred Sims, presented recommendations that an Appraisal-Counseling Program be drawn up by the Executive Development Staff incorporating suggestions made by the workgroups.

The attached Executive Appraisal-Counseling Program and Form are the results of these suggestions. This proposed plan should be examined in the light of each individual's working situation. Is this program of Appraisal-Counseling something that could be used in your organization?

The following questions are provided as a guide in getting discussion underway. It is not necessary that all the questions be discussed--or discussed in any order.

1. What would Appraisal-Counseling and Inventory be useful for?
2. Does Appraisal-Counseling and Inventory seem to be a plan which can work in planning individual development?
3. Most authorities agree that Executive Appraisal-Counseling and Inventory is primarily a function of line with incidental assistance from staff. What specific staff assistance could be given if NSA inaugurated this plan?

4. How much should the individual being appraised have to say in selecting those who will appraise him? How many should be in the appraising group?
5. Would you resent appraisal by your organizational superiors? Would your subordinates resent appraisal by several of their organizational superiors?
6. Should the members of the Appraisal panel all be on the same organizational level? If not, would the member on the highest level tend to dominate the deliberations?
7. Should the appraisals be unanimous or should minority reports be allowed?
8. Would Appraisal-Counseling and Inventory be of use to you in planning for your organization?
9. Would an organization chart coded as to promotability and replacements be of use to branch or division chiefs in their planning?
10. What problems would you foresee if Executive Appraisal-Counseling and Inventory were introduced in your branch or division?
11. Do you think the sample Appraisal-Counseling Form is detailed enough?
12. Is it a useable form?
13. Should military personnel be appraised? Why?
14. If a program of Appraisal were to be introduced, what kind of a "selling" campaign would be necessary? Give some specific examples of what could be done.
15. Would you be willing to see the pilot project of Executive Appraisal-Counseling started in your branch or division? Why?
16. In evaluating any pilot-runs what kinds of information would you be interested in?
17. Besides those active in the Executive Development Program, who else should receive background information on Appraisal-Counseling?