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 Administrative Action
 Legislative Action

SUBJECT: Personnel Research

REFERENCE: Herter Report Recommendation Number 43. "Under the leadership of the Department of State, a coordinated interagency program of personnel research should be developed as a tool to guide continuing personnel improvements."

I. ACTION PROPOSALS

A. Substance of Proposals:

The Task Force had two major objectives: (1) to develop proposals as to the role, organization, and necessary financial support of a fully professional research function for personnel management for the foreign affairs agencies, and (2) to facilitate prompt installation and development of a research program by preparing guidelines as to its responsibilities, by surveying current research resources and studies, and by identifying significant questions for research, which are directly relevant to the foreseeable foreign affairs personnel problems, including particularly those identified in the Herter Report.

The conclusions and proposals of the Task Force are summarized below. Supporting justification and details are presented in four Attachments to this report.

1. Conclusions as to the Nature and Role of Personnel Research in the Management of Foreign Affairs Personnel (See Attachment #1.)

The complex and challenging problems of managing the personnel required by the Family of Services are being dealt with by many responsible officials in a variety of ways.

Personnel research may be distinguished from other approaches as the systematic study of personnel problems by persons with professional training in the behavioral sciences.

If basic improvements in personnel programs are to be made, an effective personnel research effort is, as the Herter Report concludes, "very nearly indispensable".

No foreseeable research effort can cope at once with all the problems that deserve study. Many issues will take years to define and resolve. The personnel research staff should contribute to and support long-range studies.

However, the

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However, the Task Force believes strongly that personnel research resources must be concentrated on those problems on which research findings can have a visible impact on policy and practice in a reasonable period of time.

To have such an impact, the research effort must:

- a. be a fully professional, top-level staff function,
- b. be directed toward meeting needs identified by management,
- c. be given the resources needed to be an effective aid to management, including funds for contract research, and authority to accept research grants and enter into cooperative research with other organizations,
- d. apply its time primarily on bona-fide research problems, but, also
- e. provide a consultative and informational service to operating officials so that current knowledge in the behavioral sciences can be fully utilized, and
- f. develop and maintain close contacts with other individuals and organizations in government, industry, universities and research centers, who are concerned with personnel management in cross-cultural situations.

The broad range of responsibilities of a research effort, as identified by the Task Force, may be summarized in seven major program areas:

- a. Occupational Analysis
- b. Performance Evaluation
- c. Recruiting and Selecting New Appointees
- d. Career Development
- e. Advancement, Selection-Out, and Retirement
- f. Administrative Research
- g. Consultation and Information Services

(Attachment #3 contains a discussion of the areas, and an analysis and listing of specific and significant research problems.)

2. Proposals for

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2. Proposals for an Organizational Plan for Personnel Research. (See Attachment #2.)

The Task Force finds that most of the major and significant problems for personnel research are common to the three agencies. It finds also that a research effort of a size that can reasonably be proposed cannot handle all or many of even these common problems. Clearly, work on these issues can be carried out best by a single central staff. Such a staff should be supported by the three agencies, and its work should be so coordinated and directed as to meet the common interests of the agencies. At the same time, it is obvious that each agency needs to maintain a research capability to handle its particular operational problems.

To carry out these conclusions, the Task Force unanimously offers the following proposals:

- a. A Personnel Research Staff should be established in the Department of State, under the administrative direction of the Deputy Assistant Secretary for Personnel.
- b. An Interagency Research Coordination Board composed of senior administrative officials (such as the Director of Personnel or his superior) of the foreign affairs agencies should be established. This Board would meet periodically with the Research Staff Director to identify problems, establish priorities, appraise research results in terms of impact and application, and provide a liaison between the research program and the management of their respective agencies. The Board could expand to include representatives, for example, from the Departments of Agriculture, Labor, Commerce, and the Civil Service Commission, to the extent these agencies become involved in cooperative research efforts.
- c. A Research Advisory Group should be established. It would be organized by the Research Staff Director from top-level social science research specialists in government, private industry, universities and research organizations. It would meet periodically to advise, consult and appraise the research program from a

technical standpoint

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technical standpoint. It would be expected to provide a periodic appraisal of the overall program to the Deputy Assistant Secretary for Personnel and to the Interagency Research Coordination Board.

- d. The research staff should as a minimum be made up of (a) a director appointed and paid by the State Department, and (b) a staff appointed by the State Department and supported from funds contributed on a prorated basis by the foreign affairs agencies.
- 1) The Research Director should be professionally and personally able to function at the highest levels in personnel management of the foreign affairs agencies. He should be fully competent in personnel research and have sufficient insight and understanding of personnel management policies and programs to be able to develop the research program as an integral staff function for management. He would plan and direct the program following general objectives and priorities set by the Interagency Research Coordination Board and would obtain technical advice from the Research Advisory Group. He would, however, subject to administrative direction from the Deputy Assistant Secretary for Personnel, have full responsibility for directing the research program within the general guidelines established.
 - 2) The research staff should initially and as a minimum consist of three senior research specialists and three journeymen research workers and three to four secretarial and statistical support personnel.

The following functional chart shows the segments of the proposed organizational plan.

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PROPOSED ORGANIZATION PLAN FOR PERSONNEL RESEARCH
FOR THE FOREIGN AFFAIRS AGENCIES

DEPARTMENT OF STATE

Deputy Assistant Secretary for Personnel

- Exercises administrative supervision over Personnel Research Staff.

INTERAGENCY RESEARCH COORDINATION BOARD

Sr. Administrative Officer of each Agency

- Advises Research Staff of major problems of concern to own agencies.
- Establishes priorities to maintain balanced program.
- Appraises research results in terms of impact on management problems.
- Provides liaison with agency top management for support and implementation of research.

RESEARCH ADVISORY GROUP

Recognized social science research specialists representing wide range of organizations and interests.

- Provides technical advice for program planning and conduct.
- Appraises research studies from technical standpoint.
- Provides independent appraisal to Deputy Assistant Secretary for Personnel and to Research Coordination Board.

PERSONNEL RESEARCH STAFF

Director

Senior Research Specialists (3)

Research Specialists (3)

Statistical and Clerical Staff (3-4)

- Plans and conducts research on common problems.
- Advises on application of research findings.
- Provides consultation and information services to management.
- Maintains contacts with other organizations concerned with foreign affairs personnel problems.

B. Steps to Implement.

1. Staffing:

The highly qualified research staff called for by this program cannot be located and assembled over night. A number of months will be required to assemble a nucleus of the staff and to work out the details of the program that can realistically be undertaken in the first few years. Time will also be required to set up the research coordination board and the advisory group.

Early implementation is especially critical to insure the necessary research support for the recommendations of other Task Forces, particularly those concerned with the recruiting and examining program. These Task Forces have had to reach conclusions about such questions as the nature and content of the junior officer examination program, largely on the basis of accumulated experience. They could not, of course, under conditions imposed, take the time necessary to determine through research whether their assumptions and subsequent conclusions are sound or are the best ways to carry out such an examining program. At the very least, the decisions that are to be made affecting the program for the next few years should have a built-in plan for evaluating their effectiveness and for indicating further improvements to be made. Furthermore, for the long-range, a systematic research plan should be developed and in operation as soon as practicable.

It is proposed, therefore, that the three agencies concerned take immediate action to provide the funds estimated at a total of \$120,000 to mobilize the staff recommended.

As soon as the nucleus of the staff is organized, however, an early step can be taken by arranging for consultants to review the Task Force files and reports and make suggestions for the scope and objectives of particular studies that could be discussed with the research coordination board to help launch the program for the first year. The analysis and listing of specific research problems and the review of existing resources for research (see Attachment #'s 3 and 4) have been

developed by

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developed by the Task Force to expedite early implementation. One phase of the program planning will involve the review of current research projects in the three agencies in order to determine which should be expanded and drawn into the coordinated research program.

It is proposed, therefore, that as soon as a decision to implement Recommendation #43 is made, approximately \$5,000 should be provided during fiscal year 1963 for such consultation and program planning purposes.

2. Contract Funds:

Since the development of research ideas and the negotiation of contracts take time, broad contract authority does not appear necessary before July 1, 1963, but funds for contract research of at least \$250,000 should be sought to help launch the program for fiscal year 1964. These contract funds should be contributed on a prorated basis by the foreign affairs agencies.

As the plan develops, substantially more funds would be required for subsequent fiscal years.

3. Travel Funds:

The planning and conduct of research for foreign affairs personnel will necessarily involve travel of the research staff to overseas posts and also within the continental United States to work with a variety of organizations and persons whose experience and knowledge with these problems must be exploited. For fiscal year 1964, a firm travel estimate should be available based on the planned research program. A preliminary estimate, assuming early full staffing, would be approximately \$20,000.

4. Legislation:

Legislation should be sought to authorize the State Department to accept foundation funds and other grants for the support of personnel research. It is well known that a number of foundations, industries, and

universities are

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universities are now concerned with overseas personnel management. It should be possible for the research staff of the foreign affairs agencies to cooperate with them and to plan and direct research studies of mutual interest to government and to these organizations, research which they would be willing to support, at least in part.

C. Potential Problems in Implementing Proposal:

1. On the basis of experience with earlier attempts to design research programs and get them underway, the Task Force believes that early action is essential to capitalize on the impetus of the Herter Report and the effort of the Task Force. Any long delay in implementation will make it much more difficult to install and develop a useful research program.
2. Obviously the primary problem will be to obtain the financial support required for staffing and support of the proposed organization. Even though sufficient funds are provided, however, it will be difficult to attract the kinds and quality of research personnel needed. In the first place such skills and experience are in quite short supply. More importantly, the Task Force is convinced that it will be difficult to attract the caliber of research people needed without some assurance that (a) the program and the staff will have the full support of the agencies, (b) the staff will be utilized to deal with significant problems, (c) recommendations and counsel of the staff based on research and expertise will be listened to, and (d) that the program will be recognized as a reasonably long-range and integral function of personnel management rather than simply as a means for providing short-range and hasty solutions to immediate issues.
3. The proposed Interagency Coordination Board is a key to much of the effectiveness of a bona fide inter-agency research program. It is particularly important that the persons assigned to this board be interested and qualified, so that the Board will be

an effective

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an effective mechanism for guidance of the research program and implementation of results.

II. REASONS FOR PARTICULAR APPROACH RECOMMENDED

The basic recommendation for a coordinated inter-agency research effort stems from the Herter Report itself. The specific proposals developed by the Task Force flow directly from the findings that most major problems are common to all three foreign affairs agencies, and that these problems can be best studied by a central staff. The Task Force is convinced that this is the only sound and practical approach to providing a research function that will support the Family of Services concept.

It should be recognized that this approach does not interfere with any effort the several agencies may make to study their particular operational problems. In fact, a central research staff would undoubtedly provide a technical resource and stimulation to research workers in the several agencies.

III. RELATIONSHIP TO OTHER PROJECTS OF TASK FORCES

Task Force I - Legislation should be sought to authorize State Department to accept foundation funds and other grants for the support of personnel research.

Task Force II - The Personnel Research Staff should have responsibility for planning and carrying out studies designed to evaluate the effectiveness of the major personnel systems that are established.

Task Force III - The Personnel Research Staff should be prepared to consult on the implementation of recommendations of this Task Force, and to evaluate the effectiveness of programs.

Task Force IV - The recruiting and examining area has traditionally been the one in which personnel research has played a major role. Therefore, it is expected that the Personnel Research Staff will consult on the implementation of the recommenda-

tions, initially,

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tions, initially, and will subsequently be
relied upon to make recommendations on the
basis of research findings.

IV. STAFF ASSIGNED TO THIS PROJECT

Mr. Larry Epperson - U. S. Information Agency
Mr. Regis Walther - The Department of State
Mr. Barry Casper - Agency for International Development
Dr. Edith Lord - Agency for International Development
Dr. Dorothy Green - Civil Service Commission

Submitted by: Albert P. Maslow 1/6/63
Chairman, Task Force V.

ATTACHMENT NO. 1

THE NATURE AND ROLE OF PERSONNEL
RESEARCH IN THE MANAGEMENT OF
FOREIGN AFFAIRS PERSONNEL

THE NATURE AND ROLE OF PERSONNEL RESEARCH
IN THE MANAGEMENT OF FOREIGN AFFAIRS PERSONNEL

Generally, decisions about the capacities and behavior of human beings are guided by "institutional wisdom" and by the ingenuity of individual officials trying to deal with particular problems. Although the art of management may never become a science, there is much to be gained by the application of known principles and methods for understanding human behavior. As the Herter Report states, "Ongoing personnel research would appear very nearly indispensable to forward-looking personnel programs."

It will be far beyond the capacity of any foreseeable research effort to tackle all of the problems identified as significant and deserving study. There are many complex issues whose definition and solution will require many years of work and contribution by a variety of social science disciplines. The personnel research staff should be aware of and support work on such studies. It should be able to apply research results to the Foreign Service personnel problems. However, the personnel research staff itself must concentrate on those problems in which its research findings will have a direct and visible impact on personnel policy and practices. (The question as to how the work program of a research effort can best be organized and priorities established for work on those issues perceived by management to be the most pressing and fundamental is discussed in Attachment #2.)

I. What is Personnel Research?

In the management of the complex personnel programs of the State Department, USIA, and AID, many responsible officials apply a wide variety of experience, knowledge, techniques, and principles in dealing with their problems. What distinguishes research from other worthwhile efforts is the systematic study of problems by professionally trained persons. Such systematic study includes all of the following steps:

- A. Defining the problem in specific terms.
- B. Formulating hypotheses or tentative solutions.
- C. Preparing detailed and practicable plans for
testing alternative

- 12 -

testing alternative tentative solutions.

- D. Collecting necessary information through systematic procedures.
- E. Analyzing and interpreting data by appropriate statistical and other methods.
- F. Making recommendations so that management has a basis for choosing one of the alternative solutions.
- G. Providing guidelines and data for implementing the chosen alternative.
- H. Following up and evaluating the effectiveness of chosen solutions in operation

II. What should be the role of research and of the research staff?

To carry out such systematic studies on significant problems, the research function must be a fully professional, top-level staff activity. Its effort must always be directed toward the needs recognized by management. While decision-making is management's prerogative, and should remain so, the research staff should facilitate this process by understanding management objectives and by directing its work in line with those goals. Research, then, should be regarded as a tool to be used for providing management with sound evidence on which to base its decisions. The staff must have the organizational stature to participate fully in the development of new major personnel policies and programs and in the evaluation of current activities. (This stature, it must be stressed, is directly proportional to the professional competence of the staff.) It must have the freedom to carry out extended studies essential to long-range planning, but it must also have the resources to respond quickly to shorter-range issues.

The decision-making responsibility of management also applies to the final decisions as to the problems on which research effort will be expended. While the research staff itself must contribute to defining the problems and developing a research program, management must decide whether a particular problem area will be handled by seeking short-range operating solutions, or will be the subject of a systematic research study, or both.

Although

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Although the scope of research may extend to any aspect of an operating personnel program, the time of the research staff should not be freely diverted to dealing with day to day operations. The staff should concentrate on those problems which cannot be adequately dealt with by operating personnel because they require specialized knowledge or methods, or involve a longer time span or broader implications than can be dealt with by the operating unit.

The research specialists should provide to management and operating officials a resource of expert knowledge in the application of research methods to management problems. Therefore, the research staff should be completely familiar with personnel policies and operations so that it can properly carry out this consultative, informational and reference role. They should also serve to stimulate agency officials to use available measurement tools and concepts in utilizing and managing their staffs.

III. What should be the major areas of responsibility of the research staff?

For program planning purposes, the responsibility of a research function for the Family of Services should include all of the major areas listed below. Areas A and B identify research responsibility for the development of the basic concepts and systems for determining job requirements and performance expectations. These are readily recognized as the basic tools which must be soundly developed for application to the traditional program areas (C, D, E) covering staffing, career development, and advancement or separation of employees. The area of administrative research (F) comprises a variety of activities such as manpower planning, communications, personnel records systems, etc., to which research methods can make a substantial contribution. The final area recognizes the significant responsibility to provide consultation and information to operating officials for the exploitation and full application of research knowledge and findings.

For each area listed the related Herter Report recommendations are shown. A detailed statement defining each of these areas and listing specific and significant problems is presented in Attachment #3.

SPECIFIC AREAS

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SPECIFIC AREAS OF RESPONSIBILITY*

- A. Occupational Analysis - 20.
- B. Performance Evaluation - 25.
- C. Recruiting and Selecting New Appointees - 13, 14, 15, 17, 18.
- D. Career Development - 19, 20, 22, 23, 24, 31, 33, 34.
- E. Advancement, Selection-Out, and Retirement - 6, 26, 27, 28, 29.
- F. Administrative Research - 3, 12, 16.
- G. Consultation and Information Services.

* Herter Report Recommendations (35-40) dealing with Non-Career Specialists in AID are not included.

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ATTACHMENT NO. 2

ORGANIZATIONAL PLAN FOR PERSONNEL RESEARCH

ORGANIZATIONAL PLAN FOR PERSONNEL RESEARCH

I. A Central Personnel Research Organization.

The Herter Report stresses that the research efforts of the foreign affairs agencies need to be coordinated. The findings of the Task Force make it crystal clear that the major significant problems - such as the development of a basic framework of occupational requirements, the planning of manpower resources and needs, and an improved approach to predicting and evaluating performance - are problems which cut across the three agencies. This finding, together with the fact that the host of such common problems will greatly exceed the likely available research resources, leads to the inescapable conclusion that the research effort on these common problems can be handled most efficiently and economically by a single central staff.

The Task Force findings also completely support the conclusion of the Herter Committee that such a staff can function most effectively under the administrative leadership of the Department of State. The following specific proposals as to the organization of a research effort flow from these conclusions.

II. Individual Agency Research Needs.

The centering of a research staff in the Department of State requires two accommodations to the interests of the foreign affairs agencies. The central research staff would not be expected to divert time to problems which are unique to one agency. Nevertheless, each agency now has and will continue to have a need for operational research capability and would, of course, be free, and should be urged, to maintain a research staff to handle its particular problems. Such staffs as are developed, should, however, maintain the closest liaison with the central staff in order to avoid duplications of effort, to share research experience and to design research in such a way that the results will have the broadest applicability.

In addition, each agency must, of course, have a voice in working out the objectives of the central research program and in reviewing program results in the light of management requirements. The proposal described in IV below, for the

establishment of

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establishment of an interagency research coordination board, meets this need.

III. The Research Staff.

The research staff should as a minimum be made up of (a) a director appointed and paid by the State Department, and (b) a staff appointed by the State Department and supported from funds contributed on a pro-rated basis by the foreign affairs agencies.

1. The Research Director should be professionally trained and competent in the field of personnel research with sufficient knowledge of personnel management to be able to relate the research function to management policies and practices. The research director would report administratively to the Deputy Assistant Secretary for Personnel. As needed, the research director could be called upon by the proposed Board of Foreign Affairs Personnel and by the proposed Joint Board of Examiners to consult with them and advise on policies and programs under discussion from the standpoint of the application of current knowledge of the behavioral sciences. Through these informal relationships he will be able to consider research needs relevant to the functions of these Boards. Similarly, the director would be responsible for liaison on personnel management research problems with the proposed National Foreign Affairs College.^{1/} He would also maintain close contacts with centers of behavioral science in universities, industry, and other government agencies. He should provide leadership on behalf of the foreign affairs agencies in professional and research activities relating to overseas personnel management.

The research director would be expected to plan and direct the research program in line with the general

objectives and

^{1/} The details as to the kind of research which will be organized and conducted by the National Foreign Affairs College are not, at the present, available to the Task Force. Accordingly, the degree to which the proposed central research group would be involved with a research effort centered in the College remains to be worked out.

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Attachment #2

objectives and priorities developed by the interagency research coordination board. He would obtain technical advice and evaluation from an independent research advisory group. He would, however, have final responsibility for determining how individual research programs and projects are to be conducted within these general guidelines.

Obviously, in view of these responsibilities, the research director should be able to function at the highest levels in personnel management of the three agencies and the position would appear clearly to warrant allocation at the minimum of GS-16 or above or the comparable level under the Foreign Service System.

2. The Research Staff should initially and as a minimum consist of three senior research specialists (GS-14,15 or equivalent) who are fully able to develop and direct major personnel research programs. It should also include at least one journeyman level research worker (GS 9-12, or equivalent) to support each of the three senior persons. There should also be approximately 3 to 4 secretarial and statistical support personnel. The total annual salary cost of the proposed initial staff would approximate \$120,000.

IV. Interagency Coordination of Research Program.

There would be established an Interagency Coordination Board composed of senior administrative officials of the foreign affairs agencies, such as the Director of Personnel or his superior. This Board would have the general responsibility of advising the research staff as to the significant problems of their agencies, recommending priorities for research to maintain a balanced program, appraising periodically the results of research studies in terms of their impact and application to management problems, and providing a liaison with top management of their agencies for necessary support and guidance for the research program. Essentially, this Research Coordination Board would provide the mechanism by which the head of each agency could have an influence on the way in which the research funds to which he contributes are expended on behalf of his program. The

Board would

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Board would also provide the channel through which necessary implementation of research findings could be carried out. Initially, this Board would comprise representatives from State, USIA, and AID. It could readily expand to include representatives from other agencies such as Commerce, Agriculture, Labor and the Civil Service Commission to the extent that those agencies become involved in cooperative research efforts.

V. Professional Advice and Research Evaluation.

There would also be established a Research Advisory Group drawn from top level professional research people representing other Government agencies, private industry, universities and research organizations. This group should represent the broad spectrum of the social science disciplines that are related to the problems of personnel management in cross-cultural settings. It would be responsible for advising, consulting, and appraising the research program from a technical standpoint. This group would be organized by the research director and would meet periodically as needed. To provide top management with an independent appraisal of the research program the Research Advisory Group would be expected to furnish a periodic report to the Deputy Assistant Secretary for Personnel and to the Interagency Research Coordination Board.

ATTACHMENT NO. 3

ANALYSIS OF SPECIFIC AND SIGNIFICANT
RESEARCH PROBLEMS

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ANALYSIS OF SPECIFIC AND SIGNIFICANT RESEARCH PROBLEMS

It must be recognized that, although the problems defined below are organized under different broad areas, in practice all of these issues are intimately related. In undertaking to develop or modify any personnel management program, consideration must be given to a variety of related factors. To the extent that a research plan is able to accommodate to the complexity of the situation and to relate results to the total program, to that extent is it likely to be more meaningful and effective.

Every organization, to get its work done, must translate its missions into divisions of work, and within these into job categories. For sound personnel management there must be a means for finding out what are the several different job categories, what jobs within each category require in terms of duties and in terms of qualifications of employees, and also the interrelations among job duties and qualifications. But every definition of a job carries with it an expectation of performance at some level which the employer considers satisfactory. Furthermore, for a career personnel system there must be ways to relate the several job categories in order to plan and facilitate the movement and development of such personnel. In particular, there must be an effective program for identifying and developing employees for executive and leadership roles in the conduct of foreign affairs. It is for these reasons that the Task Force concludes that the several areas of research concentration are essentially interrelated. Among these areas the primary challenges for research are to develop a sound and practical system for understanding and identifying job requirements, and to establish meaningful standards of performance. These two underlie and control the opportunities for improvement in practically every other area of personnel management.

In listing the following problems, The Task Force recognizes that an early activity for an expanded research function will be to review and recommend use of current effective techniques on the basis of what is presently known in these various fields. It also believes that where program decisions are made in advance of research opportunities, evaluation methods should be built in, so that the effectiveness of the program can be assessed at a later time.

I. OCCUPATIONAL ANALYSIS.

Occupational analysis consists of identifying the requirements of the various jobs within an organization, the qualifications needed to meet these requirements, and the techniques for relating the two to each other. The foreign affairs agencies, because they must deal with questions of inter-cultural communications, have special problems which must be considered when job requirements are determined. The objective of research in this area is to develop a system and techniques for categorizing jobs which are useful for personnel purposes. A suitable categorization of jobs provides building blocks which are critical for manpower planning, career development, assignment, selection, and other personnel programs. (See Herter Report Rec. #20.) It is essential, therefore, that the system and techniques which are developed must be usable by personnel specialists in their planning and day to day operations.

There is no method of occupational analysis which has been found to be universally effective. Most job analysis is at present based primarily on "common sense" and there is a widespread feeling that this is one of the weakest areas in personnel administration. In recent years there has been considerable experimentation with various methods, such as the "critical incidents" approach, check lists, desk audits of incumbents, functional analysis, etc. Some of these methods have shown great promise in particular situations and it is likely that they would be useful at least for some of the occupational analysis problems of the foreign affairs agencies. Only limited research has been conducted comparing the various methods with each other and it is therefore difficult to know which method will work best in which type of situation. (Two basic and forward-looking studies are now underway in State and AID; see Attachment #4)

Some of the specific problem areas which might be dealt with by occupational research are:

- A. What are the most economical and effective ways of getting needed information about jobs in the foreign affairs agencies? This methodological research should be conducted on various levels. First, there needs to be an effort to validate existing methods of occupational analysis as

used in the

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used in the selection, assignment, training, career development and job classification program. Second, a broad study should be designed comparing other established occupational analysis methods with the ones already in use to determine the best methods available. Third, experimental methods which show promise should be tried under carefully controlled conditions to see how well they work. A related problem is what type of information should be obtained to describe a job and how should this information be reported. Should attention be focused primarily on well-recognized factors such as duties, responsibilities, relationship with authority, relationship with people, strategies for problem solving, the balance between short- and long-range objectives or are there other basic variables which need to be identified and built into practical programs?

- B. What qualities determine the differences between high and low level performers in the various jobs in the foreign affairs agencies? What is the most useful format for communicating information regarding significant qualification requirements to operating administrative and personnel officers? Information on this question will help provide guidelines and standards for the selection, assignment, and training programs.
- C. To what degree are jobs interchangeable so that they can be performed by individuals with equivalent qualifications, or, do they require persons with different qualifications? This is the generalist versus specialist problem. The answer will help determine how many separate categories of specialized personnel should be established for recruitment and assignment purposes.
- D. How can jobs be most effectively related and grouped together for career development and reduction in force purposes?

II. PERFORMANCE EVALUATION

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II. PERFORMANCE EVALUATION.

Herter Report Rec. #25 specifically discusses performance evaluation: "An improved system for evaluating employee performance and capabilities should be devised. It should recognize the several management purposes to be served and should be related to the career stages through which officers will progress. The basic elements of the system should apply uniformly among the three foreign affairs agencies." The effectiveness of the performance evaluation system has an important influence on the success of other recommendations, including 12 (Manpower Planning), 19 (Lines of Specialization), 21 (Career Stages), and 22 (Promotion).

Performance evaluation is critically important as a way of assessing the human resources as related to the needs of the organization, as a way of predicting future performance, as a way of identifying outstanding and deficient performers, and as an element in the rewards and punishment system which serves to motivate personnel. The foreign affairs agencies have particular problems because of the "fish bowl" and representational aspects of foreign living, the importance of the family and the need to deal effectively and sympathetically with individuals from widely varied cultures. These requirements create the problem of evaluating some aspects of the personal life of the employee and some of the behavior of his family. These appraisals should be obtained without violating personal privacy more than is absolutely necessary.

A great deal of work has been and is being done in many places attempting to improve performance evaluation using many different types of approaches. What is needed is to try out new techniques and approaches which appear to have worked elsewhere, and also to design original research specifically directed toward the particular problems of the foreign affairs agencies. Research of this type should help improve the types of performance measurements made in relation to the needs of the agency and should also point up problem areas by indicating how management values various types of behavior and what the relationship is between skills available at any one time and the needs of the agency. Therefore, such research can also be used for alerting management to future problems.

There are a

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There are a number of difficult and unresolved problems which need to be considered in relation to the particular problems of the foreign affairs agencies:

- A. What is the best way to measure the personal qualities needed by the work of the organization? What qualities lend themselves to formal evaluation and what qualities are more effectively evaluated through informal and unstructured methods?
- B. To what extent should supervisory judgment be supplemented by other appraisal procedures such as appraisals by inspectors, training officers, and "end users", for example, officials of the Department of Commerce who use and evaluate reports prepared by foreign service personnel?
- C. Should formal methods of appraisal be used in connection with training and orientation programs, using tests, observations under controlled conditions, etc.?
- D. What special evaluation procedures can be most effectively employed at critical points in the career of an officer (a) when a decision is made that he has completed his probationary period, and (b) when he is being considered for executive type assignments?
- E. What are suitable and effective methods for assisting management to determine the best criteria for judging performance?
- F. What effect does revealing to the employees the contents of their evaluation have on the quality of the appraisal and on employee attitudes?
- G. How can performance evaluation be used most effectively for counseling employees on their performance and giving them "feed back" as an aid to self-development?

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III. RECRUITING AND SELECTING NEW APPOINTEES.

Sound recruitment and selection techniques based on evidence resulting from systematic studies of the problems will make a great contribution to improving the overall quality of career foreign affairs personnel. The Herter Report has many recommendations relating to this general problem (13, 14, 15, 16, 17, 18). The techniques presently in use have been based on the opinions of many individuals and committees, but the effectiveness of the techniques have not been systematically evaluated. Some of the techniques are undoubtedly good, others may need improvement, still others may be completely ineffective, and there may be most valuable techniques which are not being used. There is no doubt that the total recruiting and examining programs can be improved. But, improvement is less likely to result if changes are made because another committee recommends them than if changes are made on the basis of knowledge gained through research.

Research on recruitment and selection must be closely tied in with occupational research, since the qualification requirements will be determined through occupational research, and methods for getting people with the required qualifications will be determined by research in the area of recruitment and selection. It would be impractical to cease hiring until the occupational studies were completed; therefore, the initial task will be the recommendation of methods on the basis of what is presently known about jobs, and about recruiting and selection techniques. In other words, findings of previous studies must be extrapolated to the situations in these three agencies.

While there are recruitment and selection problems specific to different hiring levels, in most cases the same general problems exist. For this reason, each of the problems is not listed separately for each level. Furthermore, the list of problems below is typical of those that might be studied; there is no attempt to be exhaustive.

Systematic studies might be directed toward answering the following types of questions:

- A. What are the best sources for recruiting well qualified college seniors?

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college seniors? Graduate students? Faculty members? People with work experience for intermediate and higher level entry? What untapped sources of well qualified people exist and how may they be tapped?

- B. What recruiting techniques are most effective with each group? What kinds of recruiting literature are most appealing to each? How should recruiting representatives be selected and trained?
- C. In terms of recruiting effectiveness, how important is "speeding up" the examining process? For example, when should written tests be given? What is the effect on recruitment of the kind and timing of commitments that can be made to applicants in relation to the academic program?
- D. Is a provision for "options" in the written test an aid to recruiting?
- E. How does the hardship nature of certain assignments affect staffing policies? What kinds of persons prefer hardship posts and why? What kinds of persons accept such assignments as a matter of course without seeking them? What kind resist such assignments? Are there significant differences between the various groups in overall effectiveness? Are "resisters" substantially less effective at hardship posts than elsewhere?
- F. How can data obtained during recruitment and selection be organized and recorded for use in building up a life history of employees and for use in evaluating personnel programs?
- G. What should be the structure of entrance level examinations? What traits and abilities common to the needs of the three agencies should be measured by the written test? How should specialized qualifications be assessed? (For example, are "options" of the written test the most effective means for assessing specialized knowledge? How should language skills and area knowledge be measured?)
- H. What should be the role of the interview or panel examination? How much

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tion? How much do reference checks contribute to the assessment of personal characteristics? To what degree does the interview improve the selection process? What are the best interview techniques for the purpose of selection? To what extent should the interview be standardized? How should interviewers be selected and trained?

- I. What selection techniques are most effective for bringing in high quality persons at intermediate and higher levels? What are the most effective methods for assessing the nature and quality of their past experience? How can appraisals of past performance be used in selection for these levels?
- J. Are special selection techniques needed to assess different groups of foreign affairs personnel that may be established?
- K. How and by whom should the appraisal of evidence and the final decision as to eligibility be made?
- L. In the light of past experience and projected manpower needs, how should intake be allocated among career fields, and among levels of experience?

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IV. CAREER DEVELOPMENT.

Career development includes all the methods for training and developing personnel so that qualified individuals are available as needed to perform the various jobs within the organization. Five recommendations (19, 20, 22, 23, 24, 31, 33, and 34) in the Herter Report are related to career development. In the foreign affairs agencies, career development programs are particularly important because much of the work is unique and thus trained individuals cannot be obtained by recruiting from the outside. For the most part, they must be developed within the organization. Career development includes orientation and formal training, on-the-job training, and long-range development through appropriate sequences of assignments.

Most of the research in the past has been devoted to formal training programs and relatively little attention has been given to the sequential planning of assignments. There are many assumptions borrowed from the experience of educational institutions or based on "common sense" which may be inappropriate for the foreign affairs agencies and should be tested.

Some of the problem areas are:

- A. Which abilities are obtained best through recruitment and which through career development?
- B. What are the most effective ways for orienting new employees including members of the family?
- C. What formal training can be most effectively obtained through use of established U.S. or foreign educational institutions?
- D. How effective are existing formal training programs and how can they be improved?
- E. How effective are supervisors in training their subordinates on the job and how can this training be improved?
- F. What sequence of assignments, including assignments to different agencies, provides the best training for developing the qualifications and experience needed to perform adequately

the various

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the various top level jobs within the organization? In particular, what types of training or experience change executive potential into executive ability?

- G. To what extent should employees be developed in specialized ways and how many specialties are required?
- H. How effective is the present career development program?
- I. Are performance evaluation reports adequate for career development planning or should special techniques be developed for predicting future potential? In particular, how can leadership or executive potential be identified and measured?
- J. What training methods are effective for the different objectives to be met? This field of training research covers a wide variety of problems dealing with the selection of instructors, choice of media, selection of persons to be trained, methods of instruction, length of training, and evaluation of training outcomes.

V. ADVANCEMENT, SELECTION-OUT, AND RETIREMENT.

These three issues which are related to the Herter Report Recommendation Numbers 6, 26, 27, 28, and 29 are considered as related phases of the general problem of the movement and progression of employees.

A. Advancement:

The promotional system is perhaps the most critical aspect of career development. However, as in the case of selection, it must utilize the tools of qualification appraisal in order to match individuals to jobs for which they are best suited. To give impetus to the employee's forward, upward movement, it must rely on the tools of performance appraisal to verify effectiveness on the job, spot areas of need for training to overcome weakness, or point up the advisability of selection-out or into a more appropriate career field as each case merits. Significant problems for research are:

1. What are the particular categories of skills, experiences, personal qualities, and aptitudes which are meaningful for planning and conducting promotion and advancement programs?
2. In what occupations does staffing at the upper levels require experience at the lower levels? In what occupations must people be brought in from the outside to fill jobs at the middle and higher levels?
3. To what extent are the values and perceptions of the job upon which promotions are based appropriate to the real requirements of the job to be done? To what extent is it desirable to bring in new employees with different perceptions which may result in a more effective approach to the problems of the organization?
4. What are the particular experience requirements which apply to identifying and appraising for promotion the senior personnel in the foreign affairs agencies for filling top executive posts?
5. What are the

5. What are the specialized requirements such as language, inter-cultural communications, understanding of areas and cultures, etc., which are particularly significant in foreign affairs assignments and how can these be integrated into a systematic promotion program?
6. What are the problems created by discrepancies between the rank of the employee and level of the job to which he is assigned?
7. What special evaluative criteria need to be developed to administer the promotion program in the critical career stages (to Class 5 and to Class 2)? How can information as to these critical requirements be obtained in a reliable and valid way and used properly for these key promotion decisions?
8. What systems and techniques can be developed to integrate the promotion policies and programs with manpower utilization planning in order to insure that the promotion system operates to satisfy specialized functional and area needs current and projected?
9. What types of judgments are currently being made by promotion panels and how much consistency is there among panels? What standards should be used by promotion panels and how can they be helped to operate most effectively?
10. Is the appraisal program adequate for promotion purposes?

B. Selection-Out:

"Selection-out" and "selection-in" are the culminating steps of the selection process. They result from the last intensive review processes before officers are advanced to Classes 5 and 2. In this regard the Herter Committee emphasized: "For one thing, a great deal more emphasis is placed on the positive idea of "selection-in" than on the negative one of "selection-out". Secondly, the thrust of the Committee's recommendations would concentrate selection-out at the two points where least damage would be done to the individual."

Systematic studies

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Systematic studies might be directed toward answering the following types of questions:

1. To what extent is the policy of selection-out resulting in the loss of talents needed in the Foreign Service agencies?
2. To what extent is the policy of selection-out as applied to employees in specific occupations related to the manpower plans and long-range needs of the agency?
3. What is the effect of the selection-out policy on the employees' attitudes toward the agency and the Foreign Service? Is it effective as a motivating force for better job performance? Do employees perceive that the system is equitable?

C. Recruitment:

It is well recognized that the policies and the administration of the retirement system have a pronounced effect on the staffing and retention of employees and, therefore, on the overall quality of the work force. Therefore, research studies can profitably be directed toward the basic assumptions and principles underlying retirement policies. Such major questions as the following should be studied:

1. To what extent are existing retirement policies and practices resulting in the loss of desirable and necessary employees in the various programs of the Foreign Service?
2. Considering the wide individual differences in changes in performance with age, what criteria should be developed for use as an alternative to chronological age and other arbitrary standards?
3. What criteria and related appraisal methods are now being utilized and should be developed to support policies for the granting of administrative exceptions to otherwise mandatory retirement rules?

VI. ADMINISTRATIVE

VI. ADMINISTRATIVE RESEARCH.

Personnel research has traditionally been confined largely to the problems of staffing and utilizing personnel. However, the research techniques developed for these purposes can also apply effectively to the solution of a variety of questions dealing with the administrative process. In some respects, this application is related to what is popularly called "operations research". Four general kinds of problem areas are identified below in which personnel research methodology should be applied:

- A. Applying research methods to obtain information needed by management for use in program planning and evaluation, e.g., (1) in pretesting proposed personnel programs to determine their probable effectiveness in meeting management objectives, and (2) by assessing the effectiveness of current personnel programs, for example, by surveying the attitude of employees towards proposed policy changes or the effectiveness of suggestions and award systems.
- B. Assisting in the development of systems for preparing and maintaining personnel records. This issue involves not merely the question of the form of records, but the more fundamental questions as to (1) what kinds of employee appraisal information can properly be encoded, (2) what guidelines should be provided as to their proper use in personnel operations, and (3) how can personnel records be adapted to data processing systems for effective storage and retrieval without distortion of the meaning of the information.
- C. Participating in the study of management practices and systems for executing policy, for example, analysis of the nature and impact of communications media used to disseminate policy and procedures, or study of the pattern and effect of delegations of authority for program management.
- D. Cooperating in manpower analysis and planning, by such studies as (1) the kinds of jobs, occupations, and careers which now exist and will need to be staffed in the years

ahead, (2) the

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ahead, (2) the significant kinds of employee skills and abilities that now exist and will be needed, or (3) existing manpower resources related to projected needs and to labor market trends and training plans.

- E. Cooperating in developing standards and methods for evaluating personnel programs. This involves such questions as (1) what indices are available or can be developed as program criteria, (2) what data collection methods can be devised for evaluation purposes, and (3) how can these criteria be improved in order to provide a more comprehensive and dependable program appraisal.

VII. CONSULTATIVE AND INFORMATIONAL SERVICES

A. Consultation:

To be fully effective, the research organization must be able to consult with operating officials in dealing with many problems which cannot await detailed research, but to which current knowledge in the behavioral sciences and techniques for defining problems and obtaining relevant data quickly can be applied. The research staff must be sufficiently familiar with general personnel management policies and procedures to be able to:

1. advise on the implementation of personnel programs;
2. participate fully in study and discussions of proposed programs;
3. apply their personnel expertise or obtain specialized knowledge of other research people where appropriate to suggest operating solutions; and,
4. recognize opportunities for fruitful research on significant policy issues.

B. Information:

A central service for informational purposes should be organized in cooperation with the Civil Service Commission and other agencies and professional organizations to keep current a resource file on research and related studies dealing with foreign affairs personnel problems.

The information service function must also include a specific plan for using current publications in State, USIA, or AID, or developing special media so that the implications of research findings and other study results will be brought to the attention of operating officials and employees concerned in a way which will encourage the prompt application of useful data .

ATTACHMENT NO. 4

REVIEW AND ANALYSIS OF EXISTING RESEARCH AND
RELATED RESOURCES

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REVIEW AND ANALYSIS OF EXISTING RESEARCH AND RELATED RESOURCES

Introduction: To provide a resource of information for planning and later implementation, the Task Force reviewed a wide variety of current studies and reports relating to personnel management problems in foreign affairs programs, and made many individual contacts in and out of Government. In particular, the Task Force made a detailed review of the current personnel research organizations and programs in State, USIA, and AID.

Existing Resources: Material thus obtained covers the following kinds of information: (details as to the various reports and studies are available in the files of the Task Force)

- A. Current Resources and Studies - a description of the research organization and a list of current or recent studies in each of the three agencies. In addition to specific research projects, other reports of these agencies dealing directly with overseas personnel management and similar relevant reports of other agencies are cited.
- B. Bibliographies - a brief description of two specialized bibliographies relating particularly to overseas personnel problems. One was prepared by the U.S. Civil Service Commission Library at the request of the Task Force. The second is a report and annotated bibliography prepared for the Peace Corps.
- C. Other Sources - a summary of other sources which were checked directly or reviewed by the Task Force.

A. CURRENT RESOURCES

A. CURRENT RESOURCES AND STUDIES

1. The Department of State.

a. Organization for Research:

Personnel research is conducted through the Program Planning and Management Staff of the Office of Personnel. One research psychologist and one clerk are assigned to research on practically a full-time basis. In addition to work carried out by this formally assigned specialist, a variety of systematic studies on various personnel management problems is carried out by other offices of the Department of State. Research problems generally originate from the Deputy Assistant Secretary for Personnel. The direction and priorities for research are determined by the Chief of Program Planning and Management. The research staff has no direct responsibility for implementation or follow-up of studies. Some research projects are supported through contract. The staff also makes use of consultant services and has access to limited IBM facilities in the Department.

b. Current Studies:

<u>Title or Description</u>	<u>Status</u>
1 The effect on performance ratings of policy of disclosing ratings to employees.	Completed - Information supplied to management.
2 Analysis of occupation and background characteristics of officers selected-out.	Completed - Results referred to Herter Committee.
3 Study of background characteristics and specialty as related to promotions.	Completed - Data reported to Herter Committee.
4 Analysis of	

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1. The Department of State (Cont'd)

Current Studies:

<u>Title or Description</u>	<u>Status</u>
4 Analysis of the utilization of FSO's appointed to fill top executive jobs, through various procedures.	Completed - For Herter Committee.
5 Analysis of FSO examination data in relation to background variables.	Series of studies of 1961, 1962 exams - Data referred, when available, to Herter Committee and Board of Examiners.
6 Comparison of FSO candidates who passed and failed the oral examination, and study of agreement among oral panels.	Current - Data will be supplied to Board of Examiners and Herter Committee.
7 Study of candidates who withdrew from FSO examination and reasons for withdrawal.	Current - Information will be applied to recruiting and examining process.
8 Analysis of performance and other characteristics of USIA employees selected by psychiatric screening as compared to matched State Department employees.	Continuing - Periodic follow-ups scheduled through 1966.
9 Analysis of behavioral requirements of 20 key jobs to develop guides for selection, placement, and career development. (with Educational Testing Service)	Current - Results will be reported to appropriate officials and to Herter Committee.
10 Analysis of separation actions as related to occupational background characteristics and reason for resignation.	Current - Results will be made available for selection and assignment programs.

11 Determination of

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1. The Department of State (Cont'd)

Current Studies:

<u>Title or Description</u>	<u>Status</u>
11 Determination of variety of clerical jobs and necessary personnel qualities.	Current - Results will be applied to clerical staffing program.
12 Evaluation of junior officer orientation courses. (conducted by Jr. Officer Program)	Current - Information will be applied to improve training program.
13 Determination of background experience and other characteristics of successful senior officers.	Current - Results will be applied to improving selection and examination practices.
14 Analysis of the effect on rating reliability of simplified selection board procedures. (conducted by Board of Examiners)	Current - Data will be applied to improving selection board procedures.
15 Experimental study of ways to simplify retail price schedule. (conducted by Compensation Division)	Completed - Results applied to reduce work load at Foreign Service posts.
16 Analysis of factors contributing to maladaptation of overseas personnel. (with AID, USIA, and Carnegie funds support)*	Completion due June 1963 - Results will apply to medical and other selection criteria.

*See also, Item 1 in AID report below.

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2. U. S. Information Agency

a. Organization for Research:

The USIA does not have a Personnel Research staff. Systematic personnel studies are conducted through the Office of the Assistant Director of Personnel (Planning) and the Career Development Branch of the Personnel Division, Office of Administration. Approximately two man-years of the time of seven personnel specialists are involved in systematic personnel studies of the type reported below. There are many other functions performed by this group. Problems generally originate by requests from top management. Priorities for specific studies are usually set by the Assistant Director of Personnel (Planning). Personnel assigned are responsible for conducting studies, recommending action, and drafting regulations and procedures to carry out approved recommendations. In their work they have access to IBM facilities and to the personnel records and files of the organization.

b. Current Studies:

<u>Title or Description</u>	<u>Status</u>
1 Evaluation of language abilities of junior officers.	Completed - results used to assign officers to necessary language training.
2 Analysis of language needs and language competence among Foreign Service officers.	Current - Results expected to apply to designating specific language requirements for particular positions and providing a basis for language training program development.

3 Development

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2. U. S. Information Agency (Cont'd)

<u>Title or Description</u>	<u>Status</u>
3 Development of an improved performance evaluation system for Foreign Service personnel.	Continuing - no specific findings or implementation now available.
4 Development of policies and precepts for 1962 Foreign Service promotion planning.	Completed - Guidance provided for promotion panels.
5 Development of guidelines for promotion of secretarial and clerical personnel.	Completed - Guidelines provided for promotion program.
6 Development of policies and procedures for promotion of technical and specialized personnel.	Completed - Guidelines issued for promotion review panels.
7 Development of ADP system for handling personnel data.	Continuing - Expected completion June, 1963.

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3. Agency for International Development

a. Organization for Research:

The Office of Personnel identifies personnel research needs. Responsibility for conducting or coordinating "in-house" type of research rests with the recently established Special Projects staff, as one of its several functions. This Staff is attached to the Office of the Director of Personnel. The Office of Human Resources and Social Development budgets and negotiates contracts for personnel research which is undertaken for AID by outside agencies or organizations. Major personnel research studies are carried out through contracts from research funds. The personnel research liaison officer on the Staff of the Office for Human Resources and Social Development is responsible for administering these contracts, in collaboration with the Office of Personnel. The responsibility for applying the results of personnel studies rests with the Office of Personnel. Limited data processing facilities are available in the Agency.

b. Current Studies:

<u>Title or Description</u>	<u>Status</u>
1 Basic research on job performance standards (with State - contract with American Institute for Research to analyze key jobs).	Two-year study begun June, 1962 - Results will apply to a variety of personnel programs.
2 Evaluation of training in communication skills.	Proposed - Results will apply to orientation and training program.

3 Experimental

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3. Agency for International Development (Cont'd)

<u>Title or Description</u>	<u>Status</u>
3 Experimental assessment of selection methods.	Being planned - Results would apply broadly to selection program.
4 Analysis of deaths of employees by type of position and post.	Current - Results will affect assignment policies and standards.
5 Development of objective tests of French and Spanish proficiency (with CIA under contract with Educational Testing Service).	Tests to be completed by December, 1963.
6 Analysis of factors in the classification of mission directors and deputies.	Completed - Recommendations under review.
7 Evaluation of effectiveness of internal publications through a questionnaire method (under contract with American Institute for Research).	Completed - Report and recommendations under review.
8 Development of system of work standards for personnel staff.	Continuing - To be completed June, 1964.
9 Assessment of training and orientation needs by special Task Force.	Completed - Recommendation under review.

10 Research

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3. Agency for International Development (Cont'd)

Current Studies:

<u>Title or Description</u>	<u>Status</u>
10 Research on factors contributing to success in overseas assignments.	Continuing - Results will apply broadly to employment practices and policies.
11 Evaluation of success of overseas intern and support specialists programs.	Completed - Results applied to modify these programs.
12 Comparative study on effectiveness of language training by two commercial schools.	Completed - Results applied to a policy in selection of language schools.
13 Participants' evaluation of ICA Development Programming Institute.	Completed - Results applied to decision on continuance of program.
14 Evaluation of direct-hire orientation program (under contract with Leadership Resources, Inc.).	Completed - Report under review.
15 An evaluation of three-week orientation program.	Completed - Report used to modify program.
16 Evaluation of effectiveness of SAIS program.	Completed - Findings resulted in discontinuance of program.

4. Other Relevant

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4. Relevant Studies and Reports

- a. The Peace Corps - First Annual Report (Summary of current research studies, pg. 56-58).
- b. The Peace Corps - An Analysis of 18 Peace Corps projects. A report prepared by the American Institute for Research, Oct. 1962.
- c. Training Americans for Overseas Technical Assistance. Report of the Ford Foundation Conference, Princeton, New Jersey, November 2-5, 1960.
- d. A Proposed Outline for the Study of Technical Assistance to Less Developed Countries. International Cooperation Administration, Washington D.C., Feb., 1960.
- e. A Program of Evaluative Activities for Improving the Effectiveness of AID Development Assistance - Evaluation Division, AID, Nov-Dec 1962.
- f. Proposals for Recruitment and Selection of Foreign Service personnel and Comments on Some Problems - AID, July 1961.
- g. Psychological Aspects of Living and Working Abroad and their Management by Some U.S. Government Agencies, by Edith Lord, AID.
- h. U.N. International Conference on Recruitment, Selection and Training of Technical Assistance Personnel -(Rome) Sponsored by Carnegie Endowment for International Peace, Feb. 1962.
- i. Report and Recommendations of Task Force on Recruitment, Screening, and Selection for Agency for International Development, March 1962.
- j. Effectiveness Overseas, A Working Paper, prepared for the Symposium on Development of Research on Effectiveness in Working Abroad. Institute of Advanced Projects, 1962.
- k. Toward a Conceptual Framework for Studying the Effectiveness of Fulbright Scholars Abroad, A Working Paper, by Leonard Goodwin, Conference Board of the Associated Research Council.
- l. The Selection of Personnel for International Cross-Culture Service, Mottram P. Torre, Editor, World Federation for Mental Health, 1962.

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B. BIBLIOGRAPHIES

1. Selection and Training of Overseas Personnel - U. S. Civil Service Commission Library, February, 1963.

This bibliography was prepared for the Task Force. It comprises annotated references on research studies, reports, books, and articles, since 1950, dealing with overseas personnel management, especially in the areas of selection, training, and cross-cultural communication. It also includes a listing of major studies of overseas personnel practices and some material on general administration.

2. A Review of Selection Methods for Overseas Assignment - Elliot McGinnies, University of Maryland, June, 1961.

This review and critique of selection criteria and selection instruments and techniques was prepared for the Peace Corps. It covers studies and other materials published during the period 1945-1960.

C. OTHER SOURCES

A wide variety of other sources were checked by the Task Force. These included agencies and individuals in and out of the Government concerned with, or responsible for, personnel research or the applications of research to overseas personnel management policies and practices. These contacts were useful to the Task Force in formulating the plan and scope of a personnel research function. However, they did not reveal any significant number or variety of research studies which have an immediate or direct bearing on the needs of the Foreign Affairs agencies. The major sources investigated are as follows:

1. The Department of Defense - unclassified reports of current research in the behavioral sciences under way at a variety of research laboratories, universities, and other organizations.
2. Information obtained by AID Task Force on Recruitment, Screening and Selection, through interviews with a large

number of

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C. OTHER SOURCES (Cont'd)

number of individuals and organizations, in the past two years. (A list of these sources is available in the Task Force files.)

3. The Committee on Psychology in National and International Affairs of the American Psychological Association.
4. The Department of Agriculture - Foreign Agricultural Service.
5. Department of the Navy - Bureau of Personnel.
6. Air Force - Office of Personnel.
7. The Brookings Institution.
8. The U. S. Civil Service Commission.

5

The Federal Diary

New Foreign Corps

Urged for AID, USIA

By Jerry Knitz

A legislative task force has recommended creation of a career foreign service system for the Agency for International Development and the U. S. Information Agency.

The system would be similar to State's Foreign Service and it envisions transfers of employees between the three agencies with-

out loss of job rights. The head-

quarters staffs of State, AID and USIA would continue under

the Civil Serv-

ice system.

Frederick C. Knitz

University of California, revealed the plans of the task force at the closing session yesterday of the American Society on Public Administration at the Statler Hilton.

He was staff director of the Herter committee that proposed sweeping changes in the overseas personnel systems in order to strengthen our Nation's foreign policies.

Dorothy Fosdick, staff director of the Senate's Subcommittee on National Security Staffing, criticized the Herter plan to set up an academy to train employees in foreign affairs because it would be confined to civilian employees.

The thought similar training should be made available to military personnel because of their impact on foreign policy.

The task force, set up to implement the recommendations made in the Herter report, also shelved the proposal to create a new post of Executive Undersecretary of State to run the Department's administrative and internal affairs. It's headed by William CSC Chairman John Macy, a task force member, lost his fight to keep USIA and AID employees who go overseas under the CS system. He won a partial battle when the task force rejected a Herter proposal to take all State, AID and USIA employees out of CS and to place them under a new merit system.

In a statement issued after the subcommittee's first meeting, Henderson cited a study by the Comptroller General which revealed "the use of highly experienced and inexperienced military personnel in administrative positions."

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Manpower Use Probe Scheduled

Contracting out of government work, the use of military personnel in civilian-type jobs and other aspects of manpower utilization by federal agencies will be subject to continuous "aggressive investigation," a House subcommittee has announced.

Rep. David N. Henderson (D., N. C.), chairman of the House Civil Service subcommittee on manpower utilization, announced after the group's first meeting of the new Congress that subcommittee members "voted unanimously not only to continue, but to accelerate, an aggressive investigation of manpower control and utilization policies, programs, and problem areas" in federal agencies and departments.

The subcommittee is expected to begin its first in a series of public hearings in about two weeks.

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