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TO : Special Assistant to the Deputy

DATE: 13 November 1951

Director/Administration

FROM : Assistant Director (Personnel)

SUBJECT: Survey by the Office of Training

- 1. This is in reply to your memorandum of 6 November 1951, requesting (1) comment and recommendations on the proposed administrative officer program, and (2) a report on training activities developed and conducted by the Personnel Office.
- 2. I am in complete agreement that we should have competent individuals qualified to perform at the administrative officer level available when requirements for personnel in this category arise. The proposal advanced by the Office of Training seems to include the assumption that such persons should be recruited from outside the Agency. I do not share this viewpoint. There are few categories which lend themselves so well to the process of in-service promotion as this class of personnel. In general, internal personnel selection and advancement is likely to result in obtaining better qualified administrative officers. The skills qualifications which distinguish good administrative officers from ineffective ones are not readily detected in the recruitment process. A more reliable method is the selection of those Agency employees whose performance in subordinate echelons of administrative, staff or other types of work earmarks them as potentially successful administrative officers. Usually, service in the Agency should be regarded as a prerequisite to placement in these positions, since training alone, regardless of amount or kind, offers an inadequate substitute for the know-how acquired through day-to-day performance in specified fields. It is my opinion that in the future most of the operating components of the Agency will want to staff these positions with persons whose demonstrated performance recommends them for assignments as full-fledged administrative officers.
- 3. In order to have persons ready to take over as administrative officers, when new positions are created, or to serve as replacements when positions are vacated, I concur in the plan to establish an estimate of requirements. This step is a necessary prelude to developing a specific training program. In line with my recommendation that future administrative officers be named through intra-Agency assignment, I do not think that there will be any general need to expand T/O's to accommodate individuals being trained.

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- 4. The development and administration of a formal training program should await a determination of future requirements, and an appraisal of the need to improve the proficiency of currently assigned administrative officers. If a special training effort is initiated, the Personnel Office will cooperate with the Office of Training in any way that may be desired, including the detailing of members of the staff to lecture upon subject matter related to their responsibilities, and the preparation of pertinent instructional or informational materials. In addition, it is believed that temporary rotating assignments throughout the Personnel Office, as well as throughout other staff and service offices, would comprise an effective element of the over-all program.
- 5. The second part of the survey conducted by the Office of Training requests information regarding training activities conducted outside that organization. The outline accompanying this memorandum summarizes such training programs handled by the Personnel Office.



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F. TRUBEE DAVISON

Attachment