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CONFIDENTIAL

SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EO/ORD

EXTENSION

NO.

DATE

28 June 1968

TO: (Officer designation, room number, and building)

DATE

RECEIVED FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

~~DD/ORD~~

2.

Dawley

3.

4.

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15.

~~Please review and bring to the Career Panel Meeting 1 July 1968 at 0900 in Room 607.~~

~~DEADLINE~~
2. See SLA's Career Panel file.

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19 June 1968

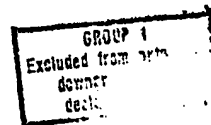
MEMORANDUM FOR: Chairman, Career Service Panel

SUBJECT : PC/ORD Comments on Personnel Rotation Role
in Career Development

1. On 18 June I held a divisional staff meeting to discuss the personnel rotation concept as it would apply locally. Many opinions were expressed; some thoughts are summarized.

- a) Directed assignments would be highly unpopular, unless for short duration, specific tasks.
- b) General feeling that rotation was fine for managers and chiefs but not scientists was expressed.
- c) Observation was made that growth initiative must come from the individual; he must know his goal; he needs an understanding, cooperative supervisor. Rotation, per se, was valuable as a policy, but harmful in the hands of personnel managers.
- d) Fears were expressed of losing divisional status, if rotated. Compensating for this was the observation that once started on a rotational deal, one should hope to continue on an upward spiral and probably not plan to return to his originating office.
- e) Rather strong, favorable attitudes were expressed for participation in task force or similar status efforts where a finite task and objective limited the duration of "detached" service. Here both status recognition and leadership opportunities would be products.

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SUBJECT: PC/ORD Comments on Personnel Rotation Role in Career Development

- f) No special boundary was noted for action within the Directorate. Agency scope was judged to be more important; overseas involvement should be available for broad-based technical professionals, if they are really to know the Agency.

- g) Fears were expressed at the limited growth prospects in ORD; no interest was expressed at movement within ORD, except, perhaps, by being detailed to vertically established, project teams. In the latter case, concern over administrative attention -- fitness reports, divisional attitudes, etc. -- were expressed.



C/PC/ORD

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ORD-4027-68

25 June 1968

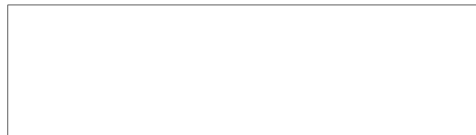
MEMORANDUM FOR: Director of Research and Development

SUBJECT: Rotation of Personnel Between Offices
and Directorates

1. For rotation of personnel between offices and directorates to be practical, there must be significant personnel ceiling to permit development and training of such personnel and sufficient commonality of qualifications of personnel being rotated to permit reasonable exchange. ORD would have problems in both of these areas.

2. Such rotation has always been excellent theory, but it has been my observation that personnel in the junior and middle management brackets tend to be less useful than others in the position that they currently occupy and are invariably restlessly looking toward the next assignment and usually do not sufficiently dedicate themselves to the job at hand.

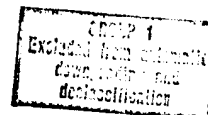
3. Further from the individuals career development standpoint, it has been my observation that a good man develops better and more rapidly by remaining on a job for a natural growth period, consequently contributing more to the effectiveness of his organization.



C/AP/ORD/DD/S&T

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ORD-4058-68

25 JUN 1968

MEMORANDUM FOR: Director of Research and Development

SUBJECT: Rotation of Professional Personnel


1. The purpose of personnel rotation is to provide a "fast track" employee with a broader view and insight into the operations and activities of other components of the Agency or Directorate so that he will be better prepared to go on to bigger and better things. Having had three people attend long term training courses, I can say that the immediate effect at the Division level is that there is a marked decrease in productivity and loss of personnel 

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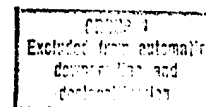
2. "Fast track" personnel are selected to attend the S&T course. If a rotation of personnel policy is to occur, it is suggested that these same people be considered for rotation since this possibility has been presented to them already. If this occurs, we can expect loss of personnel or disgruntled employees who, falsely or otherwise, believe they are to move into higher positions immediately because of the preferential treatment.

3. Basically I am opposed to personnel rotation because of the adverse repercussions on the divisional level. If the powers that be insist on rotation, I recommend that each office select one DD/S&T course graduate to be rotated among the various offices under consideration.

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Chief, Optics
Office of Research and Development

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ORD-4056-68

26 June 1968

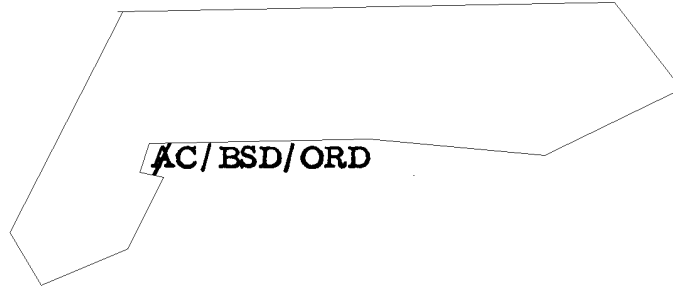
MEMORANDUM FOR: Executive Officer/ORD**SUBJECT: Comments on Personnel Rotation**

1. With a rational approach, a job rotation policy could provide a continuing challenge to the individual and a stimulating effect on the organization. There is probably no one system or technique of job rotation to meet all the requirements of the individual and management. A combination of the following is the most likely solution. First, a non-managed rotation in which the individual is self-motivated and determined to develop to full potential, meet new challenges or escape an unhappy situation. In this case management can provide useful assistance by advertising vacancies and/or a mandatory referral system. Second, a more managed but temporary rotation results from management's selection of individuals for special project or staff assignments, committee membership or special assistant assignments. In each of these cases the assignment is used to appraise as well as perform a needed function and broaden the individual's background. I do not believe it effective to temporarily exchange jobs, or temporarily assign an individual for an extended period to another group and do the same level and type of work. The third is a completely managed job rotation through a prearranged sequence of progressively more responsible, more diverse assignments. In this case the organization must be prepared to invest this effort in manpower, time, and money required to define and implement such a program. This approach is generally limited to a pre-selected group. Through continued appraisal and selection, this group will produce personnel with the experience and education required to fill future key management positions.

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2. Although the above approach is applicable to science and engineering personnel, this group should also have available to them a career ladder as well as the opportunity/facilities to participate in both contract monitoring and experimental research and development.



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Career Management
MBSD

"Rotation of (selected) employees within and between offices as a means of improving career development."

1. I believe that this should be done on an individual basis only according to an agreed upon program designed to mutually benefit the individual and the Agency. Such a program would:

- (a) (a) broaden the individuals knowledge and abilities
- (b) result in more effective inter-office communication thereby expediting coordination when necessary.
- (c) provide a "manpower pool" for the Agency of individuals who would be better equipped to serve on a variety of ad hoc task forces and short or long term assignments
- (d) act to minimize office parochialism and prevent the individual from getting into a "rut" or out of date. (This is especially important in ORD where a policy of sabbaticals might be developed)
- (e) provide the individual with a more realistic opportunity for career development providing the rotation does not result in lack of promotion because the individual "did not contribute to this office in the last 12 or 18 months"

2. A realistically planned rotation policy should result in a better motivated and more knowledgeable employee who would be a greater asset to the Agency.

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Career Management
MBSD

"Rotation of personnel within and between offices as a means of improving career development."

A rotation program to improve career development should be governed by the following guide lines or principles:

1. Rotation assignments should not be compulsory.
2. Rotation assignments should be made for the purpose of accomplishing a definite task which would not otherwise be accomplished, or not accomplished as readily or as well.
3. The assignee should be willing to accept the transfer and the new task.
4. Assignees should retain their original career service designations during rotation assignments and should be evaluated by their original or parent career service panels.
5. Special provisions and special efforts should be made by the original career panel to monitor performance of a rotation assignee.
6. Recommendations for promotion would remain the responsibility of the assignee's original supervisor.
7. Rotation assignments should be considered only when the individual circumstances clearly indicate that a mutual benefit to the Agency and to the assignee would result.



C/MBSD/ORD/DD/S&T

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ORD-3861-68

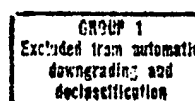
27 June 1968

MEMORANDUM FOR: EO/ORD

SUBJECT: Rotation of Staff Personnel

1. This memo is in response to a request from EO/ORD to provide guidance to the Career Panel in determining the value of rotating staff personnel both within and outside the directorate. I believe that a flexible rotation policy can be advantageous both to the Agency and to the individuals concerned. In the following paragraphs I wish to show where such a policy might be useful and to stress the need for a flexible policy tailored to specific Agency and individual situations. I will consider the term "rotation" to include systematic transfers between organizations where the individual need not cycle back to his original organization.

2. The Agency objectives in rotating personnel can be broadly categorized as short range and long range. A short range objective would be to increase task effectiveness through cross fertilization of ideas. Appropriate to Analysis Division would be the exchange of analysts and scientists. In a scientific environment, the analyst or consumer of R&D might contribute significantly toward the development of analytic machine aids. The scientist, on the other hand, immersed in an intelligence-producing environment might perform the role of salesman by introducing various machine aids to the analysts. Rotation, implemented to achieve long term objectives such as the development of more effective managers, could be more costly in terms of loss of present effectiveness. The trade-off is one of sacrificing a talented individual's immediate productivity for the development of a skilled manager capable of applying techniques developed by others to a broad range of Agency problems.

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SUBJECT: Rotation of Staff Personnel

3. In considering the values of rotation it is equally important to consider the career objectives of the individuals involved. Is the goal of the individual one of achieving management status or one of continued scientific exploration? The management-aimed individual is the obvious choice for the achievement of long-range Agency objectives through rotation. The danger of an extended rotational training period lies in the individual involved becoming frustrated over an extended non-productive period in his career.

4. In addition to considering the individuals' career objectives, we should try to describe him skill-wise as a specialist or a generalist. I feel that this is important because of the difficulty in rotating a specialist without a severe loss of technical competence. The scientist, on the other hand, who is trained in an interdisciplinary manner has a general scientific knowledge and may prove to be the better candidate for rotation.

5. In summary, I feel that a worthwhile rotation plan would have to be carefully tailored to fit both Agency and individual objectives. There is considerable expense involved in such a plan. For the short term, there cannot help but be a drastic loss of productivity. Both the losing and gaining organizations involved in a rotational transfer may be affected, the losing organization through individual loss and the gaining organization through the decreased productivity of individuals involved in the training and guiding of the rotated employee; whether or not these losses are offset by the professional growth of rotated personnel is the crucial problem facing the Career Panel.


Acting Chief, Analysis
ORD/DD/S&T

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ORD 4167-68

26 June 1968

MEMORANDUM FOR: Executive Officer, ORD

SUBJECT: Rotation of Personnel

1. I am very much in favor, in many cases, of rotation of personnel among divisions in ORD, among offices in the Directorate, and among the Directorates. If a man shows capabilities for growth within the Agency, he should be rotated, in my opinion, after he has been in a given job about twice as long as it takes him to learn to do that job well. (In some cases, three or four times.)

2. I think rotation of personnel is a good idea after a man has been in a given job so long that he does the work routinely and halfheartedly. A change of scenery may increase his productivity. Few people do well in a dead-end situation.

3. I think the people themselves should have some voice in their rotation and that possible openings be announced rather widely so that people can apply for them if they are so inclined.

4. The movement of a man to a job which better fits his background, interests, and capabilities should be done, with the man's concurrence and assistance, when necessary. We made one such move last year and we understand that the man in his new environment and his new job is quite productive. He certainly seems happier.

5. Of course, our first concern is to get our assigned tasks taken care of. We should not transfer people on short notice if it seriously cripples our work. However, I believe that a solution to our work problems should be found within three to six months and the man transferred, if appropriate, for the long term good of the office.



C/RP/ORD/DD/S&T

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