

<b>TRANSMITTAL SLIP</b>		<small>DATE</small> 15 Dec. 1970
<b>TO:</b> [Redacted]		
<small>ROOM NO.</small>	<small>BUILDING</small>	
<b>REMARKS:</b>  Would you be kind enough to reproduce copies of these charts for all Career Board members or call Personnel and see if they have additional copies. I wish to have this report scheduled at the next Career Board Meeting.  <i>12/16 - called OP for copies - will call back</i> <i>12/23 - Copies rec'd &amp; sent to CSP members</i>		
<b>FROM:</b> DD/ORD		
<small>ROOM NO.</small>	<small>BUILDING</small>	<small>EXTENSION</small>

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## UPWARD MOVEMENT - A KEY TO PERSONAL & MANAGEMENT CONCERNS

- PERSONAL : RECOGNITION &  
CHALLENGE
- MGT : EMPLOYEE DEVELOPMENT  
: SUCCESSION

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- *TURNOVER*
- *MORE JOBS*
- *EXISTING HEADROOM*

- *GRADE ESCALATION*

— *THESE HAVE PROVIDED UPWARD  
MOVEMENT IN LAST 15 YEARS.* —

— *EXCEPT TURNOVER, NOT EXPECTED  
TO RECUR.* —

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CARD II

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- FROM HERE ON IN THE '70<sup>s</sup>, UPWARD MOVEMENT WILL DEPEND MAINLY ON OUR TURNOVER.
- LOSSES DURING EACH HALF OF THE NEXT DECADE IN THE MID & SENIOR OFFICER GRADE GROUPS WILL BE HIGHER THAN IN THE PAST FIVE YEARS. OVER THE DECADE THESE LOSSES WILL RESULT IN 3/4 OF THE PRESENT SENIOR OFFICERS LEAVING & MOST MID-OFFICERS MOVING UP OR OUT.

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● IN THE NEXT DECADE, ON AN AGENCY-WIDE BASIS, THE AVERAGE ANNUAL PROMOTION RATE FOR ALL PERSONNEL GS-12 AND ABOVE WILL APPROXIMATE THE RATE EXPERIENCED IN THE PAST FIVE YEARS

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- ON DUTY STRENGTH IN UPPER GRADES HAS GROWN AT A FASTER RATE THAN TOTAL ON DUTY STRENGTH HAS GROWN OVER THE YEARS. THIS AVENUE FOR UPWARD MOVEMENT IS ALL BUT CLOSED.

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## *II SOME POTENTIAL PROBLEMS AHEAD*

- *AFFECT BOTH MANAGEMENT & EMPLOYEE CONCERNS*
- *HAVE A VARYING IMPACT UPON MANAGEMENT & PERSONAL CONCERNS*

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## POSSIBLE CONDITIONS OR PROBLEMS AFFECTING PERSONNEL MANAGEMENT IN THE 1970'S

- 1 INCREASED RATE OF MOVEMENT IN UPPER RANKS DURING 1971-80  
MAY BE ENOUGH TO CREATE REPLACEMENT PROBLEMS IN SOME AREAS,  
YET NOT ENOUGH TO PERMIT SUFFICIENT UPWARD MOVEMENT & CHALLENGE IN OTHERS
- 2 STATIC OR DECLINING MANPOWER LEVELS
- 3 INCREASED CONSTRAINTS, CONTROLS & IMPERSONALIZATION
- 4 INSUFFICIENT PERSONAL DEVELOPMENT TO MEET AGENCY  
NEEDS AND PROVIDE PERSONAL CHALLENGE
- 5 MISMATCHING OF EMPLOYEE QUALIFICATIONS & JOB REQUIREMENTS

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## 4 STEPS TO AN ASSESSMENT OF PERSONNEL NEEDS IN THE 70's

- 1 ESTIMATE PROMOTIONAL HEADROOM (UPWARD MOVEMENT) FOR PROFESSIONALS IN CAREER SERVICES  $\approx$  AGENCY DURING FY 1971-1980.
- 2 ESTIMATE DIFFERENCES IN CAREER SERVICES  $\approx$  AGENCY BETWEEN PROFESSIONAL PROMOTIONAL HEADROOM  $\approx$  THE PROMOTIONAL READINESS OF PROFESSIONALS DURING FY 1971-1980.
- 3 DETERMINE CHANGES NEEDED TO RESOLVE IDENTIFIABLE PROBLEM AREAS WITHIN THE CAREER SERVICES  $\approx$  AGENCY DURING FY 1971-1980
- 4 ASCERTAIN  $\approx$  PROVIDE WHAT PROFESSIONALS IN CAREER SERVICES NEED TO IMPROVE THEIR CAPABILITIES FOR NEW  $\approx$  MORE RESPONSIBLE DUTIES (EMPLOYEE DEVELOPMENT GEARED TO MANAGEMENT NEEDS).

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4 STEPS TO AN ASSESSMENT OF PROFESSIONAL PERSONNEL NEEDS  
IN THE 70'S

1. Estimate opportunities for upward movement in Career Services and Agency.
2. Estimate Differences between opportunities for upward movement and number of professionals having potential for advancement.
3. Determine actions needed to resolve identifiable problems.
4. Plan and provide what professionals need to improve their capabilities for new and more responsible duties (employee development geared to management needs).

STEP 1: ESTIMATE OPPORTUNITIES FOR UPWARD MOVEMENT

		Action
1	For each Career Service estimate yearly professional separations within each grade.	OP
2	Prepare a grid of estimated yearly cumulative professional vacancies in each grade.	OP
3	Modify OP loss estimates and prepare revised grid of yearly cumulative professional vacancies (all grades)	Career Service
4	Prepare grid of cumulative opportunities for upward movement within Directorates and Agency.	OP

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STEP 2: ESTIMATE DIFFERENCES BETWEEN OPPORTUNITIES FOR UPWARD  
MOVEMENT AND NO. PROFESSIONALS HAVING POTENTIAL FOR  
ADVANCEMENT

		Action
1	Determine for each careerist potential for promotion one or more times within next ten years and in what years.	Career Service
2	Determine amount of yearly upward movement needed in each grade to handle promotable employees.	Career Service
3	Compare yearly number of promotional opportunities within each grade and yearly number of promotable people to determine problem areas. (Identify which grade levels in which years.)	Career Service
4	Assist Career Services in performing items above and prepare composites for Directorates and Agency.	OP

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STEP 3: DETERMINE ACTIONS NEEDED TO RESOLVE IDENTIFIABLE PROBLEM AREAS

		Action
1	Plan/propose actions on observable imbalances between promotion opportunities and promotable employees.	Career Service
2	Where appropriate, estimate future levels and categories of new personnel needed after considering expected yearly input levels and planned organizational, functional or technological changes. Identify new skills that need to be acquired in the future by personnel on board.	Career Service
3	Prepare a Career Service Situation Report for submission to Deputy Director concerned.	Career Service
4	Assist Career Services and prepare a composite Situation Report for each Directorate and the Agency. Evaluate Agency personnel policies and facilities for adequacy in meeting identifiable problem areas.	OP
5	Take actions and consider policy changes arising from Agency, Directorate and Career Service Situation Reports.	OP, CS, TNG Dep Dirs, DCI

STEP 4: PLAN AND PROVIDE WHAT PROFESSIONALS NEED TO IMPROVE THEIR CAPABILITIES FOR NEW AND MORE RESPONSIBLE DUTIES (EMPLOYEE DEVELOPMENT GEARED TO MANAGEMENT NEEDS)

		Action
1	Determine how many careerists need to be developed annually to meet expected future Career Service personnel flows.	Career Service
2	Consider what each professional careerist who has potential to advance one or more grades needs in the form of specific job experience ; specific rotational experiences; or training (internal and/or external)	Career Service
3	Combine individual job/training needs into Career Service inventories of training and assignment requirements and use as assignment and training opportunities arise or can be arranged.	Career Service
4	Assist Career Services as requested and prepare Directorate composite inventories of training and assignment requirements. Likewise prepare Agency inventories.	OP
5	Take follow-up actions required	OP, CS, TNG, Dep Dirs, DCI