

DRAFT DIRECTOR'S NOTE

The Agency has two principal personnel policies:

(1) To provide the right number and quality of personnel to accomplish our mission.

(2) To provide each employee the satisfaction of utilizing his or her talents fully and the reward of reasonable promotion opportunities and other recognitions.

The second policy has erroneously been dubbed "flow through" (or "flush through"). The opposite of this policy is "stagnation" but this is a policy of "Reasonable Promotion Opportunity (RPO)." RPO does not require instability and insecurity.

Why do we need RPO? Without it, we will not obtain and retain the personnel to meet our first objective of adequately staffing the Agency. Without it, we cannot be fair to our employees.

How do we achieve RPO? We must avoid the problems of "humps and valleys" and of "ossification."

When personnel management is not good, and ours has not been, there are too many people with same grades and skills and, necessarily, too few in others. For example, 27% of the DDO professionals today are 50 years of age and over and statistically will leave the Agency in the next three years creating a large void. People just behind such humps have little promotion opportunity; those behind the accompanying valleys,

too much. To avoid "ossification" in areas like NFAC analysis and DDS&T R&D, we need the occasional infusions of new people and new ideas-- enough to avoid the complacency and unwillingness to innovate that characterize most bureaucracies. Avoiding either humps or ossification should not require "flush throughs." What is required is: (1) good personnel planning; (2) one Agency in which there is much more lateral mobility than now exists. In short, if we identify the humps and valleys we should be able to move personnel from areas of excess to those of shortage when normal attrition won't do the job. (Of the ___ DDO personnel who were asked to leave in the past two years because of the DDO humps, ___ were placed elsewhere in the Agency.)

Occasionally there may be instances when attrition and transfer are inadequate to meet the needs of RPO. Only then will forced attrition be required. It will come from the appraisal of the bottom 3%. Today we divide the bottom 3% into two categories: (1) those who are asked to leave because their performance is inadequate; (2) those who are notified that they are the least competitive but who are performing adequately.

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