

10 OCT 1974

MEMORANDUM FOR: Administrative Officer, O/DCI

SUBJECT : Draft Guidance on Mobility

1. The first problem I have with the draft is a fundamental one. The options are all directorate rather than Agency oriented. If not stated it is inferred that the Deputy Directors decide who will be trained, for how long, and where, before they come back to be better directorate officers. The PASG requirements emphasized the need to increase the "one Agency" orientation of personnel operations. If the "one Agency" concept becomes a reality, our talent will have to be more versatile to serve the Agency rather than one directorate. With this in mind it would seem to me that to meet our future leadership needs we must train our best men and women for our toughest jobs without regard to which directorate these people started their careers. While some of the options meet this requirement, the alternative to I.A. - 5, 6, and 7 as stated in paragraph II, pages 6 and 7, comes closest to meeting Agency rather than directorate needs.

2. In reviewing the options, I note that the concept of a Supergrade Review Board would have no part in Option 1 but still another body, the Senior Personnel Resources Board would. As I understand it, the Supergrade Board has received some attention; the Senior Board has not. I doubt that the Senior Board could do its work unless it is given authority to make assignments which the Deputy Directors would have to accept. In my judgment this will not happen.

3. I also note that the alternative to Option I (Inter-Directorate Review - Alternative I.A. - 5, 6, and 7) requires that the Supergrade Review Board go beyond its charter and handle all grade levels. This

and the introduction of the Senior Personnel Resources Board idea suggests to me that it is not possible to make really useful comments on the various proposals unless there is a clear definition of the responsibilities of two boards and, in particular, their authority vis-a-vis the Deputy Directors. On one hand, the Deputy Directors are controlling personnel inter-directorate movement while on the other hand the Boards, and especially the Supergrade Board, seem to have control. Is the inter-directorate movement meant to benefit the directorates or the Agency? I believe that these basic questions have to be answered before the "how to do it" is decided.

STATINTL

[Redacted Signature]

Donald F. Chamberlain
Inspector General