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6 June 1972

MEMORANDUM FOR: Director of Personnel

THROUGH : Deputy Director for Support

SUBJECT : Personnel Movement and Management Program (PMMP)

REFERENCE : Memo to ExDir from D/Pers dtd 5 May 72, Same Subject

1. Following the general discussion with the Deputies on personnel at the Director's Annual Conference, I believe we are ready to go ahead with refinement of our efforts in this field. As you point out, this relies upon the use of the PMMP. Before circulating the PMMP in the form attached hereto, I would like to have a discussion with you and your staff on the PMMP, in which we might probe a bit into whether it could be expanded in concept to become a counterpart in personnel planning to the annual program and budget in the financial field. There are a number of ways in which it might be expanded or altered to help this process.

2. The PMMP is aimed at the career services. In some cases these coincide with the directorates, but in others they do not. Do we have a way in which we can be sure that the Deputies are clearly seized of command responsibility with respect to their personnel, even though these may be divided into different career services? I believe it is essential to ensure the full participation of the individual Deputies in a command sense if the PMMP is to succeed in its purpose.

3. The forms attached to the PMMP calling for statistical analysis are quite appropriate to analyze some of the statistical pressures faced by the different career services and directorates. However, average-grade planning, separation and promotion rates and entrances on duty (beginner and lateral) could be included within an expanded PMMP, as well as such matters as the use of QSI's, acceptance into career status, etc.

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GROUP 1
Excluded from automatic
downgrading and
declassification

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These could crystalize plans and set goals against which implementation could be measured periodically during the year.

4. The PMMP could also provide the basis for planning for leadership selection and development. In other words, the career services could identify by number, although not by name, candidates at each grade level for special leadership development, training assignments, etc. Similarly, it could show the number of individuals the career service proposes to rotate for leadership development to other types of assignment and receive from other career services for leadership development.

5. Form 2 calls for narrative comments on various problems, certainly appropriate. I think that certain others might be highlighted, however. For example, I think a specific report on preparatory steps being taken in the career service against the day of substantial ceiling reductions would be an appropriate item to encourage the identification of the least productive employees in the service for counseling, early retirement, or even movement out if this should become essential.

6. The average age trend of the career service (and by grade) could also be included, with a breakdown of what steps are taken in terms of recruitment at younger levels and retirement counsel at older levels to compensate for any adverse trends identified. This could include some indication of the proportion of younger officers at grades GS-14 and above and statistical goals for this category in the future. It could also include a presentation of the PRA situation and any problems posed.

7. The PMMP would seem a highly appropriate vehicle through which to implement our EEO program of goals and measurement of progress.

8. Could the PMMP also be a vehicle for a statistical report on the degree to which vacancy notices were issued (over past years) and, secondly, the degree to which they resulted in accessions from outside the immediate office concerned? This could show us the degree to which different offices and career services are implementing this device.

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9. The PMMP also, I think, should be the basis for the career services to plan for and report on training. This could bring out the numbers attending the so-called "core" courses, those attending the language courses (or obtaining waivers), and those attending skills courses -- either basic skills general to the Agency or special skills appropriate to the directorate, office, or job. This would give us some reflection of the impact of training upon the total career service complement and carry along the idea of ensuring the best possible integration of training with personnel development generally.

10. In perhaps simpler words, what I am suggesting is that the PMMP be the vehicle for an annual planning not only of some of the overall statistical aspects of our personnel situation but also for planning and reporting progress or lack thereof on some of the individual personnel programs of major importance. I think of it as less a report by the career services to the Agency level than an exercise which requires each of the career services to analyze its own situation and at the same time gives the Agency level a vehicle to identify units which are achieving particular goals or falling particularly behind. This is what I think we might discuss with your staff.

FOIAb3b



W. E. Colby
Executive Director-Comptroller

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)			
FROM: Director of Personnel 5 E 56 HQ		EXTENSION 6825	NO. DATE 9 JUN 1972
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	
1. Executive Director- Comptroller 7E12 HQ		6/1/72	<p>Naturally we look forward to the opportunity of meeting with you to discuss the possibility of expanding PMMP.</p> <p>Agree completely that Deputies must become more involved. Jack Coffey plans to do just this at his forthcoming meeting with DDS Office Heads. I also believe Deputies Meeting should identify top 50 or so positions for which they take development responsibility.</p> <p>I will defer further comments until after official receipt of your memo and study of your many suggestions. I believe we may be overloading the PMMP exercise if we try to do too much, but perhaps you mean, as we implied in our 5 May '72 memo, that PMMP can serve other purposes. Since PMMP requires a critical assessment of manpower utilization and problems facing each career service, it is appropriate at the conclusion of the exercise to report on a variety of personnel programs. Some items could be an integral part of PMMP and others would require separate reports.</p>
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DD.S
D/Pers

OK, but don't lose the main point of overall look at personnel by the command level - setting goals, identifying problems rather than etc identifying + aiming the

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1	Director of Personnel	14 JUN 1972	K
2	DD/Pers	14 JUN 1972	[initials]
3	DD/Pers	27 JUN 1972	[initials]
4	DD/Pers/POC/Plans Staff	28 JUN 1972	[initials]
5	[blank]		
6	[blank]		
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>Forwarded so that you are aware of the tie-in with PHMP and the fact that [redacted] will be looking to us for help. He shares our view that EEO is probably best handled as a separate program.</p>			
FOLD HERE TO RETURN			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Executive Director-Comptroller			13 Jul 72
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Remarks:			
<p>Another Ex Dir Memo for your info - This is most important concept to Bill Colby - he hopes to be able "to measure productivity within two years" and he is talking about qualitative evaluation.</p>			
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