

ODP 8-2099

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MEMORANDUM FOR: Acting Deputy Director for Administration

FROM : Clifford D. May, Jr.
Director of Data Processing

SUBJECT : Proposed DDA Special Career Tracking Program

1. Our principal concern about the draft proposal to establish a DDA Special Career Tracking Program is that it is not, and will not be perceived to be, comprehensive. In focusing on special reports on female and minority employees in grades 10 - 14 the proposal invites the resentment of the white, male majority who will feel that their legitimate career aspirations are being ignored. Reliance on voluntary programs, as provided in paragraph 5 of the draft, relegates the majority to second-class status, or so it will seem to them. Would it not be preferable, therefore, to adopt a policy which calls for career planning for all professional employees in mid-to upper-grades? Special reports on minority and female employees to ensure that the omissions of the past are rectified could be extracted from the planning data, but the basic program would be perceived as one designed to benefit all, not just a select few.

2. The second feature of the plan which concerns us is the implicit decision that the "career projection statements" are to be management's creations, with no employee input. Career planning, to be truly effective, should be a team effort with the employee, his/her supervisor and the organization all playing their parts. Even if this were not the case, we may as well involve the employee from the outset, for sooner or later under the Privacy Act people will demand to see their career projections.

3. A comprehensive program, whether or not it includes counseling and joint planning, cannot be launched overnight. Careful planning and many months of dedicated effort will be required. We should not underestimate the

amount of supervisory and personnel staff time and effort which we will expend to build a program which will facilitate the orderly development of tomorrow's managers and at the same time ensure equality of access to the career ladder.

4. The PDP now covers 13's and 14's, and the process of identifying persons for the PDP involves the conscious evaluation of all personnel in these grades. A special report on women and minorities, based on this comprehensive review, would be a logical extension of the PDP exercise. I suggest that you limit the first report under your new program to these categories of employees, and then direct that planning begin on the creation of a comprehensive career development program for all employees in grades 10 - 14.

5. Should you decide to proceed with the plan as outlined and request reports on female and minority GS-10's, 11's, and 12's outside the context of a more comprehensive program as suggested above, I urge a more liberal timetable so the reports you receive can be more carefully and thoughtfully prepared.



fn Clifford D. May, Jr.

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