

SECRET

2 NOV 1970

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Macomber Task Force Reports

REFERENCE : DD/S Memorandum 70-3412, dtd 14 Aug 70,  
same subj

In response to referent memorandum we submit the attached list of recommendations drawn from the Macomber Task Force Reports which we believe have useful application to the Agency. We have tried to confine our thrust to those policies, actions and procedures which we believe can be readily implemented.

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*151*  
[Redacted]  
Office of Personnel

*151*  
[Redacted]  
Coordinator

25X1A

25X1A

*151*  
[Redacted]  
Office of Finance

*151*  
[Redacted]  
Office of Security

25X1A

25X1A

*151*  
[Redacted]  
Office of Medical Services

*151*  
[Redacted]  
Office of Logistics

25X1A

25X1A

*151*  
[Redacted]  
Office of Communications

*151*  
[Redacted]  
Office of Training

25X1A

*Where are we going?  
Who can you go to  
for help.*

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

CAREER PROGRESSION

1. That a three year probationary period be instituted with a thorough review and demanding criteria for all employees seeking career status at the end of this period.
2. That instruction in supervision and management skills become an integral part of each stage of career development beginning shortly after EOD.
3. That the Agency create a selective development program for sub-professional employees in order to expand their occupational flexibility, assignment mobility and advancement opportunities to mutual advantage.
4. That a separate career service for clericals be created in each Agency directorate and that the role of the Clerical Staffing Branch of the Office of Personnel be expanded so that it functions as the clerical center for intra-Agency reassignments and counseling.
5. That, on a priority basis, the Career Training Program be reviewed to determine the role it should play in the development of Agency officers and establish selection and training standards accordingly. The following should be considered:
  - a. The relative expense of the Program in respect to the currently limited input of personnel.
  - b. Reconstruction as an internal entry method to professional ranks.
  - c. Reduction in initial training in time and scope to permit personnel to get to work sooner; subsequent more specialized training to be determined and planned by career services relative to work requirements and individual needs.

JUNIOR OFFICERS

1. That a conscious effort be made throughout the Agency to place junior and middle level officers on staffs, committees, panels and ad hoc organizations with more senior officers as a method of developing experienced sources for future leadership.
2. That the Agency take vigorous action to open up a greater number of challenging and responsible jobs to officers below the senior ranks.

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### CAREER MANAGEMENT

1. That careerists be counseled in matters pertaining to career development to the point where, for example, rationale for an assignment, or failure to receive an assignment and/or promotion, would be generally explained and understood.
2. That transfer orders include training required and planned for proposed assignments.
3. That the training officer functions be merged with career management responsibility and that the career management officers be given periodic briefings to orient them to the capabilities of OTR.

### FITNESS REPORTS

1. The Fitness Report be an evaluation of predefined work goals which are clearly understood by both supervisor and subordinate.
2. That the qualities of imaginativeness, innovation and creativity be given increased weight in performance ratings.
  - a. The importance of creativity must be stressed.
  - b. Rating and reviewing officers should be asked to comment specifically on the rated officer's capacity for original and independent thinking when they are in a position to do so.
  - c. In all forms and instructions relating to fitness reports, the willingness of the rated officer to express his opinions even when they differ with the views of his superiors should be described in positive language which makes it clear that this quality is desirable and is to be encouraged.
  - d. Supervisors should be evaluated not only on their own creativity but on their effectiveness in stimulating or discouraging creativity in subordinates.

### RETIREMENT/SEPARATION

1. That legislation be introduced to permit retirement from the Agency at any age after twenty years of service.
2. That the Agency publicize its external employment assistance service and encourage employees to obtain timely out-placement counseling/aid.

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