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MID-CARRERISTS' COMMENTS - AGENCY CAREER MANAGEMENT

At a DD/S Staff Meeting, Mr. John H. Richardson, Director of Training, stated that he has made an analysis of comments from Mid-Careerists concerning Agency personnel management. He indicated that he has been asked to brief the Executive Committee on his findings.

In general, Mr. Richardson stated that there does not appear to be anything seriously wrong with the Agency career management program. The source of his comments concerning some problems which appear to exist come from twelve Mid-Careerists distributed evenly among the Directorates. In certain areas of comment, his findings are corroborated by findings resulting from a compilation of comments from Mid-Careerists who have attended the Agency Mid-Career Training Course. Noteworthy areas of concern resulting from his study are the following:

1. Parochialism:

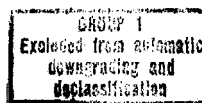
This caption was further described as relating to the lack of communication between employees of the Directorates. There appears to be a lack of knowledge and appreciation of the duties and functions performed by employees of the various Directorates. The situation within the Support Directorate seems to be less serious by virtue of the fact that the "Trends and Highlights" given at [] affords interoffice communication and training. Other Directorates do not have such a program.

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2. Excessive Compartmentation:

Mid-Careerists have quite uniformly stated that they feel that compartmentation within the Agency, particularly of the TKH variety, is for spurious reasons and accounts for a lack of communication. Thirty-two percent of the Mid-Careerists sampled in an OTR survey felt that TKH was too "sacrosanct."

SECRET



SECRET

3. Career Planning

Twenty-four percent of the Mid-Careerists sampled in the OTR survey felt that there is inadequate "follow-on" after employees attend the Mid-Career Course.

4. Little Evidence of Formal Career Management:

The lack of visible evidence of career management appears to be most keenly felt among Mid-Careerists in the Clandestine Services.

5. Problem of Succession:

Some Mid-Careerists felt that there is inadequate "planned grooming" for people who rise to supervisory and other key positions.

6. Lack of Candor and Feedback as to "Where One Stands" in his Organizational Structure:

It was pointed out that twenty-four percent of the Mid-Careerists sampled stated that they have not met with their respective Deputy Directors.

7. Dangerous to Seek Transfers Between Directorates-- Even Within Directorates:

All twelve of the Mid-Careerists interviewed by Mr. Richardson listed this as an Agency career management problem.

Mr. Richardson stated that the persons interviewed by him were unanimous in their statements that communications both upward and downward within their organizations are adequate.

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