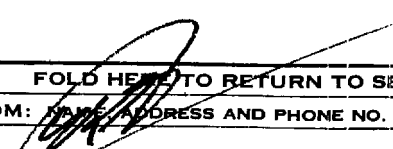


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<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Deputy Director of Security				
2					
3					
4					
5					
6					
	<b>ACTION</b>		<b>DIRECT REPLY</b>	<b>PREPARE REPLY</b>	
	<b>APPROVAL</b>		<b>DISPATCH</b>	<b>RECOMMENDATION</b>	
	<b>COMMENT</b>		<b>FILE</b>	<b>RETURN</b>	
	<b>CONCURRENCE</b>		<b>INFORMATION</b>	<b>SIGNATURE</b>	
<b>Remarks:</b>					
<p>1. Attached is a very rough draft of the OS notice we discussed at the last Planning Group meeting. Since I am a little dubious as to how Mr. Osborn would wish to express himself in this case, this will undoubtedly need a lot of revision.</p>					
<b>FOLD HERE TO RETURN TO SENDER</b>					
<b>FROM: NAME, ADDRESS AND PHONE NO.</b>				<b>DATE</b>	
<p style="text-align: center;">SA/EPD  </p>				<p style="text-align: center;">6 Nov 68</p>	
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OFFICE OF SECURITY NOTICE NO.

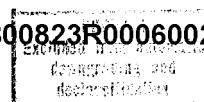
FOR : All Office of Security Professional Employees

SUBJECT : Career Planning in the Office of Security

1. In light of the entrance on duty of a larger number of new Office of Security employees in the past few years, and since there has never been a written policy in the Office with regard to Career Planning, I wish to take this opportunity to set forth a few ideas on this subject. It should be recognized by all employees that the thoughts set forth in this Notice are not intended to be hard and fast rules, but, rather, are guidelines to help the individual in the personal shaping of his own career.

2. Generally, it is felt that there are two major categories of Professional Career Security Officers, comprising the "Generalist" vs. the "Specialist." It is my feeling that the Career Security Officer must make a determination early in his career as to which road he wishes to follow, that of the Specialist which will necessarily limit him to some degree in advancement, or that of the Generalist. All employees should, and I do, recognize however that because of a

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number of considerations such as personal reasons; ill-health; family reasons, etc., there often is a reason why an Officer wishes to remain in a speciality. It should not be construed that because an individual wishes to remain in a speciality that either his value to the Office or his own self esteem is lessened.

3. Generally speaking, however, it is my desire that the Office of Security professional employee be a generalist if he is to reach the higher levels of management. For example, the employee should have, during the course of his career, investigative; personnel security; and physical security experience. He should also have command experience.

4. By the time a professional employee has reached a senior level in the Office of Security he should have demonstrated his proficiency as a generalist; should have shown flexibility; and it would be highly preferable that he has had an overseas assignment.

5. As part of the theory that every employee should help in the shaping of his own career, it shall be the responsibility of the Deputy Directors and Staff Chiefs to arrange for the proper training of their employees, thus aiding their career development. Furthermore, the area preference sheet has been revised to present

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a much more complete picture of the availability and desires of the individual employee. Concerning this, there will always be exceptions to the rule, and the needs of the Office of Security will come first. Nevertheless, it is my hope that the expanded nature of this form will help management in placing people. Along these same lines, it is highly desirable that Office of Security professional personnel have some language training and have at least a courtesy level in one language.

6. It is clearly recognized by myself and by management in the Office of Security that not every professional will wish to compete in the "Generalist" category and it is further recognized that for a number of reasons, an individual may wish to remain an Investigator; a Polygraph Operator; or Engineer, to mention a few specialities. I want to make it clear that a decision to remain in a speciality is a personal one and that no one will be administratively penalized because of this decision. Whatever penalty accrues will be the sacrifice of a broader career on the part of the employee.

Howard J. Osborn  
Director of Security

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