

DDIS 66. 4568

30 AUG 1966

MEMORANDUM FOR: Inspector General

THROUGH : Deputy Director for Support

SUBJECT : Personnel Counseling

REFERENCE : Memo fr IG for D/Pers dtd 15 Mar 66, same subject

DEPT OF STATE
 FILE Personnel

1. As requested in referenced memorandum, we have again examined the need for extending our personnel counseling services.

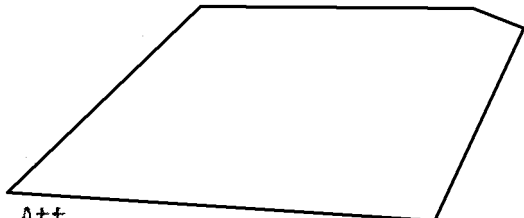
2. This review has been made within the framework of the two categories of cases cited in your memorandum, i.e. (a) able employees who are resigning because they are dissatisfied for some reason, and (b) people who have problems affecting their work.

3. Regarding the first category, I am attaching a copy of a memorandum which I issued in February 1966 which is our latest formal effort to get at this type of case. We in Personnel are still usually the last to hear of an impending resignation; when we get a case, the employee has already committed himself.

4. Regarding the second category, I call your attention to the final report of the Deputy Director for Support on your Survey recommendation on this point. At each of my supervisory indoctrination lectures, I reviewed our counseling facilities and invited that problems be submitted to my office if the individual did not know where to go. There has still been no response to this invitation.

5. I cannot help but share your concern that the Agency continues to lose a few people each month or so whom we would rather have kept. But I am not sure that an expanded counseling service is the answer. Rather, I would suggest that the Director make it clear to his senior officers and through them to other supervisory levels that this is a matter of concern to him. If corrective action can be taken, it must be taken before the employee makes up his mind to leave the Agency. Once he has done so, he usually doesn't announce his intention until he has another job. In any event, I am convinced that the point of no return is the announcement of intention by the employee and that his case can only be caught before he has committed himself by the supervisory chain.

6. I would be glad to discuss this problem at your convenience. Frankly, except as suggested above, I have no other ideas as to a course of action at this time.



/s/ Emmett D. Echols
 Emmett D. Echols
 Director of Personnel

Att

ILLEGIB

STAT

Approved For Release 2003/05/05 : CIA-RDP84-00780R001400060024-7

Approved For Release 2003/05/05 : CIA-RDP84-00780R001400060024-7

SECRET

10/5 66 1438
Human Resources Registry

66-1150

MEMORANDUM FOR: Director of Personnel

THROUGH: Deputy Director for Support
Executive Director-Comptroller

SUBJECT: Personnel Counseling

1. In our survey report on the Office of Personnel we made a recommendation for a more organized program of personnel counseling. A copy of our recommendation is attached. You also recall that a somewhat similar recommendation was made in an earlier IG report.

2. I believe it would be prudent to re-examine this matter. There seem to be two categories of people who need attention:

a. Able employees who are resigning because they are dissatisfied for some reason, and

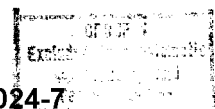
b. People who have problems affecting their work.

3. In cases in the first category, the Office of Personnel is too infrequently unaware of employee dissatisfaction until the decision to resign is made and the employee begins to process out. It is then too late to do much in the way of salvage. As the market for skilled people gets tighter this may be a more serious problem.

4. In the second category, the case is often permitted to reach the point where salvage is impossible, and we may have a complex public relations as well as personnel problem on our hands. Some of these cases wind up in my office.

5. It seems to me that there should be a referent in the Office of Personnel who would be responsible for insuring that appropriate action is taken in time with respect to both categories of people before they reach the point of no return. This would require a close working relationship with the personnel people in all career services and authority to cut across career lines in getting people reassigned where this is necessary. It would, of course, require a close relationship with the Office of Medical Services, Office of Security and your Special Activities Staff, Benefits and Services Division and Personnel Operations Division.

SECRET



~~SECRET~~

6. This should not be considered as an attempt to retain people who are not doing a good job and who should leave the Agency.

7. I continue to feel, however, as stated in our report that the Agency is too complacent about the numbers of good people who leave, as well as the few people who seem to have serious problems beyond their control and who require special handling.

J.S. Harman
Inspector General

Attachment

NOV 12 10 22 AM '82

-2-

0-0012

S E C R E T

It is recommended that the Director of Personnel:

a. Direct the Chief, Benefits and Services Division or another qualified officer to:

(1) Develop a program of personnel counselling which will be more responsive to the needs of dissatisfied, under-used and misassigned employees, and of employees with medical, emotional, alcoholism, family and financial problems affecting their work or suitability for employment.

(2) Develop information on what other progressive government and private organizations are doing in this field.

(3) Prepare a revision of Reassignment of Personnel, which would permit an employee who seeks reassignment and who has not been able to obtain satisfaction through his chain of command, to consult with the Office of Personnel providing he keeps his supervisor appropriately informed.

25X1

b. Present a proposal to the DDCI for an organized program of personnel counselling.

S E C R E T

ROUTING AND RECORD SHEET

DD/S REGISTRY

SUBJECT: (Optional)

Personnel Counselling

FILE *Personnel 11*

FROM:

Inspector General

EXTENSION

NO.

DATE

15 March 1966

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Executive Director - Comptroller

3/15

3/16

HK

2. Deputy Director for Support

18 March

RLB

3. Director of Personnel

(Handwritten note by RLB)

4.

"Mr. Earman may be unaware of your 'early warning' system as announced by your OPM of 1 Feb. This can be stressed in your reply. RLB"

5.

6.

7.

8.

O-DD/S:RLB:jvw (21 Mar 66)

Distribution:

Orig - D/Pers w/O DD/S 66-1438 w/att

✓ - DD/S Subject w/cc DD/S 66-1438 w/cc att

1 - DD/S Chrono

9.

10.

11.

DD/S 66-1438: Memo dtd 15 Mar 66 to D/Pers fm IG, subj: Personnel Counselling

12.

13.

14.

15.

STAT

Approved For Release 2003/05/05 : CIA-RDP84-00780R001400060024-7

Next 2 Page(s) In Document Exempt

Approved For Release 2003/05/05 : CIA-RDP84-00780R001400060024-7