

1 February 1966

OFFICE OF PERSONNEL MEMORANDUM NO. 20-26-1

SUBJECT : Timely Notice of Impending Resignations

1. Although the Agency has a low attrition rate, the unavoidable loss of even a few promising careerists is cause for concern. The monthly Reports of Separation suggest that we regularly lose some employees who, if given an opportunity to discuss their dissatisfactions and frustrations with a senior official, might have decided to remain with the Agency.

2. Normally, by the time an employee reaches the stage of a pre-exit interview in the Office of Personnel his decision to resign is firm and he is already committed to other employment. It is then too late, usually, to do anything to change the decision. If salvation is to occur, we need to know of his intentions before his plans are final.

3. Unhappily, in spite of this being a technological age, we have no listening device other than the ear of another employee to provide us the intelligence we need in these cases. "Early warning" of intentions to resign is not easy; and the way to accomplish it will depend upon your component, its command, and your relationships--both official and unofficial. We do feel, however, that as personnel officers you are as likely as anyone else to get an early signal. We are not attempting to set up a new, fixed or rigid system. We do urge that you discuss the problem with your Division or Office head and develop means of getting the word to you or to him. In many instances local action will be sufficient; however, if effective early action is not possible at the component level, you should inform me while there is yet time to consider reassignment or other action which may save a good employee.

4. Care must be taken to avoid the appearance of violation of privacy or snooping. I feel it is entirely possible that, if approached with care and understanding, we can through such a system save some good people.

5. How we handle a case after it comes to my attention will necessarily depend upon such facts as we may have on hand at the time.

[Redacted Signature Box]

Emmett D. Echols
Director of Personnel

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