

4 MAY 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater
Director of Personnel Policy,
Planning, and Management

SUBJECT : Personnel Planning

1. Action Requested: Paragraph 4 of this memorandum requests information from you.

2. Background: At the 15 April Executive Committee meeting you decided that the Annual Personnel Plan and Annual Personnel Report have outlived their utility and should be discontinued in their present form. You also tasked my Office and the Executive Committee Staff with developing alternative ways to accomplish the objective of effective personnel planning and to assist the DDCI/DCI in "getting a handle on" the Agency's personnel management system. At the same meeting you commented that you would provide the areas of your interest.

3. Staff Position:

a. I plan to convene a senior working group to address the topic of personnel planning and will report back to you and the Executive Committee on alternatives to accomplish your objectives. I believe a system can be developed that while not requiring the inordinate use of resources will be useful and tailored to your needs. A major problem is determining the standard or goal against which to measure progress. My staff can provide statistical reporting for monitoring purposes but the setting of the standard or goal will need to be a managerial decision. We can provide target figures against which standards or goals can be set.

b. Knowing the personnel management areas that you wish to monitor will be helpful in developing this planning system. For your consideration, I suggest planning in the following areas.

° Promotions. To insure consistency and equity Agency-wide, the rates of promotions and the ages and grade profile of those promoted can be monitored.

° EEO Progress. Monitoring the hiring rate of women and minorities and the use of upward mobility programs can provide an indicator of EEO success.

◦ Rotational Assignments. Monitoring this aspect of the Senior Officer Development Program will provide an indicator of successful development of potential senior officers.

◦ Recruitment. Reporting can be provided that will keep you advised as to the mix and quality of the recruitment effort.

◦ Performance Appraisals. Reporting can be provided on the average rating of employees on the numbers and disposition of counseling cases.

◦ Awards and Quality Step Increases. Monitoring of these programs can provide indicators of the amount of special recognition afforded superior performers.

◦ Strength. Reporting on the Agency's on-duty strength and with projections of hires and losses will provide an indicator of success in attaining ceiling strength.

4. If there are other areas that you are interested in monitoring, we will add them to the above list.

[Redacted Signature Box]

Harry E. Fitzwater

STAT

DRAFT*Justin**Cy O'Neil
& Bill**5/7/81*A Manpower Planning SystemIntroduction:

With the decision to drop the Annual Personnel Plan/Annual Personnel Report, the time has come to review the Agency's needs for a manpower planning system.

Objectives:

The task of placing the "right person in the right job at the right time" requires planning that identifies personnel needs, flows, and development needs. The task of implementing equal employment opportunity requires a system that establishes perspectives that can be monitored to assure that the opportunities are made available and implemented equitably.

Roles/Decisions/Information Needs:

DCI/DDCI are concerned with the implementation of Agency-level policies with respect to promotions, assignments, and EEO. They need exception-type reporting of developments that might require higher-level managerial intervention. They need accountability-type reporting that indicates how well the Deputy Directors are performing within their areas of responsibility. They need to review manpower planning at the aggregate level to assure conformity with Agency goals and objectives.

Comptroller reviews program-planning and the associated resource needs, including manpower. Comptroller sets and allocates the manpower ceiling under the authority of DCI/DDCI.

The Office of Personnel Policy, Planning, and Management is responsible for centralized recruiting and processing of applicants.* It also administers the internal job market through the vacancy notice system and through assisting employees with job placement. It needs early identification of shortages or surpluses, by occupation, and identification of recruitment needs. It also needs

*With significant inputs from Office of Security and Office of Medical Services

information on skills required in jobs available for internal placement and on skills of employees available for internal placement.

Heads of Career Services are responsible for the implementation of personnel policies within the Career Service. They have a planning input into the formulation of office-level plans and a monitoring responsibility subsequently. They have a significant input into the budget and manpower allocation process. They need information on programs, occupational requirements, projections of accessions and separations, and promotion projections. They monitor the operation of career boards and panels and thus might review not only promotions but also assignments.

Heads of Offices (accountable to Heads of Career Services) are responsible for hiring decisions and decisions on the promotion and assignment of personnel. They are also responsible for decisions with respect to training and decisions on the occupational mix required to accomplish programs. They need information on projected separations, accessions, and the ranking of individuals for promotions, assignments, and training.

A Planning System

Most of the decisions affecting personnel flows are not made on a rigid timetable, therefore, a rigid annual planning cycle is usually inadequate. What is needed must satisfy management with respect to: 1) providing early warning that some form of managerial decision is required, 2) communicating personnel objectives to managers and employees, and 3) providing the means of assessing performance.

Occupational shortages and surpluses. It is difficult to see how a more adequate job of recruiting and placement can be done without better planning input in this area. OPPM is expected to specify its own resource requirements in the budget cycle before it knows whether the Agency is expanding or contracting. It does not regularly have access to program materials that indicate potential expansion or contraction of particular functions, involving particular skills. It is alerted

to shortages of communicators or language specialists after the fact, not before the fact. It is profoundly affected by decisions to offer "early out" to particular functional categories of employees.

We need to categorize the whole agency and its component offices according to a schedule of occupations that is relatively compatible with recruitment guides. As part of the program planning cycle, each office should indicate anticipated changes in its occupational mix. This information should be brought to the attention of OPPPM even before the budget is finalized. Perhaps a personnel officer should be assigned to O/Comptroller as liaison.

Perspective targets on promotions, accessions, and separations. OPPPM can provide planning projections to DCI/DDCI, Directorates, and major offices for their use. The DCI/DDCI would use these projections to monitor progress during the year and to identify any unexpected departures from trend, - such as a significant increase in separations, that might require some form of intervention. A more formal approach would involve adoption of promotion targets by the Directorates and Offices and review of those targets by the DCI/DDCI. In the latter case, the planning projections would be an input to the planning process but could be modified by the organization responsible for the plan.

Guidance on recruiting needs. On the basis of program materials indicating anticipated changes in occupational mix, Plans Staff can generate estimates of attrition by occupational group and indicate what replacement customarily occurs from internal sources. The remaining replacement needs plus estimated changes in occupational mix would form the basis for recruiting guidance. Beyond that, if surpluses are indicated, additional management intervention would be indicated. Some input or review by the responsible organizations would be desirable in this planning.

Monitoring assignments. With a growing restraint in the use of PRAs, attention is focusing on assignments, - whether the assignment offers headroom for promotion

or not. One way to monitor the relationship between ranking, assignment, and promotion opportunity is to establish a report from each career subgroup that arrays assignments according to "descriptor" and headroom (position below grade of employee, at grade of employee, or above grade of employee).

EEO. There are existing reports that are useful for monitoring progress in EEO. Additional planning input is required by O/EEO. ~~OPPM~~ should have an input in EEO planning to assure consistency with projected personnel flows and feasibility of guidelines.

Other Elements. It has been suggested that senior management may wish to review and monitor plans for conversions from clerical and technical occupations to professional occupations in conjunction with career development, upward mobility, and affirmative action efforts. Similarly, plans for developmental rotations would be relevant to the Senior Officer Development Program (SODP) and would assure high visibility of the Career Services in exercising their responsibilities for accepting officers on rotation.

Elements of the System

The key elements of the system are described in the attached table. The full implementation of the occupational plan could not start until occupational data are made part of the program submissions. Further, we would need to review the occupational categories that would be most useful for planning and recruitment and incorporate them as the keystones of the occupational plan and the recruitment plan.

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<u>PLAN</u>	<u>WHO DOES</u>	<u>HOW</u>	<u>WHEN</u>	<u>CONTENT</u>	<u>MONITOR</u>
Occupational Plan	Offices & Directorates	Annex to Program Budget	Program Submission	ADP Printout of existing occupational mix. Office indicates anticipated changes (workyear basis)	Quarterly reporting on identified shortage or surplus areas.
Recruitment Plan	OPPPM	Analysis of occupational plan and occupational flows	Preceding recruitment year - update as required	Estimate of vacancies and internal placement by recruitment guide gateway.	Quarterly reporting on recruitment progress - EODs & applicant processing - by recruitment guide category.
Promotion Projections	OPPPM	Analysis of personnel flows and promotional headroom	Summer preceding fiscal year	By Career Service & major subgroup, estimates of feasible promotions by grade	Quarterly reporting of accessions, separations, and promotions
Assignment Activities	Career Subgroups			Semi-annual reporting of assignments according to descriptor category and whether assignment is to same, higher, or lower grade.	
LEO	O/EEO, Components, OPPM	Affirmative Action Plan	Annual	Minority role in personnel flows	Periodic (quarterly) report on promotions, accessions, separations by grade, and as ratio of total (minority plus non-minority).