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MEMORANDUM FOR: Deputy Director of Central Intelligence

25X1

FROM : [redacted]
Acting Director of Personnel

SUBJECT : FY 1979 Personnel Development Program

REFERENCE : Memo for Heads of Career Service fr D/Pers dtd 26 Oct 78, same subject

1. Action Requested: A recommendation for your approval is contained in paragraph 7.

2. Background: This memorandum transmits the FY 1979 Personnel Development Program submissions for each Career Service with the Office of Personnel analysis for each. On the whole, the submissions are significantly improved over last year, indicating better personnel development and improved planning. The DDS&T shows a particularly good understanding of the need for such planning and has taken several innovative steps to expand the information in the program. The DDO did not list names of candidates against projected vacancies or groups of vacancies; consequently, no analysis of this part of the report was possible. The comments and summary figures for the DDO are based only on the summary statistics provided for the overall Career Service by the DDO/Career Management Staff and not in relation to the individual office submissions.

3. While some succession planning appears to be taking place in all Career Services, you will note in the attached summary chart (if the statistics provided by the Career Services are correct) that the pool of qualified officers is inadequate to meet present or future requirements. While it is possible to claim that there are sufficient numbers of people for executive positions, it is also clear that personnel who are not considered fully qualified have been and will continue to be utilized to staff many executive level positions.

4. We have assumed you will wish to review the PDP submissions with the individual Heads of the Career Services as you did last year, and have cast the analyses and recommendations in that context. In your

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discussions you may wish to particularly note the apparent shortage of candidates for effective succession planning and explore the Career Service plans to improve the ratio of candidates to positions. Academic training, internal or external, is important in expanding the horizons of our officers, but the carefully selected assignment is essential if a corps of qualified candidates is to be developed within a short time frame, as the statistics provided by the Services in the PDP indicate is necessary. As a point of reference for your discussions with each Deputy Director, the next to the last column of the summary chart shows the ratio of officers on the Executive Development Roster to executive positions. While a standard minimum ratio cannot be prescribed because of the variance in the demographic composition of the Career Services, the Deputy Directors may want to consider these ratios when planning longer-range development of more junior officers for executive assignment in a five to ten year time frame.

5. As you are aware, the PDP as now constituted is limited to the planning for the executive level positions through GS-17; preparation of the report, however, requires a Career Service review of the GS-17 Executive List officers as well as those in the lower grades. You may also wish to use these meetings with the Heads of the Career Services to discuss the succession planning for the GS-18 positions to insure an adequate pool of candidates is available for these more senior assignments. It should be noted in any such discussions that the GS-17's considered for positions at the GS-18 and above levels will no longer be available for the positions identified in the PDP, further reducing the number of fully-qualified candidates for the PDP-identified positions.

6. A memorandum to the Heads of the Career Services has been prepared for your signature advising them of the planned discussions and transmitting the Office of Personnel analyses of their respective submissions.

7. Recommendation: It is recommended you forward the attached memorandum to the Career Services and subsequently hold discussions relative to the implementation of these plans as well as proposals for improving the ratio of qualified candidates to positions. You may wish, however, to delay scheduling the discussions until receipt of the NAPA Team report which will include the results of their survey of opinion on the structure and utility of the PDP.

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Atts.
As Stated

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APPROVED : _____ 2 April 1979
Deputy Director of Central Intelligence Date

DISAPPROVED: _____ _____
Deputy Director of Central Intelligence Date

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