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PERSONNEL DEVELOPMENT PROGRAM - FY 1975

1. The development of executive and management personnel continues to be a matter of major concern in the Federal Government, and the Office of Management and Budget and the Civil Service Commission have collaborated on building a comprehensive executive development program in the government agencies. Guidelines have been issued establishing structures, policies and processes to implement an executive and managerial development program. Executive identification and development is a program of major significance and was introduced to the Agency's personnel management processes in FY 74 as the initial phase of the Personnel Development Program. The current high rate of retirement among experienced senior personnel has reinforced the importance of this program in our personnel planning. The bunching or clustering of peer groups of retirees results from the Agency's hiring practices in earlier years when employees came to the Agency in about the same cluster framework. This "bunching" also limited the opportunity for upcoming personnel to have the scope of experiences needed to develop their managerial or executive talents or to prepare them for assignments as senior analysts, advisors, or operations officers. No organization can produce instant "executives" or "wisemen." The Personnel Development Program provides a management/executive level identification and training section designed to alleviate this problem.

2. A well planned career management system must offer general opportunity for professional development and growth. Efforts of this kind have been implemented in various Agency components. Now this aspect of personnel management will become a formal part of the Personnel Development Program for

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FY 1975 through extension of the Program to provide for the development of training cum assignment plans for functionally homogeneous groups of officers beginning with grade GS-09.

3. Therefore, the Personnel Development Program for FY 75 will be divided into two sections. Section I will be concerned with Executive Level Development plans and the pertinent statistical charts are to be completed and submitted to the Director of Personnel by 15 November 1974. Section II will involve the preparation of Developmental Profiles to provide the framework for career development actions below the executive level. Because of the complexity and the importance of the initial work on formulating these Profiles, the due date for completion of Section II reports is established as 30 June 1975.

SECTION I - EXECUTIVE LEVEL DEVELOPMENT (GS-15 - GS-17 and SPS)

1. Section I of the FY 75 Personnel Development Program will require the same planning and reporting as was covered in the FY 74 PDP with two additional statistical charts.

a. One new chart will report the number of officers under consideration for assignment to any of the expected executive level position vacancies who are not reported on the GS-13 - GS-15 Executive Level Candidate Roster. They will have been named in the lists identifying expected vacancies and the candidates for these assignments. (The lack of this information in FY 74 PDP reports resulted in distorted comparative statistics.)

b. The second new chart will show the number of Women, Blacks and other Minorities listed in the Executive Level Candidate Roster.

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2. The list of the officers in grades GS-13 - 15 selected for executive level development need not be limited to those officers being identified as candidates for specific assignment to an executive position during the three-year period. The fact that an individual has been judged to have the talent and potential for executive level development and that the training towards that development will begin during the review period is sufficient for inclusion in the Roster.

3. The FY 74 instructions and the information for the preparation of the FY 75 Personnel Development Program (Executive Development) remain a valid handbook of guidelines for preparation of the Section I of the FY 75 PDP and should be reviewed as background for the current program preparation. The selection of officers for the Executive Level Candidate Roster should consider the individual's own interests and aspirations as well as the assessment of his competence and potential. Training, courses or assignments, should be selected to supplement each person's experience with the intention of providing whatever is needed to fully develop his potential. In each case a time frame or schedule must be established for completion of planned training.

4. Formats for the FY 75 PDP statistical reports and for the identification of Executive Level Vacancies and Assignment Candidates and the Executive Level Candidate Roster are being distributed. The name list charts will be completed and retained by each Career Service. They will be the basis for discussions with the Director when he makes his annual review of the individual Executive Level Development Programs with the Heads of the Career Services.

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SECTION II - DEVELOPMENTAL PROFILES

1. The second part of the FY 75 PDP is concerned with the design of Developmental Profiles for professional and technical personnel in grades GS-09 and above. A Developmental Profile can be viewed as a flow chart of either short or long range developmental plans and opportunities which is designed for a functionally homogeneous group of officers at progressively higher levels of functional responsibility. The purpose of the Profile is to provide guidelines for the decisions affecting the career development of members of an identified group, and to provide a frame of reference for appraising their readiness for the varying stages of development. The Profiles identify those training courses and types of assignments which are generally pertinent for consideration in planning the development of the talents and abilities of individuals within the concept of the profession and/or discipline of the group. Profiles should also identify any relationships which exist among the various disciplines or tracks so the individuals concerned can see the patterns of career planning and the available options.

2, Care must be taken to insure the training and assignments are valid for the purpose of the Profile and that it will contribute to the professional and personal growth of the employees concerned. A basic intent should be to provide the opportunity for continuous professional development while recognizing that not all personnel within the group for whom the Profile is designed will wish or be able to take advantage of every aspect of the available plans. Nevertheless, the Profile should, within the concept of the identified group, be planned to fully develop quality personnel.

3. A Developmental Profile serves a number of purposes: (a) it focuses attention on the many ways of developing Agency personnel or of

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providing them the opportunity for development; (b) it formulates in orderly fashion the requirements considered valid for development within a particular professional or technical discipline; (c) it improves motivation and morale by giving the members of a functional group an understanding of what constitutes progress in their area of development; (d) it provides assistance to the Career Services in managing the effective development and utilization of the Agency's manpower resources. This is essential at this time of reduced personnel ceilings and the loss of many senior and experienced personnel by retirement.

4. A well designed Profile provides a positive framework for planning and evaluating training and assignments and is a key element in an effective career management system. The content of the Developmental Profile should be designed for use as a check list or point of reference for plans or options to be considered when reviewing personnel either individually or as members of a group. Such reviews will insure that required training and/or developmental assignments are arranged in a timely and orderly fashion. The Career Services can use the Profiles as guides for evaluating the progress of officers at established checkpoints in a career and provide the means ... training or particular assignment ... for appropriate or needed development. Training should supplement an individual's preparation for a particular assignment or contribute to his long range career development. The Profiles will also be useful to supervisors in determining immediate training programs and schedules.

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5. Most Developmental Profiles will be addressed to the concept of a single function and include the grade parameters normally associated with that function. In all cases, function and level of responsibility are the bases for the qualitative measurement. In some cases the training prescribed in a Profile will be arranged to immediately precede the assignment for which it is designed. In others, the sequence of training courses will be arranged over a period of time and lead toward more responsible and senior assignments. Consultations with representative employees in the group will provide information essential to the development of specific aspects of the Profile.

6. A Profile must be flexible and responsive to change. There is no intent that it be applied rigidly to require each officer in grade or functional group to take identical courses or be assigned to exactly the same type of position in the same time frame. Not all officers will or should be expected to progress exactly as the Profile specifies. Dependent on individual talents and choices, as well as on Agency interests and evaluations, some officers will progress only to a certain point within the parameters of a Profile. Others may change disciplines completely or be selected for executive development in which case they will then follow a program individually designed to meet specific needs of the position or positions for which they are candidates. The fact that an officer is not selected for, or elects not to follow the whole program outlined in a particular Profile, should not restrict him from enrollment in courses or developmental activities which will serve the purpose of maintaining proficiency in his functional field. In other words, the Developmental Profile should also offer the

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opportunity for maintaining current skills or developing new ones required to keep pace with changes in the state of the art.

7. The Developmental Profile, then, is a tool to guide career development action, for creative use in deciding choices between opportunities for planned training and experience, and to provide standards for evaluating levels of growth within a functional area. The Profile is a reminder to both management and to individual employees of the requirements and opportunities for development in a positive fashion.

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