

Per - Dr. L

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17 December 1973

MEMORANDUM FOR: Director, Central Reference Service

**SUBJECT : OBI Comments on "Report of the
Personnel Approaches Study Group"**

1. I don't share some of the assumptions implied in this Report, and I wouldn't myself choose some of the recommendations made (which one assumes are contained in Sections IV, V, VI, and VII). However, OBI can live with it. I suggest the DD/I seek more explicit recommendations, but otherwise accept the Report without complaint and proceed to making the best of it.
2. The Report implies the Study Group found Agency personnel management to be a wasteland, but I don't think the DD/I should have major overhauling to do. There will be new Directorate notices and some new DD/I instrumentalities to carry out revised modes of employee evaluation and development, but most of the task is a matter of consolidating and formalizing existing practice.
3. The most useful approach might be for the DD/I to charge the Professional Development Panel to work with DD/I Admin in devising the specific policy and procedural steps required. These would mainly involve:
 - a. Basic Directorate instructions covering promotions, personnel objectives, performance review, training, and counseling.

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b. New procedures covering Career Service Groups, career panels and their operation, grievance cases, and exceptional personnel actions (priority career development, problem placements, identification of surplus positions or personnel).

c. Training standards to guide supervisors in the initial orientation of personnel and their subsequent advance to higher production and management responsibilities.

d. DD/I units and subject specialities suitable for a positive program of intra-Directorate transfers and tours.

4. The members of the Professional Development Panel could also serve as the "Senior Personnel Resources Board" called for by the Report. The Board would be supported (as the Panel is now) by whatever Career Service Groups are set up to carry out policy and instructions of the Directorate Career Service. I still believe that there will be enough paper work generated by all this to justify a full time and knowledgeable Executive Assistant for the DD/I Professional Development Panel.

5. Alternative approaches abound in these tasks. The main thing is to stay simple but demonstrate clearly the Directorate's concern with the quality and development of its people.

STATINTL



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