

DD/3 78-3000

DTR-5282

MEMORANDUM FOR: Executive Director-Comptroller
SUBJECT : A Senior School for the Agency

1. This memorandum offers a suggestion for your consideration.
2. The Director has expressed his concern with the development of senior officers with broad multi-Directorate competence. We have been struggling with an Inter-Directorate Rotation Plan. The Office of Personnel has studied the problem of Senior Succession and Succession Development. The Career Training Program starts with an Agency-wide exposure. The Mid-Career Course enrollment is also Agency-wide and, as you know, class after class has remarked on the high value they place on the exposure to people and things outside their own Offices and Directorates. Some of us--certainly not all or I wouldn't be writing this memorandum--hold that there is still too much parochialism in spite of the CTP and Mid-Career approach. I am convinced that much of this comes from senior, but not top, levels.
3. I am under no delusion that what I am about to suggest will correct all ills, but it could be one step nearer. It is possible that the forces of time would bring improvement but it is not probable and even if it were, we can't afford to wait. We need some formal, regular, organized means of raising the level of knowledge, understanding, and appreciation of the work, purpose, and accomplishments of all Agency components by senior employees. A logical move would be a training course at the senior level which continued and complemented the Junior Professional and Mid-Career Courses. On the national level this has been recognized and given substance in the Federal Executive Institute. As a starter, I suggest a four weeks course, out of town, limited to twenty participants, three times a year, supergrades only, under 55. In time, the frequency could be cut back to include only the new 16's for the year. The structuring of the course should be left to the Director of Training. I would see a few lectures by the Director, yourself, and the Deputies, but with most of the emphasis on contributions to the class by the members of the class in various formats.
4. I suggest you discuss with the Deputies and the Director the desirability of establishing a senior training course as one means of improving the preparation of officers for key roles.

[Redacted Signature]

Robert S. Wattles
Director of Personnel

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