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TAB II

Centralized Staff Personnel Assignment and Utilization ServicesI. SCOPE

This paper covers the program proposed to provide strong and effective centralized support to all operating offices and Career Services in filling their personnel requirements and in utilizing and developing Agency personnel assets. The subject of employee services and counseling is covered separately in Tab III.

II. OBJECTIVES

The program proposed herein is tailored to meet current personnel objectives expressed in the Report to the Inspector General, "The Role of the Director of Personnel". These include:

1. Substantial decentralization of authority to Career Services.
2. Reduction of duplication of effort (Office of Personnel vs. Career Services).
3. More effective personnel evaluation to advance the able and weed out the ineffective.
4. Adjustment of Office of Personnel procedures and practices so as to render more effective support to the Career Services.

In addition to the above objectives, the program is concerned with meeting the Agency-wide problem caused by the necessity to stay within current personnel ceilings; namely, the requirement for optimum utilization of our personnel assets through proper placement, training and reassignment, to meet changed staffing demands rather than depending upon recruitment as in the past. This means we must increase our effectiveness of our centralized qualifications inventory, provide an acceptable mechanism for inter-Career Service movements of Agency personnel, and develop an out-placement program of greater extent.

III. PROGRAM RECOMMENDATIONS1. Personnel Representation to Offices and Career Services

a. With increased emphasis on the responsibility and authority of the Heads of Career Services in administering their personnel programs, it becomes very important that a means be established to keep the Career Services and operating offices currently informed on changes in Agency personnel policies, procedures, and requirements. To maintain the necessary degree of uniformity in Agency personnel administration and to provide a central point of contact on personnel matters, it is believed that Personnel Assignment Division facilities will be most useful. As the representative of the Director of Personnel, the Division Officers can serve as the principal liaison officer with Career Management and Personnel Officers to keep the latter current on new programs and requirements and to assist in developing implementing procedures for the Career Services. Examples could include changes in procedures on invitee travel, installation of advanced step rates for certain technical positions, fitness report administration, and the like.

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b. Regular, periodic sessions should be held by the Chief, Personnel Assignment Division and his staff with Career Management Officers, Personnel Officers and administrative personnel in which a prepared agenda of current personnel topics could be discussed and general personnel questions could be introduced by anyone present. This system, we believe, would have the effect of drawing more closely together all Agency personnel technicians and might well make for better understanding of problems peculiar to certain parts of the Agency. Through these regular meetings, much could be gained not only by operating office Personnel and Career Management Officers but by the PAD staff and the rest of the central office as well.

2. Support to Career Service Boards of the Deputy Director (Intelligence) and the Deputy Director (Support)

Currently, PAD Officers attend most DDS Career Service Board meetings as invited guests but participate principally as silent observers. With rare exceptions, the staff members do not receive agendas in advance and thus are not prepared fully to assist in problems discussed. In the DDI area, PAD Officers do not participate in Career Board sessions. In both cases, personnel actions have been approved by a number of Operating and Career Service Officials before the Placement Officer receives it for approval. At the latter stage, his technical advice on an action is too late to be effective; any questions generally cause eyebrows to be raised and too frequently result in the question rapidly being withdrawn. It is understandable that the personnel man representing an Office or Career Board is reluctant to request reconsideration of an action by the Board, once the latter has approved it.

It is recommended, therefore, that arrangements be made for the PAD Officers to work with the Career Board secretariat to discuss the proposed actions prior to consideration by the Board. This way, a full interchange of information and views can be accomplished, and the PAD Officer will be in a position to provide more effective support. Examples:

More time will be provided for staff work necessary to advise the Board in correct and practical terms of the technical implications of any proposed action.

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The PAD Officer will be better prepared to assist the Board in matters which may involve another Career Service.

Additional information of a personal nature may be made available on subjects of proposed actions.

Immediate help may be provided on available central assistance (Senior Placement Committee, Out-Placement activity, etc.).

3. Development of a Comprehensive Employee Utilization Program

This part of our function, we believe, is most important and essential. If we are to successfully staff the Agency's ever-changing program without exceeding rigid ceilings, we must make the most of our current assets, and

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when necessary provide for satisfactory out-placement for personnel who cannot be practicably retrained.

a. Agency Reassignment and Out-Placement Unit

W. L. W. A Unit reporting to the Chief, PAD, should be established to be responsible for all reassignment activity involving consideration of an employee for assignment to another Directorate Career Service. Utilizing the various sources available for identifying personnel having specific qualifications, (qualifications register manpower listings, continued close liaison by the PAD Officers with the various Career Services, management development rosters, and the like) this Unit would be in a position to locate rapidly Agency personnel to fill any requirement beyond the capabilities of the Career Service involved. This Unit could help discharge the program of selecting candidates for the Director of Personnel to fill open positions as specified in [REDACTED], which has not been heretofore possible. In addition, the Unit would be responsible for inter-Directorate Career Service assignment requests arising from [REDACTED]. Finally, the Unit would provide needed secretariat and support services for the Special Placement Committee.

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It is felt, also, that with the establishment of an Agency Reassignment Unit procedures can be better developed to do away with the ills inherent in the system of blind "shopping" of files.

b. Management Development Program

This program was suggested by the Inspector General and accepted by the Director of Personnel. We have much to do to make it a reality, but do believe we can, with the aid of Career Services, develop and install a method of selecting for management development a group of personnel currently in the middle grade range, who have unusual potential for assimilating special training, planned assignments, and future positions of increasingly greater responsibility. This program, as one part, will include a consideration of selected former JOT's together with all other individuals who have demonstrated potential as future key assignments within or beyond their current Career Service.

c. Career Plan Implementation

The program of employee utilization will consider approved career plans as a vital source of information as to qualified personnel who may fill positions outside their parent office to meet critical staffing requirements without departing from their approved career plans. Similarly, it may be possible to identify by working with the Career Services the individuals who have limited opportunities in their Career Service but who may have much to offer to other Career Services.

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d. Special Placement Committee

This function can be expanded in usefulness if arrangements can be made to integrate the work of this Committee with action of the Career Boards so that the latter will utilize the Committee, and likewise, arrangements should be made for Special Placement Committee referrals to be considered by the Panels. With the provision of improved support to the Committee by establishment of the Agency Reassignment Unit, cases could be staffed more completely before Committee consideration, and implementation of Committee decisions would be accomplished more quickly and effectively.

4. Filling of Vacancies

In accomplishing this function, we shall emphasize more strongly the necessity for assuring that outside employment is initiated only when no Agency employee who is qualified or can be made so within time limits can be made available for the vacancy. The program will be more productive if all "open" professional positions are reported to this office as soon as doubt exists that a candidate will be found within the Career Service concerned. Currently, the reporting is limited to GS-12 and above positions at Headquarters.

The qualifications register service as it now operates is only partly effective. This results from the requirement that an employee's record of qualifications may not be submitted to a Career Service in another Directorate unless approval is obtained from his Career Service. Obtaining the approvals has been time-consuming and has rendered the system ineffective. We propose that either Biographic Profiles or a recording of personnel qualifications prepared by the Agency Reassignment Unit be made available without releases. Requests for file reviews or interviews would continue to require the concurrence of the parent Career Service.

In summary, we can provide optimum support to the Career Services only if we have information concerning all the positions which are to be filled, maximum information about qualified candidates for the jobs, and a mechanism for bringing the two together. This mechanism, we believe, consists of the Agency Reassignment Unit which will use productively qualifications registers, maintain close working relationships with the Career Services and with the Special Placement Committee, and which will administer the Management Development Program.

5. Processing Appointment Actions; Qualifications Review

a. Results on applicant testing prepared by Assessment and Evaluation Staff, Office of Training, should be made available in writing to Placement Officers. Similarly, significant information bearing upon applicants' qualifications and abilities obtained by Office of Security during their investigation should be made known to Office of Personnel for use in applicant selection.

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b. To fix responsibility for over-all applicant processing in one Unit, it is recommended that the activities of the Appointment Unit, Records and Services Division, in regard to applicant processing be transferred to PAD. The following advantages would accrue:

(1) Office of Personnel responsibility for contacting applicants and making commitments would be accomplished by professional personnel technicians.

(2) PAD would be in a better position to control the continued processing of applicants or the entrance on duty of cleared applicants under varying ceiling considerations.

(3) The Placement Officer would be able to advise the Agency components at all times on the status of applicants in process.

(4) PAD could handle better sensitive or discretionary arrangements for invitational travel, pre-polygraph and pre-medical examinations, etc.

(5) Certain economies in personnel utilization might be realized.

6. Development and Maintenance of a Career Planning Handbook.

A Career Planning Handbook, perhaps a separate section for each Career Service, should be developed by PAD in coordination with Position Evaluation Division and the Career Services. The book would contain the definition of each of the types of positions in each Career Service together with a statement of the qualifications required, personal and professional, and a resume of the training, Agency or external, useful in the work. This book would be most useful to personnel and career planning officers alike and would centralize in catalog form all basic information about Agency jobs.

7. Out-Placement Program

In recognition of the growing realization that the Agency's changing programs do result in staffing situations in which a category of personnel may be in fact surplus to the Agency, out-placement must be provided for. The program has been accomplished in the past on an individual piece-meal basis. A strengthened program would call for the making of continuing contacts and liaison with private employers, professional societies, other federal agencies and the Civil Service Commission, private professional placement organizations, and the like, in order to acquire information about job opportunities and to make referral of Agency employees against these jobs. This program, we propose, be removed from the Counseling Branch (Employee Relations Branch) and located in the proposed Agency Reassignment Unit, which reports to the Chief, PAD.

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