

*Mr. Wattle's version
1/10/78*

SECRET

UPWARD MOVEMENT - A KEY TO PERSONAL & MANAGEMENT CONCERNS

- PERSONAL : RECOGNITION &
CHALLENGE
- MGT : EMPLOYEE DEVELOPMENT
: SUCCESSION

SECRET

CARD 2

SECRET

- TURNOVER
- MORE JOBS
- EXISTING HEADROOM

- GRADE ESCALATION

— THESE HAVE PROVIDED UPWARD
MOVEMENT IN LAST 15 YEARS. —

— EXCEPT TURNOVER, NOT EXPECTED
TO RECUR. —

SECRET

CARD II

25X1A

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180008-1

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180008-1

SECRET

- FROM HERE ON IN THE '70'S UPWARD MOVEMENT WILL DEPEND MAINLY ON OUR TURNOVER.
- LOSSES DURING EACH HALF OF THE NEXT DECADE IN THE MID & SENIOR OFFICER GRADE GROUPS WILL BE HIGHER THAN IN THE PAST FIVE YEARS. OVER THE DECADE THESE LOSSES WILL RESULT IN 3/4 OF THE PRESENT SENIOR OFFICERS LEAVING & MOST MID-OFFICERS MOVING UP OR OUT.

SECRET

CARD III

25X1A

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180008-1

Next 1 Page(s) In Document Exempt

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180008-1

SECRET

● IN THE NEXT DECADE, ON AN AGENCY-WIDE BASIS, THE AVERAGE ANNUAL PROMOTION RATE FOR ALL PERSONNEL GS-12 AND ABOVE WILL APPROXIMATE THE RATE EXPERIENCED IN THE PAST FIVE YEARS

SECRET

CARD II

25X1A

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180008-1

Next 1 Page(s) In Document Exempt

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180008-1

SECRET

- ON DUTY STRENGTH IN UPPER GRADES HAS GROWN AT A FASTER RATE THAN TOTAL ON DUTY STRENGTH HAS GROWN OVER THE YEARS. THIS AVENUE FOR UPWARD MOVEMENT IS ALL BUT CLOSED.

SECRET

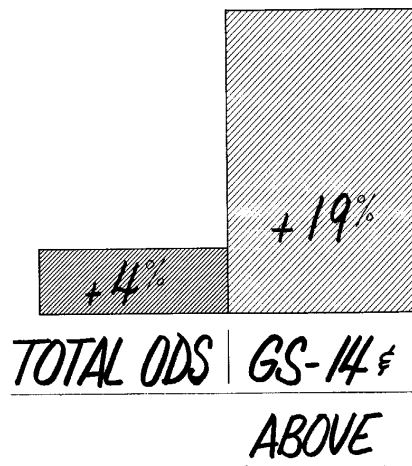
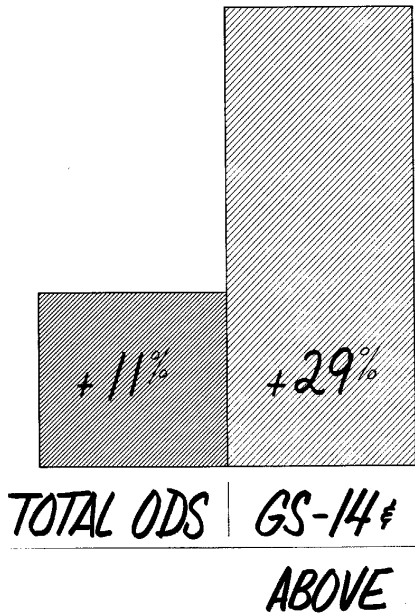
BACK UP 3

SECRET

GROWTH IN SENIOR GROUP (GS-14 & ABOVE) COMPARED TO GROWTH IN TOTAL GS ON DUTY STRENGTH

INCREASE IN 1965 OVER 1960

INCREASE IN 1970 OVER 1965



SECRET

BACK UP 35

SECRET

II SOME POTENTIAL PROBLEMS AHEAD

- AFFECT BOTH MANAGEMENT & EMPLOYEE CONCERNS
- HAVE A VARYING IMPACT UPON MANAGEMENT & PERSONAL CONCERNS

SECRET

CARD II

SECRET

POSSIBLE CONDITIONS OR PROBLEMS AFFECTING PERSONNEL MANAGEMENT IN THE 1970'S

●	INCREASED RATE OF MOVEMENT IN UPPER RANKS DURING 1971-80 MAY BE ENOUGH TO CREATE REPLACEMENT PROBLEMS IN SOME AREAS, YET NOT ENOUGH TO PERMIT SUFFICIENT UPWARD MOVEMENT & CHALLENGE IN OTHERS
●	STATIC OR DECLINING MANPOWER LEVELS
●	INCREASED CONSTRAINTS, CONTROLS & IMPERSONALIZATION
●	INSUFFICIENT PERSONAL DEVELOPMENT TO MEET AGENCY NEEDS AND PROVIDE PERSONAL CHALLENGE
●	MISMATCHING OF EMPLOYEE QUALIFICATIONS & JOB REQUIREMENTS

SECRET

CAPR II

ILLEGIB

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180008-1

Approved For Release 2001/08/02 : CIA-RDP82-00357R000800180008-1