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6 APR 1972

MEMORANDUM FOR: Director of Personnel

SUBJECT : Classification of Personnel Careerists

1. In response to your request for the SP Junior Advisory Panel to review the merits of classifying Personnel careerists into distinct groups or levels of professionalism, we recommend that the following categories be adopted within the SP Career Service:

a. Professional - Generalists, Specialists, and Professional Trainees:

With the objective of increasing the professionalism within the Personnel Career Service, we recommend that the criteria set forth below be used for the selection of new employees into the Personnel Career Service at the professional level:

- (1) Have at least a bachelor's degree in personnel management, business/public administration, behavioral science, or equivalent experience in personnel.
- (2) Successfully complete a series of interviews with members of the appropriate career service panel, the Career Management Officer and the Chairman of the SP Career Board or the Director of Personnel.
- (3) Take the PETB or PATB, including assessment.
- (4) Possess long-range career potential.

While realizing that the above represents a change from current practice, the Junior Advisory Panel (JAP) believes acceptance of the criteria will upgrade both the expertise and image of the Agency's

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Personnel Officers. Although the field of Personnel Management has not been as restrictive as other career fields, the Panel feels that the growing body of knowledge in the behavioral sciences requires the SP Career Service to become more selective when considering officers. It is the strong conviction of JAP members that Personnel is a profession and, as such, requires continuing study if the Personnel Officer is to provide the support and expertise to management that he is expected to provide. The old cliché that anyone who "likes to work with people" or is a "nice guy" can be a Personnel Officer is outmoded and dysfunctional.

Because the Office of Personnel has a history of hiring people without degrees in personnel management, it is easy to say a degree in personnel administration is not necessary. On the other hand, Personnel is a changing profession which requires continuing study, and the SP Career Service will undoubtedly be improved by hiring new employees with either academic training or job experience in the personnel field.

The Panel sees Items 2, 3 and 4 above as steps designed to improve the professionalism of people entering into the Personnel Career Service. We further recommend that all employees currently assigned to the Office of Personnel be required to meet the above requirements before progressing to the officer level and before being promoted to GS-11.

b. Personnel Technicians:

The Panel recommends that the following criteria be instituted to become a Personnel Technician:

(1) At least a high school graduate (Additional Education Desirable). We recognize that generally employees must be high school graduates to work for the Agency; however, the point being made here is that we do not feel the standard should be higher, say two years of college, since the Personnel Technician category that they would be joining is semi-professional in nature and thus includes some clerical duties. Realistically, the Panel feels the education limitation has to be set low because of the rather large number of employees who would be classified as Personnel Technicians.

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(2) Minimum two years of Agency experience. We believe that clericals should be given the opportunity to become SP careerists based upon their job performance. Two years would provide sufficient time to assess an individual's performance and enable the Career Service to make a sound judgment. Also, this time will give the clericals a chance to make up their minds as to what career they wish to pursue in the Agency.

(3) Successfully complete a test equivalent to the PETB or PATB. The Panel proposes that PSS/OMS develop a new test because the PATB or PETB is not appropriate for use on the semi-professional employee.

(4) Interviews by the CMO and the SP Junior Promotion Panel, meeting as a group. After preliminary screening by the CMO/OP, the Panel involved in considering the individual for promotion would determine if he meets the qualifications for entry into the SP career service as a Personnel Technician. Acceptance of an individual into the SP career service who does not meet all of the qualifications should be subject to the approval of only the Director of Personnel.

Entry into the Personnel Technician category would usually be at the GS-06/07 level with maximum advancement through grade GS-10.

c. Clericals:

The Panel is convinced that all Agency or at least all Support Directorate clerical employees should belong to one career service. As Agency clerical employees generally perform similar functions no matter where they are assigned, it is not consistent with the Agency career service concept to have clericals with a variety of career service designations. Adoption of a clerical career service would give clerical employees the opportunity to move unimpeded between Directorates, permit the implementation of a consistent Agency clerical promotion policy and, most important, enable the Office of Personnel to strengthen its centralized placement function. The Panel

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accordingly recommends that all Personnel clericals, GS-06 and below, not be designated as members of the SP career service but rather be assigned the service designation of an over-all Agency clerical career service. The Panel recognizes that it is not easy to implement this recommendation and plans to study this subject further at a later date and propose courses of action at that time.

2. The SP Junior Advisory Panel has given this subject serious consideration in view of its impact on the SP service and the Agency. It is the strong conviction of the Panel members that if we are to avoid the "status quo" and be qualified to meet the challenges involving innovation, creativity, and initiative during the coming years as the Agency grows technologically and further matures, we have no alternative but to press for the professionalism of the Personnel careerist. The recommendation to establish categories of personnel careerists and criteria for each category is a first step in this direction. We are also concerned with the criteria for categorizing positions in the SP career service, but do not plan to pursue this matter any further until we have your reaction to this memorandum.

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[Redacted Signature]

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Chairman

SP Junior Advisory Panel

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