

Jeremy,

I have some suggestions for our response to Anna's concerns. Although Anna's comments ultimately point to the question of the adequacy of the training of new staff members, the issue as she expresses it is concern about application of Board guidelines and the lack of historical understanding of how those guidelines were developed. Her shots are aimed at her fellow Board members as well as at the staff. It would not be appropriate for us to discuss her salvo at the Board, but to address her concerns about the staff a more appropriate heading would be something like "Staff Understanding and Application of Board Guidelines"

Here are some suggestions for changes to the text:

Anna has raised a question about the extent to which the newer staff members are aware of Board guidelines and has expressed concern that, since the new staff members did not witness the deliberative process by which policies were developed they cannot fully understand Board guidelines. We have made an effort to develop within the newer staff members a historical understanding of the process by which the guidelines were established. Like all historical understanding this knowledge is imperfect, but still of value. In applying Board guidelines, the newer staff members routinely confer with Bob-- who has been here from the beginning-- concerning even minor questions about particular redactions. At this point, the newer staff members know that if there is any question about a redaction or a Board policy, they should raise the issue either with Bob or me. We have used Anna's memo as a basis to remind them of the guidelines and of the necessity of continued diligence in the application of those guidelines.