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17 April 1953

MEMORANDUM FOR: CIA Career Service Board
FROM: Executive Secretary, CIA Career Service Board
SUBJECT: Quarterly Summary of Career Service Activities for the Period 15 December 1952 to 15 March 1953

Part I

A. General

The CIA Career Service Program has now been operating approximately nine months. During that time, Career Service Boards have been organized in all the major components of the Agency. Two functional groups, the Professional Selection Panel and the CIA Honor Awards Board, are operating under the mandate furnished by CIA Notice [redacted]. Another group, the Working Group on Hazardous Duty, has made its final report and has been disbanded since it has been determined that there is no need at this time for a Hazardous Duty Board.

B. Rotation Loan Slot Utilization

The allotment of Rotation Loan Slots in accordance with Schedule B of CIA Notice [redacted] and the present status of their utilization as shown either by the component concerned or by official Personnel records is as follows:

Component	Allotted	Used	Component	Allotted	Used
DCI	1	0	OCI	3	2
OTR	1	0	OSI	3	0
COMMO	3	0	OO	2	0
DD/P	1	0	DD/A	1	0
FI (OSO)	5	1	Personnel	1	0
PP (OPC)	5	3	Security	1	0
TSS	1	0	Comptroller	1	0
DD/I	1	0	General Services	1	0
OGD	2	0	Held in reserve		
ORR	4	4	by CIA/CSB	10	0
ONE	3	2			

Total Allotted - 50
Total Used - 12

Document No. 01

NO CHANGE in Class.

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Class. CHANGED TO: TS S (C)

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C. Career Service Record Card

The attached form, Career Service Board Record (Form No. 37-160), is now being used by the Career Service Boards in the DD/P area. The purpose of this card is to enable Career Service Boards to have at hand concise records on all people for whom they have career planning responsibility. Form 37-160 is not intended to duplicate the Employee Record Card (Form OF-4b) which is designed for use by the administrative level responsible for the initiation of personnel actions. There has been an increasing need for a brief record outlining the background and qualifications of personnel who by career designation have been attached to the various Staff Boards within the DD/P. The Career Service Board Record is accomplishing this end, and is being distributed for the information of Career Service Boards in other parts of the Agency.

D. Personnel Evaluation

The Agency Evaluations Officer reports that the Personnel Office has completely implemented the Personnel Evaluation Program for all Departmental personnel in regard to the preparation of initial reports. A conference is planned in the immediate future with representatives of those Offices having field and overseas personnel in order to provide for implementation of the program to include personnel serving outside the Departmental Service.

E. Extra-CIA Training

The attached tabulation indicates the various types of extra-CIA training that has been reported by the component Boards for the period. Fourteen Boards report over two hundred persons who were in training outside of the Agency during the period, in more than thirty different facilities. It should be noted that while much of this training is full-time, a substantial portion, though Agency subsidized, is taken either part-time or during non-working hours.

Part II

A. Office Board Activities

The reports which follow are summaries prepared from reports and minutes submitted monthly by each of the component Career Service Boards.

1. Office of Training

- a. Membership: Baird (ch),
- b. Secretariat:
- c. Meetings: Monthly
- d. Inter-Office Rotations: None reported

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- e. Extra-Agency Training: 1
- f. Rotation Loan Slots: authorized, 1; used, 0
- g. Summary of Activities:

The Board considered the matter of rotation loan slots. The general consensus was that there was a "fuzziness" throughout the Agency concerning the nature, use, and location of such slots, and the Secretary was requested to gather clarifying information on the matter. There was extensive discussion on the handling of PERs and the subject matter to be involved. PERs receive close scrutiny within OTR, and steps are being taken to set up a "career schedule" for each individual based on recommended actions in the reports. At a subsequent meeting a plan for processing and reviewing PERs and scheduling of recommended actions was presented and approved. The Chairman described this plan as an attempt to set up career planning within OTR and asked that members give further thought to it. The Chairman directed the Secretary to meet with representatives of each major component of OTR to develop a standard for the presentation of promotion actions to the Board. A Board member has attended a number of meetings of the DD/P Boards and has identified for them the types of TRS assignments which must be filled by officers from the Clandestine Services. He also submitted to the appropriate DD/P Boards the names of individuals within TRS who are eligible for rotation within the next six months. Inquiry was made regarding the feasibility of exchanging OTR clerical-stenographic employees who desire foreign service for DD/P persons with similar skills who do not desire to go overseas. It was reported that the ratio of persons desiring overseas service is so high in the Agency that the DD/P offices at present are not in a position to make such arrangements. A Placement Officer, PDC, was present at meetings held during the period and briefed the Board on disposition of employees surplus to the needs of an office, on promotion procedure used by the Personnel Office, and on the disposition of surplus or unsatisfactory employees. The Board also considered forty-six promotion actions during the period.

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2. Office of Communications

a. Membership;



b. Secretariat;

c. Meetings; Semi-weekly

d. Inter-Office Rotation; none

e. Extra-Agency Training; 1

f. Rotation Loan Slots; authorized, 3; used, 1

g. Summary of Activities:

A number of studies were completed or initiated during the reporting period for the Board. Among them were

1. A survey of individuals subject to rotation under Supplementary Activities was completed and recommendations were made concerning duty toward providing for an experienced nucleus of personnel to maintain operations for at least two years.

2. A review was completed on causes for the high rate of separation among engineering employees. It was determined that the high rate can be attributed to the favorable salary conditions in industry. The Board has been directed to review the cases of all individuals who may qualify for promotion and to recommend appropriate action.

3. A survey has been initiated to determine the reasons for the high rate of clerical separations.

The Board participated in discussion regarding tenure as related to the Career Service Program with representatives of the Personnel Office. It was the consensus of Board membership that until a reduction-in-force selection review process is established, there is no position security in a legal sense under the Program although the Board noted that position security is certainly extremely good in view of Agency policy extending the separation procedures of the Veterans Preference Act of 1944 to all Agency employees. The Board continues its policy of inviting interested persons to its meetings for the purpose of observing the methods and procedures utilized within the Office of Communications to implement the Career Service Program. The Board considered a total of 58 rotation actions, 33 promotions, 4 transfers, and 6 other actions during the period. The Chairman points out, in reporting these figures, that the Board has cognizance of and actively participates in actions affecting the promotion and rotation

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assignment of every individual assigned to the Office. The Board has established the policy that persons returning from overseas will be informed prior to their departure from their station of the tentative plans that have been made for their next assignment. This program has now reached the stage where plans for the rotation of all Commo personnel are complete six months in advance of due dates. The Board has been concerned with the length of overseas tours of duty, with rotation of personnel from one overseas cover to another.

3. Deputy Director (Plans)

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- a. Membership:
- b. Secretariat:
- c. Meetings: On call of Chairman (not less than once a month)
- d. Rotation Loan Slots: authorized, 1; used, 0
- e. Summary of Activities:

The Board set up procedures whereby all appointment actions of Mission or Station Chiefs would be channeled through it. It also set up a working group composed of the Career Management Officers of the Senior Staff Boards to make staff studies and perform other duties. It agreed that negotiation be conducted with the appropriate authorities within the Department of Defense leading toward the designation of CIA Service as a career field within the Armed Forces for military personnel. Certain areas of training activity were discussed, and it was decided that all Branch Chiefs and above would be provided further training to the fullest extent possible. Nominations for training to the various Department of Defense Schools of DD/P personnel will be considered by the Board in the future. The Board reviewed and made comments on the following proposed Agency Regulations or papers:

- a. Hazardous Duty Pay Plan,
 - b. Categories of CIA Personnel,
 - c. Basic Intelligence Training Regulation, and
 - d. Staff Study on Oral Examination of Applicants.
- It reviewed and acted upon a number of promotion, appointment and reassignment actions for senior personnel within the DD/P area.

- 5 -
~~S-E-C-R-E-T~~
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4. Foreign Intelligence Staff

- a. Membership:
- b. Secretariat:
- c. Meetings: Weekly
- d. Inter-Office Rotation: 1
- e. Extra-Agency Training: none reported
- f. Rotation Loan Slots: authorized, (OSO) 5; used, 1
- g. Summary of Activities:

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The Board has been reviewing and making recommendations on all Requests for Personnel Action including requests for change in career designation. All actions on FI personnel at the GS-13 level and above are forwarded through the DD/P Career Service Board for review. The Board also is notified at least sixty days in advance of the return of FI personnel from the field, and reviews proposed assignment plans. The Secretary maintains a record of available FI personnel, and the various components of the DD/P complex are more and more frequently requesting that the Board suggest candidates to fill existing FI vacancies. An arrangement has been made with the Office of Training whereby OTR will make known the names of officers who could be released for assignment in FI. The FI Board, in turn, will refer available FI officers to OTR for training assignments. The Board reports that there seems to be disagreement as to whether the Board or the Area Divisions should have the copies of PERS for career planning purposes. It further reports that the procedures and mechanics for rotation loan slots, insofar as they apply to the DD/P area, need clarification. During the latter part of the period, 16 reassignment actions and 15 promotions at the GS-13 level and above were reviewed.

5. Paramilitary Staff

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- a. Membership:
- b. Secretariat:
- c. Meetings: Monthly (plus informal meetings)
- d. Inter-Office Rotation: none reported
- e. Extra-Agency Training: none reported
- f. Rotation Loan Slots: authorized, 0; used, 0
- g. Summary of Activities:

The Chairman reports that the listing of FM career designations has been completed and that posting of the Career

- 6 -
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Service Board Record (Form No. 37-160) is progressing according to schedule. Differences in listings among the various DD/P components will subject the PM listing to further revision. The Chairman notes that the board is concerned about the use of Personnel Evaluation Reports by DD/P elements. While the original intent was that the Reports would be utilized by the Career Management Offices of the Staff for career planning purposes, it develops that the original of the PER is being sent to PD/C for inclusion in the employee's folder, and the copy is being retained by the Area Division. This procedure by-passes the Career Management Officer except for the PER's of the immediate PM Staff. Steps are being taken to solve this problem. Additional Board activities included decisions on the following: that PER's should be shown to the evaluatee by his supervisor, that discussion of promotion criteria be postponed until a later date, and that in principle it concurred in the desirability of assisting the Office of Training in the rotation of employees. The Board considered the following actions during the period: 34 promotions, 43 reassignments, 43 resignations (including changes to SA), 34 appointments from within CIA, 22 new appointments, and 3 miscellaneous actions.

6. Political and Psychological Warfare Staff

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a. Membership:

b. Secretariat:

c. Meetings: Bi-weekly

d. Inter-Office Rotation: 4

e. Extra-Agency Training: 2

f. Rotation Loan Slots: authorized, (OPC) 5, used, 3

g. Summary of Activities:

The Board discussed the subject of military credit for CIA service and noted that investigation of this matter is now underway. A discussion of tentative promotion and selection standards took place emphasizing in this regard the need for recent training at any point in an individual's career. A policy was established for application in cases where the Career Service Officer or Board questions the qualifications of an individual from an Area Division in proposed assignment, transfer, or promotion. It was agreed that such

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cases will be referred to the appropriate PP Staff Division for recommendation to the Career Service Board and consultation on the subject will be held between the Board or its representative and the Area Division. In addition, the Board considered many promotion and reassignment actions during the period. The question of personnel [redacted] who had been declared surplus was reviewed.

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7. Technical Services Staff

- a. Membership; [redacted]
- b. Secretariat; [redacted]
- c. Meetings: Monthly
- d. Inter-Office Rotation: none reported
- e. Extra-Agency Training: 19
- f. Rotation Loan Slots: authorized, 1; used, 0
- g. Summary of Activities:

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The Board has considered the general question of promotions. No definite conclusions were reached except that it was decided that the Board would not act as a promotion panel immediately. A series of lectures delivered by outstanding men in the scientific field has been inaugurated for TSS personnel. It is planned that there will be such lectures at approximately six week intervals. The Board also discussed the "earmarking" undertaking (Career Designations), and concluded that identification of employees will assist TSS in carrying out its mission, in that there will be less tendency for TSS personnel to become absorbed and "lost" in field station activities having no direct bearing on the employee's background and training. The use of the Career Designation device affords opportunity for TSS guidance in the use of technical personnel in the field.

8. Office of Collection and Dissemination

- a. Membership; [redacted]
- b. Secretariat; [redacted]
- c. Meetings: Monthly
- d. Inter-Office Rotation: 2
- e. Extra-Agency Training: 21
- f. Rotation Loan Slots: authorized, 2; used, 0

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8. Summary of Activities

Discussion took place during the period regarding the difficulty in providing projects for OCD provisionally cleared personnel and proposals were made regarding utilization of such personnel.

The Board decided that it would pursue a liberal policy in considering training requests in keeping with the broad aim of the Career Service Program. In carrying out this aim the Board spent much time during the period in discussion of various training programs, and in reviewing individual cases where applications for training have been made. Henceforth, OCD personnel participating in external training programs will submit a report to the Board on the courses taken, indicating the value derived from them.

A summary of action taken on Personnel Evaluation Reports reviewed by OCD Administrative Staff was considered. Follow-up action on more than half of the 456 prepared reports has been conducted.

The Board also considered a number of rotation cases both intra- and inter-Office, and inquiry was made regarding the possibilities for rotation of representatives of other government agencies to OCD.

9. Office of Research and Reports

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a. Membership;

b. Secretariat;

c. Meetings; Semi-Monthly

d. Inter-Office Rotation; 2

e. Extra-Agency Training; 59

f. Rotation Loan Slots; authorized, 4; used, 4

g. Summary of Activities;

The Board recommended a plan for its rotating membership to the AD/RR who approved. Each of the rotating members will serve overlapping terms of nine months.

The AD/RR has approved the following policy at the suggestion of the Board governing its actions in connection with the consideration of requests for non-CIA training, after hours, Agency subsidized. The Board:

1. encourages training related to Agency activities undertaken by individuals on their own initiative

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and at personal cost; initiative of this type will be a factor in considering requests for additional training under Agency subsidization;

- b. will review with favor requests for training under Agency subsidization when such training is of direct benefit in improving the individual's performance in his assigned field of responsibility and/or has been specifically recommended by his superior; and
- c. considers training for advancement into another field of specialization - e.g., clerical to professional or between professional disciplines - to be the responsibility of the individual and, therefore, not subject to Agency subsidization, unless such training is specifically requested of the individual by the Agency, or previous initiative of the individual in obtaining training at personal cost and for this purpose warrants special consideration."

The Board recommended that aptitude tests for all clerical personnel coming to ORR from other CIA Offices, who are simultaneously transferring to professional status, be required prior to review of the case by the Board on their eligibility for transfer.

The Secretary presented a study of lengths of time-in-grade before promotion in the interest of developing a standardized ORR Promotion Policy, and reviewed the Personnel Evaluation Reports of ORR personnel.

The Board reviewed and recommended certification of 64 persons as having served, as of 1 December 1952, an aggregate of at least ten years in the field of U. S. intelligence.

During the period the Board reviewed 1 rotation, 1 intra-office transfer, 25 training requests, 43 promotion actions (2 involving reassignment from clerical to professional), and 2 reassignments from clerical to professional involving no promotions.

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10. Office of National Estimates

- a. Membership; [REDACTED]
- b. Secretariat; [REDACTED]
- c. Meetings; On call of Vice-Chairman
- d. Inter-Office Rotation: 3 (reversionary interest by O/NE)
- e. Extra-Agency Training: 2
- f. Rotation Loan Slots: authorized, 3; used, 2
- g. Summary of Activities:
During the period the Board held one meeting at which time it established two principles for determining whether or not to accept rotation candidates of other Offices to O/NE. These are that the candidates 1) be qualified to fill a vacancy for which O/NE is actively recruiting; or 2) be identified as a trainee requiring essential training which only O/NE can provide. The Board also took action in cases concerning rotation, training, promotion, reassignment and appointment.

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11. Office of Current Intelligence

- a. Membership; [REDACTED]
- b. Secretariat; [REDACTED]
- c. Meetings; Monthly
- d. Inter-Office Rotation: 2
- e. Extra-Agency Training: 2
- f. Rotation Loan Slots: authorized, 3; used, 2
- g. Summary of Activities:
A summary of OCI Career Service Board transactions from its inception to 10 March 1953 was prepared for the Board and has been distributed to all OCI personnel so that the status of Career Service matters in OCI will be made known to all concerned. The Board has given much attention to specific training opportunities for OCI personnel including training at overseas locations and area refresher missions. A report on the OCI Orientation Course given for OCI personnel was considered. It indicates that newcomers were not as much interested in administrative and organizational matters, which was the ostensible purpose of the course, as in the intelligence briefings presented by some of the divisions. The Board has screened and made recommendations on all nominees for extra CIA-training forwarded to the Office of Training. An analysis of PER's has been made in

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relation to recommended training, rotation, and foreign travel; a tabulation being prepared for the Board will furnish indicated scheduling for developmental activity over the next three or four years, which will involve approximately 8% of the total OGI effort each year. Twenty-two promotions were considered by the Board and made effective during the period.

12. Office of Scientific Intelligence

- a. Membership;
- b. Secretariat;
- c. Meetings: Bi-weekly
- d. Inter-Office Rotation: none reported
- e. Extra-Agency Training: 33
- f. Rotation Loan Slots: authorized, 3; used, 0
- g. Summary of Activities:

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The Board held seven meetings during the report period. It reviewed a number of Personnel Evaluation Reports, and noted improvement in their preparation. It agreed that the OSI Personnel Evaluation Officer should collate recommendations and submit them to the Administrative Branch which will be responsible for maintaining records and following up on the recommendations. A report was made on the informal discussion periods that are being planned with the Board's approval for members of the Chemistry Division and other personnel. These discussions provide background information and training by inviting outstanding authorities in various fields to attend. The Board reviewed a number of training requests including those for external professional training and reviewed material submitted regarding the JOF program. It also considered eight promotion actions during the period. The Board reviewed a summary prepared for its consideration of all OSI-CIA sponsored external training during the first seven months of Fiscal Year 1953. The Board has made preliminary plans for implementing the Executive Inventory when the CIA Career Service Board announces that it is ready to proceed with this management device.

- 12 -

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13. Office of Operations

- a. Membership:
- b. Secretariat:
- c. Meetings: Intermittent
- d. Inter-Office Rotation: 1
- e. Extra-Agency Training: 37
- f. Rotation Loan Slots: authorized, 2; used, 0
- g. Summary of Activities:

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Due to separation of OO Divisions much of the Career Program is centered under Division Chiefs who also serve on the OO Board. Meetings are infrequent, but Career Service problems are discussed at AD/O staff meetings. Among these were the Human Resources Program (active in FDD and being considered , absorption of surplus personnel (interest in 37 files), review of PERS of GS-14 and 15, and a report indicating that 28% of OO personnel have been on duty over five years, and 63% over two, showing that most OO personnel intend to make CIA a career. FOIAB3B1

14. Deputy Director (Administration)

- f. Rotation Loan Slots: authorized, 1; used, 0
- g. Summary of Activities:
As of 15 March the organization of the Board was not completed and no reports have been received.

15. Personnel Office

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- a. Membership:
- b. Secretariat:
- c. Meetings: none
- d. Inter-Office Rotation: none
- e. Extra-Agency Training: none
- f. Rotation Loan Slots: authorized, 1; used, 0
- g. Summary of Activities:

The Board held no meetings during the period 15 December to 15 March. It has, however, held three meetings since 19 March. These will be summarized in the next quarterly report.

16. Security Office

- a. Membership:
- b. Secretariat:

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- c. Meetings: Monthly
- d. Inter-Office Rotation: none reported
- e. Extra-Agency Training: 1
- f. Rotation Loan Slots: authorized, 1; used, 0
- g. Summary of Activities:

The Board discussed the training possibilities for personnel of Security. Language training has been made available by the Office of Training for Security field personnel through the medium of recordings. Twenty-three requests have already been received from Security field personnel for this type of training. At the present time a Security employee is attending the Agency Operations Training Course. Arrangements are being made with the Office of Training to allow a limited number of Security personnel to attend each future Course. It was noted that some Office Career Service Boards perform functions which are handled by Staff and Division Chiefs in Security. It was agreed that such functions are being performed in Security in a highly cooperative and satisfactory manner, and to the best interests of the employees. It was concluded that this procedure is satisfactory. Criteria were determined for rotation of personnel within Security, and nomination of individuals for rotation was requested. The Board is to undertake a review of the files of newly appointed personnel in grades GS-7 through GS-11, and will also review a representative number of PER's during future meetings.

17. Office of the Comptroller

- a. Membership:
- b. Secretariat:
- c. Meetings: Monthly
- d. Inter-Office Rotation: none reported
- e. Extra-Agency Training: none reported
- f. Rotation Loan Slots: authorized, 1; used, 0
- g. Summary of Activities:

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The Board gave consideration to training possibilities for Comptroller personnel especially as related to opportunities for internal training. It also reviewed certain Personnel Evaluation Reports, and engaged in general discussion relating to them especially in regard to Item 13 which provides reporting the aspects of performance where improvement is suggested. It was pointed out that this entry should be carefully handled so as to make it constructive in assisting the employee

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to review his efforts toward self-improvement, rather than destructive by undermining his morale. The secretariat was assigned the responsibility of reviewing CIA Career Service Board agenda and minutes so that items of interest could be highlighted, and properly directed within the Office to the interested parties.

18. Logistics Office

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- a. Membership;
- b. Secretariat;
- c. Meetings; one during report period
- d. Inter-Office Rotation; none reported
- e. Extra-Agency Training; none reported
- f. Rotation Loan Slots; authorized, 0; used, 0
- g. Summary of Activities:

The Board has discussed the honor awards program and the commendatory letter project. It has also devoted much thought to the subject of extending the technical control and supervision of the PSO to logistical positions and personnel now assigned to other Agency activities in this country and abroad. It was agreed that a staff study to the DD/A should be prepared recommending a course of action.

19. Medical Office

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- a. Membership;
- b. Secretariat;
- c. Meetings; Semi-monthly
- d. Inter-Office Rotation; none
- e. Extra-Agency Training; 1
- f. Rotation Loan Slots; authorized, 0; used, 0
- g. Summary of Activities:

A Career Service Program for the Medical Office was formulated, dividing medical personnel into the staff categories of Professional, Administrative Support, Clinical Support, and Nursing. General policy recommendations were submitted in regard to such factors as hazardous duty pay, honor awards, insurance coverage, retirement benefits, assignment, rotation, training, professional development, promotion, and termination.

In addition, transfers, promotions and other personnel actions involving medical personnel assigned to all Agency components were reviewed and appropriate recommendations submitted.

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20. Office of General Services

a. Membership:



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b. Secretariat:

c. Meetings; none reported

d. Inter-Office Rotation; none reported

e. Extra-Agency Training; 18

f. Rotation Loan Slots; authorized, 1; used, 0

g. Summary of Activities:

A training program in Records Management in cooperation with the Office of Training is to begin in April. It will be presented by staff members of OGS and by six experts in the records management field from outside the Agency.

A brochure has been prepared setting forth the training programs in each of the OGS Divisions to be followed by individuals nominated for rotation.



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Executive Secretary

Attachments

- 16 -
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