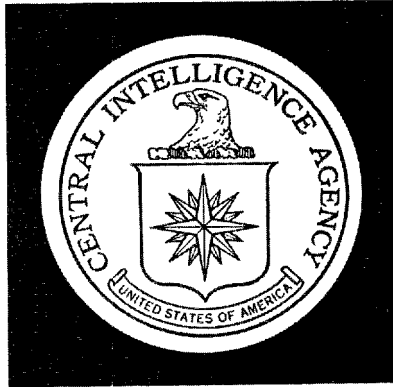


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*Report of The Committee*  
*on*  
*Professional Manpower*

**Secret**

March 1968

## WARNING

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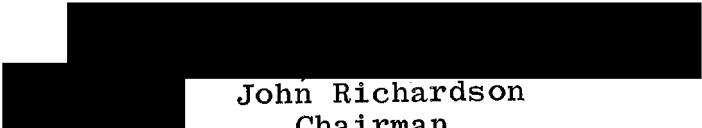
MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT: Report of the Committee on  
Professional Manpower

1. The ad hoc Committee on Professional Manpower, established by your memorandum to the Deputy Directors dated 13 December 1967, submits the attached report for your consideration. The report includes a statement of findings, a discussion of the factors leading to these findings, and a series of recommendations. The Committee believes that implementation of these recommendations would facilitate the Agency's acquisition and retention of high quality professional personnel.

2. A major conclusion of the Committee is that the Agency has been obtaining a high quality of junior professionals who are well suited to its requirements. Indeed the critical question is how the Agency can manage this young talent effectively and provide the kind of job challenge, early responsibility and advancement opportunity required to assure its retention.

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John Richardson  
Chairman  
Committee on Professional Manpower

Attachment:  
Report of the Committee on  
Professional Manpower

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REPORT OF  
THE COMMITTEE ON PROFESSIONAL MANPOWER

March 1968

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INTRODUCTION

Objective: To examine the quality of recent input of professional officer personnel in relationship to near- and long-range manpower needs.

Membership: The Committee was composed of a senior representative from each Directorate: John Richardson, Director of Training, Chairman of the Committee, representing the DD/S; [REDACTED] Special Advisor to the Deputy Director for Intelligence, representing the DD/I; [REDACTED] Chief, Central Cover Staff, representing the DD/P; and Donald F. Chamberlain, Director of the Office of Scientific Intelligence, representing the DD/S&T. [REDACTED] Chief, Plans and Review Staff, Office of Personnel, consulted closely with the Committee throughout this study. The Committee wishes to express special appreciation to [REDACTED] who acted as our Executive Secretary, drew up the basic Committee report draft, and shepherded the report from its beginnings to its final form.

Scope of the Study: The Committee was directed to review "sources of new officer personnel, qualitative standards applied in their selection, whether these standards are adequate and are being maintained at suitable levels, the measures taken to provide for the continuing development of professional officer personnel, and whether action is needed to improve the Agency's competitive position with respect to attracting and retaining highly qualified personnel." (Tab A)

The recent input group chosen for this study were those employees who entered on duty in professional positions during Fiscal Years 1963 to 1967, inclusive, principally in grades GS-07 through 12. In the case of the DD/S&T the grade range was extended to GS-14 because of the comparatively few junior officers hired by that Directorate.



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Techniques of the Study: The Committee obtained a number of recent studies which were pertinent to this effort; compiled, distributed, and analyzed the results of a survey questionnaire (Tab C) which was completed by more than [REDACTED] Agency supervisors on approximately [REDACTED] professional officers falling within the group under study; received briefings by selected Agency representatives; retrieved selected data from the Agency's records system; reviewed files of personnel in the study group who have since separated from the Agency; acquired certain data from the State Department on its junior Foreign Service Officers Corps; and obtained the opinions of supervisors throughout the Agency.

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Each Directorate produced a separate contribution to this study. Our Committee report is a collation of the data and findings contained in the individual Directorate reports, copies of which are held by the Committee and are available for your review.

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## FINDINGS

### General

1. The major conclusion resulting from this study is that the Agency, with few exceptions, has been able to hire the quantity and quality of junior professional officers needed to accomplish its mission. Their on-the-job performance and estimated potential appear to preclude both a near- and long-range succession problem.

2. Instead, the critical personnel question is whether the Agency will be able to manage this talent effectively and to assure long-term tenure and experience by providing training, adequate job challenge, responsibility, and career advancement opportunities, for professional officers at all levels, including junior professionals.

### Position and Selection Standards

1. Position standards in the Agency have been maintained at consistently high levels. These standards normally are developed by supervisors who oversee the positions described. In many instances, position standards have been raised as a result of professional growth within the Agency, or of scientific and technological developments which affect Agency activities.

2. Selection standards appear to have been maintained at a high level, at least in the sense that recent junior professional appointees, as a group, have received very favorable performance ratings from their supervisors.

3. Generally, the Agency has allowed positions to remain unfilled rather than lower selection standards, but there are exceptions. In the Office of Computer Services, selection standards have been relaxed because of the Agency's inability to compete with private industry and other employers for the services of trained computer technicians. Instead, less qualified people have been selected and an in-house training program established to bring recruits up to job standards.

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4. Within the DD/I, four offices report an inability to get sufficient numbers of the kind and quality of people desired -- the Central Reference Service; [REDACTED]; Office of Current Intelligence; and Office of Economic Research. There are also indications that women are being hired increasingly because sufficient qualified men have not been available to the Directorate.

5. Diverse manpower requirements make meaningless any stereotyped concept of "the" junior professional candidate. Even in the generalist category, upon which both DD/P and DD/I depend heavily, the variables of native intelligence, personality characteristics, educational background, level of maturity, breadth of experience, and other intangibles are too complex to be reduced to simple patterns.

6. All Directorates appear to have the kind of personnel input and development needed to provide the managers and executives of the future.

7. The Agency's Professional Applicant Test Battery (PATB), designed to measure intelligence, personality, attitudes, interests, background characteristics and other factors, is administered to all Career Trainee candidates. The CS now proposes to administer the PATB to all candidates for professional positions. For the other Directorates, the PATB is administered to applicants for professional positions on a selected basis, either as a result of stipulation in a recruitment requisition (Tab O) or at the discretion of the field recruiter.

8. The nature of the relationships between scores on Agency Professional Testing and job performance measures has not been fully explored. Experience with the Career Training Program suggests strongly that there is a useful correlation. The Assessment and Evaluation Staff of the Office of Medical Services currently is conducting an in-depth study of this subject.

#### Recruitment

1. The Agency's competitive position with regard to the recruitment of professional personnel remains generally satisfactory, except in certain specialized categories -- communications engineers, graduate economists, computer

technicians, and experienced personnel for some very senior DD/S&T positions -- where industrial competition is stiff.

2. While we have no basis for evaluating its future significance for the Agency, we have noted concern among supervisors and recruiters about recruiting difficulties created by the war in Vietnam and other factors.

3. Other government agencies and departments have matched or surpassed some of the employee benefits which once were considered exclusively the Agency's -- e.g., pre-employment travel authorization, insurance benefits, sponsorship of academic studies. The impact on our recruitment effort does not seem serious, except possibly in the DD/I.

4. Agency field recruiters frequently deplore the lack of feedback with regard to the reasons why their candidates were or were not hired. Despite guidance received in the form of recruitment requisitions (Tab O), weekly status reports from the Office of Personnel, annual conferences, and exposure to substantive personnel from Headquarters who participate with them in field recruitment, the recruiters apparently are at a disadvantage in not having firsthand experience with the jobs for which they are recruiting, or with the kinds of people that supervisors regard as successful within the Agency environment.

5. Most of the Agency's recruitment effort is conducted by the Office of Personnel, but a number of operating components, notably the DD/S&T, certain offices of the DD/I, and the Office of Security, engage in their own recruitment programs. (Tab K) On campus, field recruiters typically deal with placement or administrative officials, while direct recruitment seeks to work through particular teaching departments or faculty members. The latter approach makes possible the recruitment of specially qualified and experienced personnel who may not have manifested to the placement office any interest in Agency employment.

6. Field recruiters and supervisors frequently cite the lengthy waiting period before firm job offers can be made as a serious impediment to the employment of large numbers of highly promising prospects.

### Sources of Junior Professional Manpower

1. The importance of the four principal sources of junior professional personnel -- direct hire, internal Agency transfer, the Career Training Program, and promotion from sub-professional ranks -- varies by Directorate, by individual office, and by specific function. Promotion from sub-professional categories generally appears least satisfactory.

2. The Cooperative Education Program has produced a number of communications engineers for the Agency and although it is small -- only about a dozen prospective careerists are presently enrolled -- the program looks promising for meeting the Agency's needs for certain technically-trained personnel.

3. The Agency has not had sufficient experience with the Summer Intern Program to judge its effectiveness.

### Performance and Potential of Junior Professionals

1. Of 313 Agency supervisors who were surveyed, 245 -- more than 86% of those who expressed an opinion -- believe the FY 1963-67 group of junior professionals is equal, or superior, in quality to the group which entered on duty prior to 1963. The 14% which judged the FY 1963-67 group inferior in quality was limited to two Directorates -- DD/I and DD/P. In DD/S and DD/S&T, every supervisor who expressed an opinion believed the FY 1963-67 group to be either equal or superior. (Tab D) In addition, the Heads of all Career Services in the DD/S were unanimous in believing that the FY 1963-67 group is superior.

2. More than half of all junior officers evaluated in this study were rated "Strong" or better. (Tab E) These independent ratings, which were not shown to the officers being evaluated, closely approximated fitness report ratings.

3. The performance median for junior officers evaluated in this study is "Strong" in DD/I, DD/S, and DD/S&T. In the Clandestine Services, it is between "Strong" and "Proficient". The Committee noted the very small percentage of CS officers who were rated "Outstanding" on over-all performance as well as the lower median point on performance ratings. We believe

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that the assigned ratings reflect a more conservative evaluation by CS supervisors of junior officers in the early stages of their careers.

4. Growth potential for this group of junior officers was judged excellent. In DD/I, whose supervisors' judgments were least optimistic, it was estimated that better than two out of five have the potential to attain GS-15 rank, one of six supergrade rank. In DD/S&T, whose supervisors were most optimistic, it was estimated that three out of four have the potential to reach GS-15 level, and two of five to achieve supergrade rank. DD/S supervisors estimated that two out of three have the potential to attain GS-15 rank, better than one in four supergrade rank. In the Clandestine Services, it was estimated that three in five have the potential to reach GS-15, and better than one in five to achieve supergrade level.  
(Tab F)

5. Supervisors estimated that more than 65% of this group of junior professionals have "Above Average" potential in terms of job performance and contribution to the Agency effort.  
(Tab G)

6. Preliminary results of a study by the Assessment and Evaluation Staff of the Office of Medical Services indicate a correlation between graduation from certain quality-rated undergraduate colleges, approximately 100 in number, and estimated potential of the junior officers evaluated in this study. DD/S&T data was not part of this study. (Tab J)

7. In the DD/S&T, however, a correlation emerged from a study of the relationship between attendance at 36 top-ranking graduate engineering and scientific schools and subsequent performance in the DD/S&T. One-third of all new employees (GS-07/14) entering the DD/S&T during FY 1963-67 held graduate degrees. Half of the graduate degree holders attended one or more of the top-ranked schools (Tab M); half attended unranked graduate schools. An analysis of supervisor ratings reveals that those officers who attended the top-ranked graduate engineering and scientific schools received distinctly superior performance evaluations compared with those who attended other graduate schools.

8. In the DD/I, among 285 junior professional officers hired directly from university campuses, the incidence of "Outstanding" performance ratings was twice as high for graduate degree holders as for bachelor degree holders. This confirms the finding of an earlier DD/I study in November 1967.

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### Career Management and Development

1. Generally, individual career planning is not practiced in the Agency. Even the five-year career plans that were a conceptual aspect of the Midcareer Executive Development Program have not been implemented, except possibly within the DD/I. The Midcareer Course has come to be looked upon by supervisors as a battery recharging experience for large numbers of middle-level officers. Operating components do make an effort to nominate suitable candidates for the Course and, in that sense, engage in some qualitative screening of middle-level officers.

2. The identification and development of junior professional "comers" is left largely to offices and divisions in all Directorates. DD/I has established a centralized system for monitoring "comers" and the CS is exploring the possibility of moving in the same direction. ✓

3. In the Clandestine Services, limited promotion headroom has led to the loss of highly promising junior or midcareer level officers who believe they still have the time and talent to develop a full career elsewhere.

4. Although professional officers within the Clandestine Services form a single Career Service, the traditional practice by which staffs and divisions tend to confine professional officers to assignments in specific geographic or functional areas has obstructed the capability of the CS to place, on a global basis, the best qualified man in a given job at a given time. In particular, this practice has impeded the orderly rotation and broadening experience of junior professional officers which should be a part of the career development process. Efforts presently are underway in the Clandestine Services to introduce a more centralized management system without, however, disrupting the effectiveness which individual divisions and staffs have achieved within the limits of their independent resources.

5. Junior officers within the DD/S&T appear to face serious disadvantages and limited career prospects in trying to compete with the very large number of still youthful senior officers in the Directorate who possess advanced technical training and business or industrial experience.

### Attrition

1. The over-all separation rate of the junior officers entered on duty during FY 1963-67 is approximately 28%. The separation rates by Directorate are:

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DD/I	-	35%
DD/P	-	20%
DD/S	-	14.4%
DD/S&T	-	35%

2. Total figures can be misleading, however, as certain categories of personnel have higher separation rates than others. In the DD/P, for example, almost two-thirds of the separations consisted of junior officers in the Records Integration Division. In the DD/I, the separation rate for junior male professionals was 29%, but for women officers it was 50%. Retirement, of course, is not a factor in attrition among junior officers.

3. Accurate information on the reasons for voluntary separations is difficult to obtain, partly because many of those leaving are guarded in their statements, and partly because the Agency's records system is so designed that oversimplification results from what typically is a complex situation involving a multiplicity of factors.

4. The voluntary separation rate in DD/S&T can be ascribed in considerable degree to a lack of continuing technical challenge and to limited fields for application of technical skills. Compounding this picture is a comparatively greater interest on the part of DD/S&T officers in being scientists, especially in research and development, than intelligence officers.

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### RECOMMENDATIONS

The Committee recommends:

1. Personnel Career Management: that the four Directorates review and report to the Director of Central Intelligence on the primary career management problems of their Career Services, together with reasonable solutions. (Ref. page 3.)

2. Professional Applicant Test Battery: that the PATB, or its equivalent, be administered to all future junior professionals as part of the selection process. In addition to assisting in selection and placement, it would provide an objective indication of potential which is an important consideration in identifying "comers". PATB results would further provide a uniform data base to help evaluate the quality of Agency professional officer input. (Ref. page 4.)

The DD/S&T feels that the use of the PATB should not become mandatory for all junior engineers and scientists until its usefulness with regard to these categories of personnel has been investigated more thoroughly. This Directorate believes that the PATB as presently constituted is applicable primarily to the Career Training Program, and that it will require modification and testing before it becomes widely useful when rating DD/S&T junior personnel. DD/S&T is perfectly willing to work with the Assessment and Evaluation Staff, Office of Medical Services, toward this objective, but does not wish to employ the system until it is satisfied that its use will be beneficial. (Ref. page 4.)

3. Employment Incentives: that such items as pre-employment travel reimbursement, expenses incurred when entering on duty, early provision of full-time training, greater insurance and hospitalization benefits, and sabbatical leave be examined carefully for possible improvements. This Committee understands that a DD/S study is underway in this subject area and expresses the hope that ways can be found to strengthen the Agency's competitive position through legal, achievable advantages in the employee benefit category. (Ref. page 5.)

4. Information Feedback to Field Recruiters: that field recruiters be provided more specific and timely guidance on the reasons for the rejection of candidates. (Ref. page 5.)

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5. Direct Personnel Recruitment Program:

a. that there be increased direct participation in field recruitment by each of the Directorates, in cooperation with the Office of Personnel. (Ref. page 5.)

b. that our competitive recruitment position be strengthened on the campus by a program designed to facilitate scholarly exchange between faculty members, graduate students, and Agency intelligence analysts. (Ref. page 17.)

6. Relationship Between Employee Educational Background and Job Performance and Potential: that additional research be directed toward more fully defining the relationship between college quality and rated job performance and potential. If further study confirms and extends our initial finding that a positive relationship does in fact exist, it is recommended that proportionately more recruiting effort be directed toward approximately one hundred colleges and universities with above average quality ratings. (Ref. page 7.) We wish to emphasize, however, that the Agency has obtained, and should continue to seek, highly-qualified people from less well-regarded schools.

7. Midcareer Executive Development Program:

a. that serious attention be given to the possibility of revising Headquarters [redacted] establishing the Midcareer Executive Development Program, or that action be taken to improve Directorate compliance with its provisions calling for the nomination of candidates deemed genuinely qualified for promotion to GS-15 or above and for the planning and implementation of five-year programs for the officers nominated. Consideration can also be given to reduction in the number of Midcareer Courses conducted annually and to adjustment of Directorate quotas. (Ref. page 8.)

b. that DD/S&T and the Office of Training seek adjustments in the Midcareer Course which will permit attendance by DD/S&T officers generally between 30 and 35 years of age, regardless of more senior rank and duration of service with the Agency. (Ref. page 21.)

8. Identification and Development of "Comers": that "comers" in the junior professional officer category in each Directorate be identified to Directorate level on a systematic and regular basis in order to keep the list of such officers

*1) of which unknown  
2) 1981, 1982, 1983 + 1984  
less than 4 years  
annually -  
3) Only 1981  
1982 in  
Midcareer  
+ 1983*

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RDS, 13 May 68  
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current and to provide Directorate-level influence on training, assignment, and career progression of officers in this category. (Ref. page 8.)

9. Promotion from Sub-Professional Ranks: that promotion from sub-professional to professional categories be scrutinized more vigorously and systematically as this source of new professional officers has proved to be the least satisfactory. (Ref. page 6.)

10. Personnel Congestion at Senior Levels in the Clandestine Services: that agency officials intensify examination of all possible methods of relieving and preventing the recurrence of the congestion problem at the senior levels of the CS, including genuinely effective out-placement assistance, special retirement inducements (bonuses, re-training assistance) and, in the cases of officers with proper qualifications, placement in appropriate positions in other Career Services. (Ref. page 8.)

11. Centralized Personnel Management in the Clandestine Services: that personnel management at the Directorate level in the CS continue to develop procedures to facilitate orderly rotation that will provide the challenging and broadening experience that is particularly important in career development of well-rounded CS officers, and to provide the flexibility needed to react quickly and effectively to changes in priorities among several world areas. (Ref. page 8.)

12. Accumulation and Analysis of Attrition Data: that each Directorate institute means of systematically accumulating and analyzing more reliable information on why professional officers leave the Agency. Sufficient information does not now find its way to senior supervisors to permit a meaningful assessment of the significance of attrition for recruitment policy, career development, and operational effectiveness. The Committee also recommends an annual Directorate report to the Executive-Director on rates and causes of attrition. (Ref. page 9.)

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## DISCUSSION

### General

1. A recent study by the Office of Personnel, "The Succession Problem in CIA", dated 27 November 1967 (Tab B), indicates that the retirement of large numbers of senior Agency officers (GS-14 to 18) in the ten-year period from 1967 to 1976 will result in heavy drafts upon officers now in GS-12 and 13 positions to fill senior jobs.

2. The study estimates losses in GS-12/13 ranks, through upward movement and attrition, at 82% in the same ten-year period and thereby logically raises the question of the qualitative and quantitative resources available in junior officer ranks to fill intermediate level positions in these ten years. Briefly, the Office of Personnel has estimated, based on October 1967 on-duty strength figures, that more than [REDACTED] professional officers will have to enter the GS-12/13 ranks between 1967 and 1976.

3. The Committee on Professional Manpower has not dealt with the quantitative aspects of this problem, but it should be pointed out that the Committee's study covers approximately 1725 new junior professional officers who entered primarily into GS-07/12 ranks during one five-year period; it did not attempt to quantify the numbers already present in those ranks at the beginning of the period (FY 1963). A glance at available statistics, however, reveals that the number of junior professionals already on-board, to be reinforced by further accretions within the next several years, constitutes a sufficient quantity of prospects for filling estimated vacancies at the GS-12/13 level. External recruitment by DD/S&T and DD/I directly into the middle-level ranks will also improve this picture of future Agency leadership.

### Position and Selection Standards

1. By relating selection standards to job requirements, all Directorates are endeavoring to minimize the personnel hazards of hiring over-qualified personnel for jobs which do not challenge their ability and potential. Many necessary jobs are routine, lack glamour, and provide small opportunities for

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advancement. There are numerous instances where overqualified personnel are entrapped in such jobs; others are unwilling to accept the fact that learning routine fundamentals is essential to long-term success.

2. In some instances, jobs remain unfilled if candidates do not measure up to standards. On the other hand, there are many Agency positions for which qualifications must be developed through in-house training either because of unique requirements, as in the case of CS operations officers, or because the Agency is not able to acquire sufficient numbers of already-trained personnel, as in the case of computer technicians.

3. Selection criteria typically are applied in four separate instances during the recruitment process: during interview by a field recruiter; in an evaluation of professional testing, if taken; during interviews by one or more representatives of the component for which the applicant is being considered; and in specialized evaluations by the Offices of Security and Medical Services.

4. In addition to being the initial personification of the Agency to a recruitment prospect, the field recruiter makes the first crucial decision, i.e., whether to turn the prospect away, or to give him application forms and stimulate his further interest.

5. The Professional Applicant Test Battery (PATB), which is a six-hour series of tests devised and evaluated by the Assessment and Evaluation Staff of the Office of Medical Services (AES/OMS), is given automatically to Career Training Program prospects and to others whose qualifications seem to relate to one or more recruitment requisitions which stipulate that the tests be administered. The tests are designed to measure intellectual ability, attitudes, interests, personality, background characteristics, foreign language aptitude, knowledge of current affairs, and other factors. An AES evaluation of an individual's test profile (Tab N) is sent to an operating component on request, to the Skills Bank, or to the Career Training Program if the individual is a CT candidate. The test results are incorporated in the Applicant File to provide assistance in making selection and placement decisions.

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Unlike the Foreign Service Officer written examination, there is no passing or failing score. Instead, there is a narrative comment evaluating the individual's test characteristics in terms of the position for which he is being considered.

6. Certain other Agency components, e.g., the Clandestine Services, the Office of Economic Research, and the National Photographic Interpretation Center, consistently make use of PATB evaluations. Many make no use of them whatever; some are indifferent.

7. A positive selection decision is made only after one or more interviews by representatives of an operating component and, in most cases, only after review and approval by senior officers in the component or Career Service. An offer of employment, of course, must await favorable findings by the Offices of Medical Services and Security.

8. CT candidates undergo the most rigorous screening in the sense that they are subject to the initial CT recruitment process described above, and still must undergo interviews and evaluations by operating components upon the conclusion of their formal training cycle in much the same manner as applicants entering the component directly from outside the Agency.

9. The Clandestine Services is experiencing some difficulty in a core category, i.e., the junior professional who can become a skillful agent recruiter and handler. It recognizes the need to sharpen the identification of intangible characteristics which make for a successful officer in this critical function.

#### Recruitment

1. The Agency to date has experienced no serious difficulty in recruiting junior professionals of the desired quality and in the numbers needed.

2. The Support Services seem to have limited appeal to today's business management graduates. An intensive input of Career Trainees in the last two and one-half years has raised the quality of generalist junior officers and, in a few cases, has provided specialists. By and large, the Support

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Services have been able to satisfy selection criteria in all categories, with the possible exception of communications engineers, where competition is a serious factor.

3. The DD/S&T, despite its insistence that selection standards be maintained, generally has been successful in obtaining enough quality personnel. A few very senior positions have gone unfilled because of the Agency's inability to compete in terms of salary for people with the necessary qualifications. While encountering no major difficulty in recruiting well-qualified personnel, the DD/S&T does experience a considerable problem in retaining them. This subject will be discussed further in the section concerning attrition problems.

4. The Clandestine Services, except in certain specialized functions, does not compete in the manpower market for people with scarce skills which command a high salary on the outside; instead, it seeks well-balanced and intelligent individuals who are motivated by genuine interest in world affairs. In-house training in the techniques of clandestine operations and on-the-job experience become the upgrading factors.

5. In the DD/I, the Office of Current Intelligence reports difficulty in finding writers, researchers, and people with area background to match those of earlier caliber. The Office of Economic Research has been accepting bachelor-level economists where M.A. and Ph.D. degrees were desired. [REDACTED] indicates that recruits hired directly have been somewhat inferior in recent years, although CT input and an increased reliance on women employees have improved the situation. The National Photographic Interpretation Center reports a recent improvement in its ability to obtain the number and kinds of recruits most desired.

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6. The lengthy processing time for applicants is regarded by all Directorates as a serious recruitment handicap. This is not a new story in the Agency. The DD/I, competing for scarce talent found in academic circles, seeks individuals who normally would be signing teaching and research contracts by 1 April of each year. The Committee notes some feeling in

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DD/I that recruiting is impaired by adverse Agency publicity as well as by limitations on conducting a more overt scholarly exchange with the academic community.

7. An ability to communicate to the prospective recruit, on an unclassified basis, a reasonably complete and accurate description of a specific job, and the nature and conditions of DD/I employment in general, would enhance DD/I's competitive position. The National Photographic Interpretation Center, for example, reports recent significant success in publicizing job opportunities in a specific manner.

8. There appears within the Agency as a whole a growing desire to participate more directly in field recruitment. Such action is again being considered within the Clandestine Services. It certainly is a major factor in DD/S&T recruitment, especially with respect to senior positions, and has been standard procedure for all professional recruitment in the Office of Security, which has relied principally on its own field personnel. There is a definite trend in DD/I in favor of supplementing regular Agency recruitment efforts by an expansion of direct contacts between DD/I officers and university faculty members. There seems to be little question that a specialist, discussing substantive matters with a prospective employee, will improve the chances of recruiting him.

#### Sources of Junior Professional Manpower

1. The Agency's junior professionals come from four major sources -- direct hire from outside the Agency; lateral transfer from other components of the Agency; the Career Training Program; and promotion from sub-professional ranks. As part of this study, a survey was conducted to determine which of the sources, if any, provides the most qualitative input. Although the results of the survey do not lend themselves to conclusions of general application, some clearcut patterns do emerge.

2. The DD/S&T personnel structure is unique within the Agency owing to the fact that the majority of officers entering the Directorate during the five-year period under

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study did so at grade GS-12 and higher; 93% of all entrants were hired directly from outside the Agency; 37% came from business and industry; 17% from graduate schools; and 17% from undergraduate schools. The other three major sources of junior professional manpower have little relevance for the DD/S&T.

3. The Career Training Program was the source for approximately 50% of the junior professional officers who entered the Clandestine Services during the five-year period from FY 1963 to 1967. Approximately 30% was recruited directly from universities and business concerns; the remainder entered from other government agencies, from other Career Services within the Agency, or from CS sub-professional levels.

4. More than 72% of the supervisors surveyed in the Clandestine Services regard the Career Training Program as the best input source, based on qualitative and quantitative considerations. There is consensus, however, that an admixture of functional specialists and older officers with greater breadth of experience is desirable to meet the needs of the Clandestine Services. Current personnel ceiling limitations have cut off this source of professional manpower input.

5. In the DD/I, direct hire from campuses was the largest input source for the five-year period, providing approximately 40% of junior professional recruits, about evenly divided between graduate and undergraduate students. Direct recruitment from private business accounted for 20%, the Career Training Program contributed 12%, internal Agency transfers about 6%, transfers from other Federal agencies about 9%, and appointments directly from military service about 12%.

6. DD/I supervisors rated direct recruitment the best source of junior officer personnel. CTP and internal Agency transfers received equal ranking thereafter, but the transfer group had the highest percentage of its people rated "Outstanding". Part of the reason appears to lie in the fact that officers transferred internally start producing on the job more quickly and also bring broader intelligence experience to the job.

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7. Within the DD/S, the results were more diversified. The CT Program and direct hire from private business each provided approximately 30% of junior professional input during the period. But opinions vary among the Support Career Services as to the most desirable manpower source. CT generalists readily meet the needs of the Office of Personnel and the Administrative Career Service. Logistics, Finance, and Security Career Services find that a specialized interest or experience is vital for career progression. Communications and Medical Services require specialized technical expertise while Training for the most part relies on internal Agency transfer for qualified personnel. The pioneer effort of the Communications Career Service with a Cooperative Education Program appears promising as a source of engineers.

#### Performance and Potential of Junior Professionals

1. Performance ratings and estimates of the potential of the junior professional group under study already have been reported in the Committee's Findings. Detailed breakdown of the ratings is found in Tabs D through G.

2. A special study conducted by the Assessment and Evaluation Staff of the Office of Medical Services, at the request of this Committee, suggests that there is a correlation between superior estimated potential of the Agency's junior professional officers in DD/I, DD/P and DD/S, as they were evaluated by their supervisors, and their attendance at certain "quality" undergraduate institutions. Tab J indicates that junior officers in the three Directorates who attended 70 of the approximately 100 top-rated colleges received significantly higher ratings, especially with respect to their potential for achieving supergrade rank, than those who attended colleges of "lower quality". The quality rating of a college was derived from data published in 1965 which was based on the academic aptitudes and educational/vocational aspirations of members of its entering freshman class. The list of "quality colleges", as given in Tab J, is not comprehensive; it includes only schools whose graduates were among approximately [redacted] junior professionals in DD/I, DD/P and DD/S who were evaluated in the Committee's study.

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3. There is evidence in the DD/I of a correlation between performance and amount of formal education acquired. The incident of "Outstanding" performance ratings given to those with graduate degrees was considerably higher than to those with less formal education. This is consistent with the more conclusive findings of an earlier study of the academic backgrounds of various DD/I groups, including "comers" and key officers. Among the junior officers entered on duty in the last five years, this distinction was not so clear. While 54% of the top-rated junior officers in the DD/I either attended an Ivy League school or possessed a graduate degree, the same was true for 43% of the lowest-rated group.

4. Attached as Tab H is an analysis of the backgrounds of the 15 Career Trainees who achieved an "Outstanding" rating in the Operations Courses conducted at [REDACTED] from FY 1963 to 1967, inclusive. The conclusion was that the location, nature, size, and curriculum emphasis of the academic institutions which they attended do not appear to have been influential factors in terms of student performance. Rather, such factors as military experience, writing ability, self-organization, energy, diligence and intellectual curiosity were major concomitants of their ability levels. These findings are somewhat at variance with those cited in paragraph 2, above.

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5. Attached as Tab I is a brief analysis of the backgrounds of successful Foreign Service Officers appointed during the period 1959-1964. The analysis, conducted in 1965 at the request of Deputy Under Secretary for Administration W. J. Crockett, revealed that the most significant factor in relation to success was age, with the most successful officers entering on duty at 28 or older; the second most important factor was previous military service; residence abroad and achievement of an advanced degree were rated third. Previous employment and marital status did not appear to have material impact. There was not, as part of this analysis, any attempt to assess the quality of the officers' educational background. Tab I does indicate that FSOs appointed in the period 1963-1966 attended a wide range of undergraduate and graduate institutions.

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Career Management and Development

1. None of the four Directorates operates a systematic career management and development program at the Directorate level. There is a consensus in the Agency that, given the nature of the intelligence profession, it is neither possible nor practicable to develop a detailed long-range career program for professional officers.
2. In the DD/S&T, the Career Service Panel of each office reviews at least annually the records of all officers GS-14 and under and ranks them in the estimated order of their performance, ability, and potential. The central DD/S&T Career Service Board does the same for all officers at supergrade and GS-15 levels as well as those in the Scientific Pay Schedule. These reviews are conducted for the purpose of identifying "comers", establishing promotion rankings, selecting senior school representatives, and determining assignments and increased responsibilities. The Deputy Director for Science & Technology personally reviews all "Outstanding" Fitness Reports and approves recommendations for senior schools and for supergrade and Scientific Pay Schedule promotions.
3. The DD/S&T annually conducts its own Development Course for approximately 12 highly-qualified officers in order to prepare them for a broad career within the Directorate. The requirements of the Agency's Midcareer Course have not to date fitted the DD/S&T's personnel qualifications in terms of age, grade, and years of experience.
4. The DD/S&T is faced with a major personnel problem in that the average age of its professional officer corps in grades GS-12 to 14 is 35 years. This group is highly educated in scientific and technical fields; despite its youth, it has considerable pre-Agency work experience and good advancement prospects within the Directorate. By contrast, however, junior professionals in the Directorate are poor cousins in terms of professional credentials and career prospects. The age factor in the GS-12/14 group alone indicates that junior professionals will have a long wait. The DD/S&T has not been able to find solutions for improving the career prospects of the junior professional category as a whole, but does have plans for providing advanced education for the ablest officers in this group.

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5. Within the DD/I, there is a special Midcareer Panel composed of deputy office heads, except for the chairman, who is an office director (currently the head of [REDACTED]). This panel meets four times a year to consider office nominations for the Midcareer Course; it also engages in follow-up studies with regard to the implementation of the five-year career plan that is required for each Midcareer nominee. A recent study indicated that of 125 DD/I Midcareerists there is only one case in which no part of the individual's five-year plan had been implemented.

6. The DD/I has a dual system for identifying "comers". Most offices identify such personnel as part of the day-to-day supervisory function. Selecting officers for the Midcareer Executive Development Program and for other career development opportunities serves to formalize this identification process at the office levels. At the same time, the DD/I himself has established a "comers" list of some 100 officers. This is reviewed annually at which time additions and deletions are made based upon a current appraisal of performance and potential.

7. In the DD/S, the spotting and development of promising junior and middle-level officers is a responsibility of the individual Career Service. The Deputy Director for Support personally reviews all "Outstanding" Fitness Reports on DD/S professional officers at all levels. He also consults closely with the Heads of all Career Services with regard to the assignment and promotion of officers at GS-15 level and higher. Midcareer selection is monitored at the Directorate level. Systematic implementation of five-year development plans has not proven feasible. The Midcareer Course is considered a valuable battery recharging experience for sizable numbers of above average performers who are judged still to have promotion potential.

8. There are two principal features of the professional manpower problem that distinguish the Clandestine Services from other Directorates. The first is that its needs cannot be purchased or disposed of on the open market. The absence of corollary outside occupations requires the CS to train its own manpower, which enters primarily at GS-07

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to 11 levels. Another aspect is the difficulty of finding outside second careers, a factor which inhibits the retirement of CS officers whose primary work experience over the years has been in CS operations.

9. The second principal feature is the staffing needs for the overseas stations and bases which require a corps of trained officers willing and able to serve when and where needed and to meet the special demands of clandestine operations abroad. For this reason, the CS undertakes to employ only personnel who are qualified for clandestine activities and who, in addition, are able and willing to serve overseas. Over the years, too many CS personnel have become "immobile" for a variety of reasons. Efforts are being made to correct this situation by limiting new input to those who understand and agree in advance to serve in accordance with the needs of the Directorate.

10. The need for a system of rotation of officers to provide new challenges and broadening experience is increasingly recognized and two steps are being considered at this time. The first is to segregate those few positions at Headquarters which, because of the nature of the work or other factors, should not be subject to any system of normal rotation. This step has been substantially completed. The next step, now being considered, is to require all CS officers at Headquarters to execute a field reassignment questionnaire, indicating their desires and availability for overseas assignment and any personal factors affecting mobility for future assignments. Such information will provide the basis for the first real inventory of human resources available to the CS to meet its worldwide responsibilities.

11. The selection process has been centralized in the Clandestine Services, somewhat in contrast to the situation in the other Directorates, but the actual management of personnel resides within individual divisions and staffs. As reported in the "Findings", efforts are now being made to achieve a degree of centralized management at the Directorate level.

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12. In the Clandestine Services, the identification of junior and middle-level officers who have more than average potential for advancement is accomplished primarily in the operating divisions and staffs. The Deputy Director for Plans reviews and approves candidates for the Midcareer Course. Likewise, he consults with the chiefs of divisions and staffs and approves or recommends to the Director of Central Intelligence the assignment of all senior officers (branch chiefs and above at Headquarters and station and base chiefs abroad). All promotions to grade GS-15 and above must be approved by the Deputy Director as are recommendations for assignments to senior Service schools.

#### Attrition

1. The Committee endeavored to explore the reasons why approximately 28% of the junior officers who entered on duty during the period under study have left the Agency. It was discovered that individual personnel folders contained neither precise nor complete data concerning the circumstances of an employee's departure from the Agency. In addition, only a very cryptic reason is entered into the machine records system which usually is the one given by the departing employee. Only occasionally is a supervisor's documentation present in the personnel folder itself. A single tentative conclusion can be stated: it does not appear, from the limited records available, that the separated personnel, as a group, were as effective in their jobs as those who have remained with the Agency. Caution has to be exercised with regard to this conclusion, however, because final fitness report ratings, on which judgment is based, may reflect the mutual disenchantment of supervisor and employee. Even more important, the tenure of this group is so short that many ratings were no doubt tentative and conservative pending time to make further observations.

2. In the Clandestine Services, the over-all attrition rate has been about 4% annually, but two-thirds of this is from Records Integration Division, mostly in grades GS-07 and-08. Attrition in RID has received continuing attention, but the nature of the work, the salaries available, and other factors make it a difficult problem. In the CS, less RID, only 39 of more than [REDACTED] who entered on duty in grades GS-07 through 12 during FY 1963-67 have left the Agency.

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3. DD/I professional separations from the Agency approximate [REDACTED] Over the last five years 40% of such losses have been accounted by the resignation of junior professionals who entered on duty during the period itself.

4. The true reasons for these departures are only partially known. The records show that 30% leave for family and personal reasons, 30% leave because of dissatisfaction with some aspect of their job, 15% return to school, and another 15% either go into military service or leave for better jobs. The remaining 10% leave involuntarily, many for security reasons, but almost none on medical grounds.

5. A distinguishing characteristic of the DD/I attrition picture is the significant role played by its women professionals. The over-all attrition of the junior professional group under study is 35%. But the female attrition rate was 50% versus a 29% rate for males (See Tab L for the "Role of the Female Professional in the DD/I").

6. A review of fitness reports indicates that those who separated from the Agency out of the DD/I were rated slightly lower than those who stayed. A few outstanding people and a few weak people left; mostly they were strong and proficient, in about equal numbers. The women's performance level averaged higher than the men's.

7. In many cases tenure was too short to permit a rating (over one-third were on the payroll less than one year). In virtually all cases re-employment was indicated, and in some cases, hoped for. A goodly portion had spent their short tenure in training, and many were promoted during this period. All in all, this group represented an expensive proposition in terms of how much it was able to contribute to the work of the DD/I.

8. Within the DD/S&T, 49% of those departing gave "job dissatisfaction" as the principal reason for departure, and 25% cited "better job opportunity elsewhere." The Directorate believes that the bulk of "job dissatisfaction"

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is occasioned by a lack of suitable technical challenge and thinks that this problem is likely to grow more acute with time. For a variety of reasons including budgetary ones, the DD/S&T is not engaged in research and development in so-called "large systems" and in only limited areas is it pushing on the frontiers of science. This problem is significant in the Offices of Research and Development, Special Projects, and Elint; it is much less of a problem in the cases of the Office of Scientific Intelligence and the Foreign Missile and Space Analysis Center. The DD/S&T Development Course helps to give perspective to a number of the Directorate's personnel in the expectation that a broader view of Directorate and Agency activities will help to keep them in the Agency, but the annual enrollment of about a dozen is too small to make a significant dent in the problem.

9. The separation rate in the DD/S from the group under study is 14.4%. Reviewing the causes, offices and functions represented, we find no pattern discernible.

10. The Committee's review of the attrition problem as a whole indicates there is no systematic effort in any of the Directorates to define sufficiently the reasons for the departure of relatively large numbers who list job dissatisfaction, better job opportunity, or personal reasons as the cause of departure. While the exit processing mechanism of the Office of Personnel endeavors to ascertain the elements which are involved in voluntary separations, more accurate information very likely is available within the component from which the employee is departing.

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TAB A

13 December 1967

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

SUBJECT: Committee on Professional Manpower

25X1A 1. Pursuant to the agreement reached at our meeting of 5 December, I have established, effective immediately, an ad hoc committee to examine the recent input of professional officer personnel with respect to the quality of these officers in relationship to near- and long-range Agency manpower needs. The members of the committee are John Richardson (Chairman), [REDACTED] and Donald Chamberlain.

2. In connection with its mission, the committee will review such questions as: sources of new officer personnel, qualitative standards applied in their selection, whether these standards are adequate and are being maintained at suitable levels, the measures taken to provide for the continuing development of professional officer personnel, and whether action is needed to improve the Agency's competitive position with respect to attracting and retaining highly qualified personnel. The committee will submit its report by 29 February 1968.

3. I have advised the committee members of the Director's interest in this survey and have encouraged them to call upon you for any necessary support and assistance during the conduct of their study.

/s/ L.K.White  
L. K. White  
Executive Director-Comptroller

cc: General Counsel  
Inspector General 25X1A  
Committee members  
(Richardson, [REDACTED], and Chamberlain)

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TAB B

22 December 1967

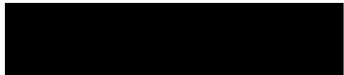
MEMORANDUM FOR: Director of Training

SUBJECT: Senior Succession

1. Attached is a paper prepared for internal use of the Office of Personnel on the problem of senior succession. With refinement we had thought it might later be forwarded for command attention. We think now your committee should see it. We know the Director's question on quality was addressed to the narrower issue of professional input but we presume to think his real concern was maintenance of the Agency's professional preeminence. Some of the answer lies in what we do about replacing the current seniors.

2. This paper recites some of the dimensions of the problem -- over half of the GS-14 to -18 group will leave in the ten-year period 1967 - 1976 and 89 per cent of the now GS-12 and -13 group will either leave the Agency or be promoted into the GS-14 to -18 group. Question -- what are we doing about preparing those GS-12's and -13's, who won't be leaving in the next decade, to assume the senior responsibilities? Are their career services even identifying those who are likely to move up? The paper raises detailed, subsidiary questions which suggest an overall program designed to satisfy, at least in part, what we believe to be the Director's concern.

3. We have provided copies for your committee members should you agree they should see it.

  
Emmett D. Echols  
Director of Personnel

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Atts.

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THE SUCCESSION PROBLEM IN CIA

SUMMARY OF INITIAL REPORT

A looming succession problem requires Agency-wide study and the involvement of management at all levels if we are to pinpoint and solve it.

Even in advance of detailed analysis, our findings indicate an Agency-wide problem of accelerated personnel losses in the Grades 14 through 18 (Retiree Group) which will echo downward through other employee groups.

1. The Agency will lose in the next ten years over one-half of its personnel in Grades GS-14 through 18. Although numerical losses in the DDP Group will be higher than those in the DDI and DDS Groups, in terms of a reduction of the total on-duty strength in these Grades, the DDS Group will be hit the hardest (77%) and the DDP Group the least (34%) excluding the O/DCI.
2. Over four-fifths of the employees presently in Grades 12 and 13 will leave these Grades in the next ten years because of separations and movement upward (on the assumption that they will be used to fill higher grade vacancies). The shrinkage of personnel in the GS-12 and GS-13 grade groups in the next ten years will be felt the most in the DDS&T (100%) excluding the O/DCI and the least in the DDP (55%).

The implications of these data should be analyzed in detail within the Career Services, including an assessment of the effects of accelerated personnel losses in the senior Grades upon the Back-up Group (GS-12s and 13s); the Intermediate Group and the Entry Group. For example, it may be anticipated that future decisions concerning the number and qualifications of new professional hires will depend significantly on the results of the succession studies in the Career Services.

We want to assure top management that the succession problem will be systematically studied throughout the Agency, using a tailored plan of analysis which each Directorate feels best suited to its area. Possible items of study include: a quantitative assessment of who is departing from the senior grade groups in the next 5 and 10 years and who is staying in

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the Back-up Group; the qualifications and lack of qualifications of the Back-up Group to take over; the feasibility of assisting Career Services to construct models of the qualifications they prefer for senior and managerial personnel to have; the feasibility of OP providing management profiles showing the managerial qualifications actually possessed by individuals identified for this purpose by the Career Services (as related to the managerial norms in the Career Service models); and the desirability of modifying our personnel evaluation system to include factors for reporting on managerial potential.  
(See TAB B 2 for the total list of possible study items.)

In making our studies we will be guided by the following beliefs:

1. No elite concept is wanted in this Agency.
2. No formal individual career plans are desirable.
3. The role of Career Services should be retained and strengthened, if possible.
4. An Agency-wide succession program cannot be a canned program and must be constructed in the context of the Agency's problems.

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### PRESERVING AGENCY PROFESSIONALISM

The very things that made possible the recent celebration of our twentieth anniversary, such as professional experience, skills and substantive expertise, are permanent only as values; as assets, they are perishable and need to be constantly replenished within a dimension of time which will assure the perpetuation of both the quality and quantity of our personnel.

It is difficult to resist the urge to call ourselves and our problems unusual, but few would question the complexities of some of our personnel staffing problems. It is sufficient to mention here some of the factors that bear on the problem of maintaining a continuity of professionalism, in this Agency, even as some of the adverse effects of maturity begin to appear. To mention some examples, the Agency has a greater range of occupational requirements than almost any other governmental organization; this diversification of occupational needs complicates our attempts to plan the types and amounts of employees that should be brought in at a given rate, in order to balance accelerating losses caused by retirements and aging; the frequently conflicting demands within the Agency for technical talent versus generalist personnel are harder to resolve in CIA than in agencies having only a few types of professional requirements; CIA must do its own recruiting, rather than turn to rosters of available personnel; and we must substantially grow within house our own talent. This latter point deserves special emphasis. Acquiring technically-qualified people is only a prelude to providing Agency instruction in the basic knowledge and skills, of our work, e.g., there is no DDP college or tradecraft curriculum available in the academic community. Although comprehensive training is particularly important in this Agency as the means for qualifying personnel to undertake assignments, "professionalism" is best maintained by employees doing a variety of jobs over a period of time. The impending acceleration of personnel losses therefore must be offset if the desired goal of maintaining the current level of professionalism in this Agency is to be achieved.

Loss of managerial and professional strength has not been a major problem in the past. As the Agency grew, we built acceptable programs of compensation, selection, individual career development, training, Career Service monitoring, employee recognition, employee incentives, employee benefits and special programs adapted to the needs then existent. During the formative years, emphasis was placed upon supporting line managers and fixing formal responsibility, through the

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career structure, at the basic levels of personnel management and decision-making. Our policies and structures have proved their effectiveness as appropriate means for continuing to do personnel business. But, with the advent of the succession problem, we now face a dilemma that will require the continuing attention and involvement of both top management and all working levels, especially the Career Services, if we are to pinpoint and solve it.

### HIGHLIGHTING THE SUCCESSION PROBLEM

Even in advance of a detailed study on the accelerated personnel losses expected to occur in the future, it is possible to illustrate how the succession tempo will quicken perceptibly in the next five years and substantially during the next 10 years. The ripple effects unleashed down through an organizational structure by key appointments is well known. Our concern in this report is the phenomenon of expected migrations outward from the Agency and upward through its ranks brought on by accelerated losses. Top management in viewing the succession problem must look not only to filling key vacancies but to the problems which will be engendered at all echelons of employees, starting with the Retiree Group (especially those in professional and managerial positions) and extending down into the Back-up Group (GS-12s and GS-13s who will be around to take over, whether qualified or not); the Intermediate Group (middle to senior, non-managerial professionals, expected to surge upward to fill the jobs vacated by the Back-up Group when it moves forward); and the Entry Group (whose pace, number and required skills are affected by the momentum of accelerated personnel losses felt throughout the entire organization).

A quantitative impression of the timing and size of future losses and the possible adverse effects within the Agency can be gained from the following information:

1. In the next 10 years (CY 1967-1976), the Agency will lose over one-half of its senior personnel (GS-14 - 18) through separations and retirements:

	On Duty		
	30 Nov 67	GS-14 - 18	
	(CY 67-71	25%	
Est.	(		
Losses	(CY 67-76	56%	

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2. Estimated losses of these senior personnel during the next 10 years will vary substantially among the Directorates:

DCI

DDS&T

DDI

DDS

DDP

3. More meaningful than the actual number of expected losses in senior professionals within the Directorates is the expected depletion in the total number of personnel now on duty in Grades GS-14 through GS-18. The per cent of expected losses within the next 10 years to the total personnel on duty 30 November 1967 is as follows:

Agency	56%
DCI	23%
DDP	34%
DDI	42%
DDS&T	45%
DDS	77%

4. In mathematical terms, there are enough employees now in the Back-up Group to replace expected losses of Agency personnel in the Grades GS-14 through 18, although no opinion concerning the level of their qualifications to take on higher jobs can be deduced from the data. Our most significant finding may be the probable future drain on the Agency's professional corps in the Back-up Group (i.e., the number of GS-12s and GS-13s on duty 30 November 1967 who will be here 10 years hence). The following is an estimate of the number of personnel currently in the Grades GS-12 and 13 who will be lost in 10 years because of retirements,

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separations and movements upward into Grades GS-14 through 18.

Agency	89%
DDP	56%
DDI	56%
DDS	85%
DCI	100%
DDS&T	100%

#### AVOIDING THE PITFALLS OF A SUCCESSION PROGRAM

Before undertaking our studies, we want to state our assumptions. Their identification will help to define the perimeters of our future surveys, i.e., beliefs assumed rather than studied, and will help to earmark the vulnerabilities of our findings for those who would question the assumptions.

First in importance from the standpoint of clarifying the purpose of the study is our belief that an elite concept is not wanted in this Agency, either as a formally stated policy or as a de facto circumstance, that would be expected to ensue from proposals put forth. The argument against an elite corps of successors does not deny the need for Career Services to identify individuals with the potential for advancement; for no program of managerial or professional development can be carried out unless deserving employees can be identified for assistance and observation in different situations. In fact, Career Services have as a primary role the assignment, training, recognition and advancement of personnel under their jurisdiction, and they will continue to perform these responsibilities, irrespective of whether or not future needs arising from the succession problem are even consciously considered as a part of these determinations.

Our belief is that today's decisions on personnel assignments and training should take into account not only the capability of qualified and available individuals to fill these jobs or training slots but also the developmental needs of possible candidates which should be met in order that they can perform

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more useful service tomorrow. We do not advocate, however, the establishment of an in-group for preferential treatment. On the contrary, we view the problem as primarily one of emphasizing the professional development of a sufficient number of people to fully meet the totality of the expected succession problem within each Career Service. Our bias would favor the planning of assignments and training of all personnel in the Back-up Group GS-12 and above except, perhaps those ruled out by a Career Service. If this were done, the resultant effect should be a rounding-out of personnel in the areas where they are deficient or inexperienced (e.g., staff versus line or overseas versus Headquarters). These planned arrangements if structured in terms of Career Service needs should maximize alternative choices for the future take-over of more complex professional and managerial responsibilities.

Second, we do not advocate a formal approach providing for the formulation of career plans tailored to the expressed interests of individual employees. It does not fit the concept of "bringing along" personnel to fill the vacuum of more responsible assignments anticipated in the future, and it is not considered administratively feasible or workable. Earlier attempts to prepare individual plans and coordinate individual agreements on future progressions and/or assignments proved fruitless, and no resurrection of such a system would be acceptable in our judgment, to the Agency.

Third, from the tenor of previous remarks, it should be clear that we believe the Career Services should retain unimpaired their vital role. We urge only an assessment of the highlights of the succession problem in each Career Service and the measured introduction of tomorrow's needs in today's decision-making. Nothing more is envisaged except the recommendation of any Agency-wide policy changes that may be necessary to ensure top management that continuity of professionalism will be maintained in the future at all age and grade groups. The Office of Personnel sees for itself a supporting role in working with the Career Services to analyze the succession problem in a systematic way throughout the Agency.

Fourth, we have hammered the point and will therefore only reiterate that an Agency-wide succession program cannot be a canned arrangement. Having made this point, however, we would like to note that most succession programs installed elsewhere, principally in industry, tend to reflect certain common characteristics conducive to success or failure. (For a summary of these common features see TAB B 1.)

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### DETAILING OUR SUCCESSION STUDIES

We have demonstrated in general terms that CIA will face an Agency-wide succession problem, but this we already expected. What specific ramifications will result throughout the Agency from accelerated personnel losses is the real question, and the answers to this question will give us the clues as to what remedies will be required and in what size packages. Let us put the question in more detail: (1) where is the succession problem of significant concern--in which Career Services and organizational units; (2) what is the nature of the problem below the Agency level--what will be the likely manpower effects of expected future changes within Career Services and Offices; (3) who are the employees affected by the succession problem--does the problem involve the Back-up Group only in a particular area or is the principal future impact to be found in the reverberations of accelerated personnel losses, such as the emergence of an unprepared, Intermediate Group or the specter of an inadequate number of young professionals entering on duty; and (4) how is the problem to be solved--will increased alertness do the job; will occasional preplanning of assignments suffice; should the occupational mix be changed; are more expenditures for personal development required; are new Agency-wide policies needed, etc.? It is apparent, even in the asking of these questions, that no one set of answers will apply to all Career Services and Offices since the what, who, where, when and how vary significantly among these units and will vary within them from year to year.

No successful management succession program can be based on theoretical concepts alone, but any study attempting to cover all the possible variables involved in future personnel losses within the next five and ten years would become an impossible task. We must structure our studies of the succession problem at the outset so that resulting proposals and recommendations will neither be too abstract and formalistic or too detailed and ambitious.

We want to assure top management that a systematic approach will be taken throughout the Agency to identify succession problems wherever they exist. Analysis in depth will be limited, however, to only those factors that the Directorates and Career Services consider relevant to their particular areas, and our approach will supplement the planning already being done by the Career Services to identify and solve their succession problems. Accordingly, we believe the following steps should be taken in making the Agency-wide studies:

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1. Prepare, as time and staff facilities within the Office of Personnel permit, a separate report for each Directorate showing the nature and severity of the succession problem within each Career Service in its area.
2. Develop with Directorate and Career Service representatives a tailored plan of analysis applicable to their areas, using the guidelines in TAB B 2 as possible items of study.
3. Dig in depth when necessary to ferret out specific problem areas within individual Career Services.
4. In concert with Career Service and Directorate representatives, prepare recommendations which would require Agency-wide action and summarize the internal actions that Career Services are taking or planning to take.

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TAB B 1

COMMON ELEMENTS OF A SUCCESSION PROBLEM

1. Objectives vary with organizations, but four are common to most organizations:
  - a. Staffing key jobs
  - b. Developing individual opportunities
  - c. Providing continuity of competency
  - d. Deploying manpower to increase effectiveness of organization
2. Program must be supported and participated in by all levels of management and will be if understood and need demonstrated.
3. System must look and plan ahead 5, 10 or more years.
4. Must identify managerial positions and people with potential for filling them.
5. Forecasting of long-range organizational structure, manpower needs and functional changes are bases for determining the future climate.
6. Must develop a methodology or system to ensure that individuals with management potential are routinely considered for assignments and training which will improve their qualifications and effectiveness.
7. Should evaluate background of managers to see why they became managers and what they have done well.
8. A good selection process is needed to obtain people with career potential.
9. Development of individuals and developmental programs should be tailored to meet specific needs (training programs often too broad or general).
10. Management potential should be evaluated as well as performance.

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TAB B 2

POSSIBLE STUDY ITEMS IN EACH DIRECTORATE  
AND CAREER SERVICE

1. Grid of senior personnel leaving and composition of Back-up Group.
  - a. Future departures of personnel in senior professional or managerial positions during the next 5 and 10 years (Retiree Group).
  - b. Reservoir of personnel in Back-up Group (GS-12s and 13s expected to move upward in vacated positions GS-14 and above).
  - c. Qualitative assessment of managerial and professional experiences of departees versus those possessed by personnel in Back-up Group (highlights of problems in specific Divisions or Branches when applicable).
  - d. Qualitative assessment of significant experience or training needed by personnel in Back-up Group (group dimension of problem and highlights of specific problem areas in Divisions and Branches when applicable).
2. Quantitative evaluation of personnel needed in Intermediate Group to meet needs in 5 and 10 years, arising from losses of personnel in Retiree and Back-up Groups.
3. Quantitative analysis of personnel needed in Entry Group to meet needs in 5 and 10 years, arising from losses in higher grade groups.
4. Feasibility of working with each Career Service to build a managerial model for its use as the basis of a continuing review of the developmental needs of personnel within the various grade groups. The models would vary substantially among Career Services and would include only those specifications of particular concern to them, e.g., type of technical background (accounting, economics, etc.); kinds of formal training that should be acquired; acceptable rates of progression over a career span; variety of assignments that an individual should have; balanced levels of desired staff versus line experience and overseas versus headquarters experience; types of appropriate

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supplementary job or substantive orientations, including brief stints outside the Career Service; supplementary technical skills desired (language, area experience, university graduate work, etc.); index of personal attributes of importance to the Career Service; and acceptable levels of personnel evaluations, including any identifications of factors of particular importance to the Career Service. Models would have to be the final product of the Career Service although assistance in initial drafting and monitoring of the Agency-wide effort could come from the Office of Personnel. Obviously, the elements of a model would only represent an ideal set of norms desired by the Career Service for use as benchmarks in following employee development and work assignments.

5. Feasibility of obtaining from Career Services an identification of individuals who have potential for further managerial or professional development. This effort should be quite broad-based. For example, one approach might be to consider all GS-12s and GS-13s with potential for eventual managerial positions.
6. Feasibility of providing Career Services with an annual management profile on each of their careerists identified as having potential for further managerial development (it would emphasize the presence or lack of the specific norms contained in the Career Service managerial model).
7. Desirability of modifying our personal evaluation program to include factors for reporting on managerial potential.
8. Study the characteristic determinants of management potential having relevance to each Career Service (e.g., conceptual ability, adjustment to change, technical competency, ability to advocate views, managerial style and verbal skills).
9. Identification of areas in which immobility or superannuation inhibits operational effectiveness, such as size of family, general age level, lack of dynamism, etc. Study possibilities of using affected personnel elsewhere.

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10. Identification of significant organizational and functional changes planned for the future within Directorates and components, as guides to future manpower needs. Identification of key managerial and professional positions that will become vacant in the next 10 years.
11. Determination of the applicability within the Agency of recognized techniques of managerial development and ascertaining what precise modifications or adaptations should be made in these techniques for them to have meaningful relevance, e.g., replacement charts, career paths, personnel inventories, rotation systems, long-range personnel projections, employee testing, employee coaching and separate managerial appraisal systems.
12. Determination of specialized internal or external training programs required in particular Career Services or Offices to keep personnel updated in their technical disciplines or broaden their perspective for higher responsibility, including substantive areas not previously encountered, e.g., familiarizing DDS&T personnel with new developments in their specialized fields or requiring economists to take additional graduate work. Review feasibility of approaching this problem at the Agency-level by using OTR and external facilities to meet requests for professional development of specified individuals upon recommendations of Career Service, proposed as a part of an integrated program of developing the managerial potential of its employees.
13. Systematic review of Agency personnel policies, programs and procedures, e.g., the mid-career and senior school programs, in order to determine what changes should be effected to meet the dimension of the succession problem in the next 5 and 10 years.

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TAB C

COMMITTEE ON PROFESSIONAL MANPOWER

Professional Employee Rating Form  
(DD/S&T)

TO:

SUBJECT: Survey of Recent Junior Professional  
Manpower Input

RE: \_\_\_\_\_

1. The Committee on Professional Manpower, which has been established by the Executive Director to examine the quality of recently-appointed junior professional officer personnel in the Agency, is reviewing the records of staff employees who entered on duty at grades GS-07 through 12 during Fiscal Years 1963-67, regardless of their present grades. In addition, in the DD/S&T, because of the fairly high proportion of recent EOD's who are in grades above GS-12, it appears necessary to extend our survey to include EOD grades of GS-13 and GS-14. Your assistance in this study is requested.

2. Office of Personnel Records indicate that the above-named employee is within this category. Please have the information on pages 2, 3, 4 and 5 completed for this employee. The information on pages 6 and 7 pertain to a group and need only be completed once by a given supervisor. Therefore, if a supervisor completes these forms for more than one employee he may destroy any unused pages 6 and 7. The information sought on pages 4 and 5 can best be provided by the employee concerned; however, when requesting the employee to complete this form, there is no need to refer to the rating form. If the employee is not available, your Personnel Officer should complete the data form from available records. Both the rating information and data forms should be returned to the Chief, Administrative Staff, DD/S&T ( [REDACTED] Room 6E38 Headquarters), not later than 22 January 1968.

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3. An evaluation of this employee by his immediate supervisor (i.e., the person who writes his fitness reports) is requested. If his immediate supervisor is not available within the time period set, please have the evaluation completed by the available supervisor who is most familiar with the individual. In appearance, we realize that the scales below are quite similar to fitness reports. There

S E C R E T

are, however, very significant differences in the reasons for requesting this information and the uses to which it will be put. Fitness reports serve as a focus for discussions with subordinates, as motivational devices, as bases for promotion, etc., as well as evaluations of actual performance. Because of their manifold functions, fitness reports are typically not "pure" measures of performance but instead reflect a number of influences. Thus overall fitness report ratings are sometimes overly lenient, ratings of different characteristics of the same individuals may be more similar than they should be, and too many people receive the same ratings. We are asking each supervisor to attempt to avoid these pitfalls as much as possible and to produce relatively more accurate measures of this employee's performance (on the first three scales) and potential (on the next three scales). This committee will treat this information with strictest confidence, using it only for research purposes. Information provided will not become part of any personnel record nor will it influence the careers of the people being rated in any way. It is hoped, however, that information collected here will have an impact upon the Agency as a whole. If our research enables us to identify characteristics which differentiate best and poorest performers, in the future we shall be able to select proportionately more top-notch people.

This employee's actual overall performance is:

- \_\_\_\_\_ A. OUTSTANDING
- \_\_\_\_\_ B. Between OUTSTANDING and STRONG
- \_\_\_\_\_ C. STRONG
- \_\_\_\_\_ D. Between STRONG and PROFICIENT
- \_\_\_\_\_ E. PROFICIENT
- \_\_\_\_\_ F. ADEQUATE
- \_\_\_\_\_ G. WEAK

The quantitative aspect of this employee's performance (i.e., the amount of work he gets done) is:

- \_\_\_\_\_ A. OUTSTANDING
- \_\_\_\_\_ B. Between OUTSTANDING and STRONG
- \_\_\_\_\_ C. STRONG
- \_\_\_\_\_ D. Between STRONG and PROFICIENT
- \_\_\_\_\_ E. PROFICIENT
- \_\_\_\_\_ F. ADEQUATE
- \_\_\_\_\_ G. WEAK

- 2 -

S E C R E T

The qualitative aspect of this employee's performance (i.e., the degree of excellence characteristic of his work) is:

- A. OUTSTANDING
- B. Between OUTSTANDING and STRONG
- C. STRONG
- D. Between STRONG and PROFICIENT
- E. PROFICIENT
- F. ADEQUATE
- G. WEAK

This employee has the potential for becoming a senior-level officer (GS-15):

Yes  No

This employee has the potential for becoming a supergrade:

Yes  No

This employee's overall potential for making significant contributions to the Agency in the future is best estimated as:

Weak

Below  
Average

Average

Above  
Average

Outstanding

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TAB H

3 January 1968

MEMORANDUM FOR: Chief of Station

SUBJECT: Factors in Student Achievement

1. I have reviewed the evaluations and biographic data on fifteen students who achieved ratings of Outstanding for their performance in the Operations Course, Phase 1, and have attempted to determine if the students' education, military and civilian experience played a role in their performance, or if particular skills or character traits contributed to their achievements. The fifteen students represent classes which matriculated during Fiscal Years 1963-1967, and the majority were personally known to me.

2. Although the fifteen students are only a sampling of a larger body which earned ratings of Strong or Higher, this review showed that:

a. The students came from a broad range of colleges and universities, including Allegheny College, Harvard, Union College, University of Michigan, University of California, University of Minnesota, Princeton, Georgetown, University of Washington, University of Maryland, Manhattan College, University of Arizona, Kansas State Teachers College, and Florida State University. The location (as Ivy League), nature, size, and curriculum emphasis of these institutions of higher learning do not appear to have been controlling factors in terms of student performance.

b. With one exception, each student had a significant civilian or military experience prior to joining the Agency. It is believed that this experience was meaningful to their efforts in the Operations Course because of the opportunity they had to mature in another professional environment.

c. Each officer possessed fine writing and/or speaking skills. Each organized his work in a disciplined fashion, adapted his style to Agency reporting practices and formats, and turned out creditable, clearly written copy.

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d. The students in this group did not uncritically accept all administrative or operational instructions and guidances. They showed high investigative curiosity concerning the reason for particular requirements, but once satisfied on this score they accepted them. In short, they were not inclined to buy a pig in a poke.

e. The students generally proved to be energetic, diligent and inquisitive. They were self-starters who performed well, showed an aggressive spirit, and as noted, a critical aptitude.

I have attached a brief resume of the students' background and of those skills and qualities most often cited by instructor personnel in the final evaluations.

3. In conclusion, it appears that an earlier job experience and an ability to write effectively are significant to a high level of performance in the Operations Training Courses.

/s/



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Attachment:  
As Stated Above

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TAB J

26 February 1968

MEMORANDUM FOR: [REDACTED]  
Executive Secretary, Committee on  
Professional Manpower

25X1A

SUBJECT: Relations between College Quality and  
Rated Potential and Performance

Attached report explores relations between the quality of undergraduate colleges and rated job performance and potential. The report is longer than anticipated, but the intricacies of the results and their significance warrant, I believe, the extended treatment given.

[REDACTED]  
Psychologist  
Assessment and Evaluation Staff  
Office of Medical Services

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Analyses presented in this section concern relations between the quality of undergraduate colleges and rated job performance and potential. These analyses relied on recently published data (Astin, 1965) which provide an objective basis for assigning quality scores to colleges and universities. The details and rationale of these scores are given in Tab J 1.

Data analyses were limited to male college graduates in the Support and Intelligence Directorates; all college graduates in the Clandestine Services were included as sex was not indicated in the data provided. For each Directorate, college quality scores were related to the following criterion measures: (1) actual overall performance, (2) potential for making a significant contribution to the Agency, (3) potential for making senior level (GS-15) officer, and (4) potential for making supergrade.

Statistical analyses show that the relation between quality of college and rated potential and performance is not linear over the range of the college quality dimension. To better appreciate the nature of the relation that did emerge, five levels of college quality were constituted from the distribution of quality scores. Examination of average criterion ratings of employees at each level revealed that rated performance and potential at the two top levels (scores of 60 and above) were roughly of the same order of

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magnitude and that ratings across the remaining three levels were typically lower than those of the top two levels but were not consistently ordered. In fact, there was a tendency, most pronounced in the data for the Directorate for Intelligence, for ratings of employees from the lowest college quality level to be somewhat higher than those in the adjacent two levels. This reversal may be due in part to greater selectivity in recruitment exercised at these institutions.

The discontinuity in ratings between the top two and bottom three levels of college quality suggested comparisons on a dichotomized quality dimension. Accordingly, employees holding baccalaureates from institutions with quality scores of 60 and greater were placed in Level A and all others in Level B. Tab J 2 lists the names of colleges and universities in Quality Level A. Results of comparisons by Directorate follow.

Support Services: Of the three Directorates, the Support Services shows the least evidence of a relation between the dichotomized quality dimension and supervisory ratings. Only the difference in the percentage rated super-grade potential (47.8% for Level A vs. 25.9% for Level B) is statistically reliable. (See Tab J 3.) Data for employees with some or no college education are given for comparison purposes, although they were not subjected to statistical tests.

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Approximately one in five college graduates in the Support sample graduated from Level A schools.

Directorate for Intelligence: Data for this Directorate indicate a strong and statistically reliable association between the three measures of potential and college quality level. (See Tab J 3.) Rated actual overall performance did not differentiate between employees. The sample surveyed in this Directorate included one in four from Level A schools.

Clandestine Services: Differences between employees at the two quality levels were statistically significant on all criterion measures. (See Tab J 3.) Thirty-seven percent of the professionals in this Directorate's sample came from schools in Level A.

Taken together the results from the three Directorates show that the various measures of potential are substantially correlated with the dichotomized quality dimension. Whether supervisors, in making ratings of potential are responding primarily to the educational credentials of the ratee or to observed on-the-job behavior is problematical. Finally, it should be noted that although employees from the top quality schools are nearly twice as likely to be rated as having supergrade potential, in terms of absolute numbers rated as having this potential, the majority (155 to 105) are graduates of Level B schools.

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TAB J 1

A significant contribution to research on college quality and its correlates is provided by A. Astin's recent publication, Who Goes Where to College? Therein the characteristics of entering students at over 1000 four-year colleges and universities are rigorously described. Characterizations of student bodies are given in the form of standard scores on 13 dimensions. Together, these dimensions account for much of the significant variation among institutions of higher learning. The author convincingly shows that although the scores on the 13 dimensions are based on attributes of entering students, they are in fact tantamount to descriptions of the institutions themselves. These scores provide, then, an objective basis for categorizing schools in meaningful and salient terms. We have derived an index of quality involving a combination of these objective scores. Some of the correlates of institutions receiving high scores on this quality index include student bodies of (1) high academic aptitude, (2) having a large percentage planning to go on for the Ph.D. degree, (3) coming from high socio-economic backgrounds and (4) aspiring to careers in enterprising fields (lawyers, business executives, politicians). Additionally, institutions with high quality scores were regarded as highly "prestigious" by a representative sample of the country's leading college applicants.

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TAB J 2

Schools with Quality Scores of 60 and Greater (Level A)  
Represented in Sample of Committee on Professional Manpower.\*

Allegheny College	Iowa, State University of
Amherst College	
Antioch College	Johns Hopkins University
Bates College	Kenyon College
Beloit College	Knox College
Bowdoin College	
Brandeis University	Lawrence College
Brown University	Lehigh College
Bucknell University	
California, U. of at Berkeley	M.I.T.
California, U. of at Los Angeles	Michigan, University of
Carleton College	Middlebury College
Carnegie Institute of Tech.	
Case Institute of Technology	North Carolina, University of
Chicago, University of	Northwestern University
Clark University	Notre Dame, University of
Colby College	
Colgate University	Oberlin College
Cornell University	Occidental College
Columbia University	
Dartmouth College	Pennsylvania, University of
Dennison University	Pittsburgh, University of
Dickinson College	Pomona College
Duke University	Princeton University
Emory University	
Georgetown University	Rice University
George Washington University	Ripon College
Grinnell College	Rochester, University of
Hamilton College	Southern California, Univ. of
Harvard University	Stanford University
Holy Cross, College of the	
	Texas, University of
	Trinity College (Conn.)
	Tufts University
	Tulane University

\*Several highly-rated schools are not included in this list since graduates of those schools were not present in the Committee on Professional Manpower's sample.

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United States Military Academy  
University of the South  
United States Naval Academy

Vanderbilt University  
Virginia, University of

Washington University  
Wesleyan University  
William and Mary, College of  
Williams College  
Wisconsin, University of

Yale University

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TAB J 3

Rated Performance and Potential as a Function of  
Quality Level of Undergraduate Institution

SUPPORT SERVICES	Level A (60+)	Level B (59-)	No Degree
Criteria:			
% Rated GS-15 Potential	72.9	70.9	18.7
% Rated Supergrade Potential	47.8 <u>    </u> <sup>a</sup>	25.9	0.0
Rated Actual Overall Performance (1= Out- standing)	3.1	3.3	3.9
Rated Overall Potential (1=Outstanding)	2.1	2.2	2.8
DIRECTORATE FOR INTELLIGENCE			
Criteria:			
% Rated GS-15 Potential	65.5 <u>    </u>	53.8	33.7
% Rated Supergrade Potential	34.0 <u>    </u>	20.3	4.6
Rated Actual Overall Performance	3.3	3.4	3.7
Rated Overall Potential	2.1 <u>    </u>	2.3	2.4

a A single solid line between columns indicates that the difference is statistically reliable at  $P < .05$ . Double solid lines indicate a difference significant at  $P < .01$ . A difference significant at  $P < .05$  could be expected to occur by chance alone fewer than 5 times in 100, one at  $P < .01$ , fewer than 1 time in 100.

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CLANDESTINE SERVICES

Criteria

% Rated GS-15 Potential	71.7	<del>54.4</del>	17.6
% Rated Supergrade Potential	32.9	<del>17.3</del>	11.8
Rated Actual Overall Performance	3.6	<del>3.8</del>	3.6
Rated Overall Potential	2.3	<del>2.5</del>	2.4

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TAB K

26 February 1968

MEMORANDUM FOR: Chairman, Professional Manpower Committee

SUBJECT: Recruitment of Quality Professional  
Personnel

1. The Process:

a. While recruitment is centralized in the Office of Personnel, the selection of professional personnel is a highly diffused process. Career Trainees are selected by the Director of Training. The CIA Offices and components do the actual hiring of other professionals. The role of the Office of Personnel is one of spotting and furnishing candidates of high quality in sufficient numbers to permit some selectivity on the part of the using Offices. Statistically, our recruitment effort is furnishing an appropriate number of qualified applicants. For example, in Fiscal Year 1967 there were 3,611 professional applicants produced from at least three times that number of people interviewed. From this field, 242 were selected for the Career Training Program and 580 other professionals were entered directly on duty. The professional requirements which were not met were confined to a few critical categories of specialists in the fields of photogrammetry and computer services.

b. There are four key areas in the processing of applicants in which quality or evaluative judgements are made about the individual, not necessarily by the Office of Personnel. These are the recruiters interview, the A & E tests which are given to all CTP and to some direct hire professional types, Headquarters interview of the invitee, and the medical and security screening.

c. Having cleared the hurdles involved in processing, the candidates are then actually selected by the using Office on the basis of subjective norms which may fluctuate with the ceiling or administrative situation in which the Office finds itself. When a component is retrenching or stabilizing, they may be turning down better candidates than were being hired in times of expansion.

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2. The Requirements: In order to minimize the accordion effect of ceiling and organization changes on recruitment and selection, the Office of Personnel establishes requirements with the using components in advance of the recruiting season. At the present time, an Advance Staffing Plan in terms of numbers and types of requirements is developed with the components and phased with the Program Call of the Planning, Programming and Budgeting system giving about a six months lead time on the upcoming Fiscal Year. The requirements are subject to change as Planned Employment Levels and ceiling allocations are modified by the various authorities, but at least the general categories and numbers are established to set the pace and shape of the recruiting effort. Proper lead time permits specific response to Agency requirements by the field recruiting organization. This kind of targeted response has become increasingly important as a consequence of changes over the years in the composition of Agency requirements. The Fiscal Year 1968 requirements list would show that, except for the Career Trainee Program, the RID Professional Entry Program and one or two DDI Offices, the balance of the requirements are highly specialized in a wide variety of disciplines which in themselves represent screening standards and suggest specific university and other employment sources. The problem of recruiting junior professionals is not a homogenous one and does not permit of a single non-differentiated response as characterized by the "darned good man" specification of another day.

3. The Search For Quality: The screening process and the definition of requirements are of vital importance in producing qualified applicants. However, the subject can be further discussed from the standpoint of the search itself in terms of two general situations:

a. CTP Recruitment: In the instance of the Career Trainee, the search is for a broadly educated individual possessed of aptitude and potential for filling the long-range requirements of the Agency within the principal occupational areas of the Clandestine Services and, to an increasing degree, within the Support and Intelligence Directorates. This objective requires broad coverage of the liberal arts colleges and universities to widen the base of selection and to insure obtaining the best candidates from among those interested and motivated for Agency service. Close familiarity with this requirement and its importance to the future of the Agency has been accomplished over the years by numerous training sessions, annual recruiting conferences and exchange of information

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among the training, personnel and using components. Research is needed and is being undertaken to identify the indicators of success which could be used to improve the preliminary screening of applicants and to further identify productive sources.

b. Direct Hire Professionals: The specifications for the scientific and engineering requirements are sharply defined in the recruiting requisitions. In many instances, the sources for these people are limited and can be identified for close coverage by field recruiters. Recognizing that it is most important for engineers and scientists to be able to talk to their own kind, the Office of Personnel works in close collaboration with the using Offices including use of joint teams, and very often limits its role to spotting and making arrangements for interview by the substantive specialists. This technique contributes to what is generally felt to be a satisfactory situation from the standpoint of quality. It is also used in the recruiting of economists. The balance of this type of requirement; namely, the RID Professional Program and the generalist types for the DDI Offices is met by use of techniques and sources similar to those employed for the Career Trainee applicants and indeed their handling and screening is very similar.

c. Cooperative Education: Agency requirements include specialists which do not exist in large numbers outside the Agency. To meet this need, a Cooperative Education Program with Virginia Polytechnic Institute (VPI) was instituted by the Office of Communications some years ago and is now beginning to produce a small number of communications engineers. Other programs have more recently been started by the Office of Personnel for the development of photogrammetrists, computer specialists and mechanical engineers with 10 out of 14 engineering and technical schools which have Cooperative Education Programs. Since liberal arts colleges and universities do not sponsor these programs, a summer intern program has been started with interns now on the rolls from Dartmouth, Princeton, UCLA and the University of Indiana, mostly in the area of China studies. These are long-term programs requiring as much as five years to produce professional candidates.


d. Aids to Recruitment: The recruitment system of the Agency is supplemented by a network of faculty advisors some of whom have been very productive in

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spotting likely candidates from among their students particularly for the Career Training Program. Our current campus recruitment difficulties are well known and may impair what has been a satisfactory arrangement. The Civil Service Commission has been extremely cooperative by displaying Agency posters in their Federal Job Centers and just lately has included Agency information in their booklet going to college level individuals who pass the written portion of the Federal Service Entrance Examination.

4. Conclusion: This review has dealt with the part played by the recruiting process, by the advance developments of requirements, and by the actual search itself in accomplishing the objective of furnishing qualified applicants from which Agency components can select the professional employees of the Agency. To conclude the review we have asked veteran recruiters to give their impressions of the quality of recent applicants. Their comments are attached.

/s/

  
Chief, Plans and Review Staff  
Office of Personnel

25X1A

Attachment:

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TAB K 1

26 January 1968

MEMORANDUM FOR: [REDACTED]

25X1A

SUBJECT: Material for Professional Manpower  
Committee, Senior Recruiter  
Comments on Quality of  
Current Crop

Attached are the comments requested by Mr. Richardson  
from the Senior recruiters. The penciled remarks and  
underlinings have been inserted by [REDACTED]

25X1A

[REDACTED]  
Chief, Plans and Review Staff  
Office of Personnel

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Attachments:

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TAB K 1

15 January 1968

MEMORANDUM FOR: 

FROM: 

SUBJECT: Your Memo dated 4 January 1968

25X1A

With reference to your memo, the inescapable truth is that everything has changed in the last ten years. As to the applicants whom I interview, I admit that they have changed also. Naturally there are exceptions, but for the most part individuals are much more self-centered, less motivated to government service and particularly to the Agency. In all truthfulness this could be attributed to the dismal picture of the Agency that has been painted in the last few years. During earlier days the Agency had a magnetic appeal. Unfortunately, the propagandists have, in my opinion, been effective in changing this favorable image. Much of this has been done by professors who exert great influence on the top students. The result is that I seldom see Phi Beta Kappas or really top intellectual types such as I used to see. Also I believe there are fewer "gung-ho" types at colleges today than in the past. The type person who has a spirit of adventure and a desire to serve his country for idealistic and patriotic reasons. In days past my schedule at Yale would frequently exceed fifty interviewees. Today I'm lucky to get 10 to 15. Certainly the caliber of applicants has changed in my opinion. By the same token the caliber might still be there but they have not taste for CIA. There are so many "pot shots" (see attached) that it is surprising we get as many as we do. Even amusing news items have a tendency to disparage and you'd be surprised how many people in the "boondocks" believe these articles.

6

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15 January 1968

MEMORANDUM FOR: [REDACTED] DC/RD  
FROM: [REDACTED] RD  
SUBJECT: Report to "Committee on Professional Manpower"  
REFERENCE: Your Memo dated 4 January 1968

25X1A

1. The difficulty of comparing the troubles of today with some golden epoch of the past is that we tend to forget the "bad guys" and remember only the good ones. Rather than rely solely on my memory, I reviewed the EOD's of 1957 and compared them with the EOD's of 1966. Among other items, I scanned the universities represented, the GPA's of the students, the academic disciplines represented, and the age distribution. Clerical, craft, and technical area EOD's were eliminated from consideration.

2. Twenty professional people were entered on duty in 1957 and forty were hired in 1966. A comparison of those placements on a percentage basis yielded the following information:

PROFESSIONAL PERSONNEL ENTERED ON DUTY

	<u>1957</u>	<u>1966</u>
<u>Undergraduate</u>		
Social Science	35%	52.5%
Business Administration	20%	5.0%
Engineering and Physical Science	20%	12.5%
<u>Graduate</u>		
Social Science	20%	22.5%
Business Administration	5%	2.5%
Engineering and Physical Science	0%	5.0%
Total for Year	100%	100.0%

3. Upon reviewing the above table, it is apparent that a smaller proportion came from business administration, and engineering and science in 1966. The number of MBA's showed a drop in 1966, but there was an increase of engineers and scientists at the graduate level who entered on duty.



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4. In reviewing the EOD reports, I scanned the quality of the education received, GPA, membership in honor societies, and representation of "hard subjects." It seemed to be equal in the two samples with the balance slightly in favor of 1957. The 1957 graduates, many of whom had served on EAD in the Korean War, appeared to be more mature and sophisticated.

5. Motivation is difficult to determine. I believe that some rough criterion of motivation can be determined by the percentage of people who EOD'd in relationship to those who go into initial processing. A quick review of the two groups leads to the conclusion that we had more EOD's per SI in 1966 than in 1957.

6. Conclusion:

a. I believe but cannot prove that those individuals whom we saw in the earlier years of the Agency (1950-58), especially those persons who had served on EAD in World War II and the Korean War, represented a more knowledgeable, sophisticated group. Such applicants knew how they wanted to employ their talents. In accepting employment, they tended to stay and help build the organization.

b. The Federal Service has been disadvantaged in the recent years in its salary structure--especially in attracting the outstanding person whom we need.

c. In the past several years, more and more people from the academic area find it difficult to identify with the role of the Agency. Many will not even consider an interview.

/s/  


25X1A

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16 January 1968

MEMORANDUM FOR: Deputy Chief/RD

FROM: [REDACTED]

25X1A

SUBJECT: Quality of the Current Professional  
Recruit

1. It must be realized that a recruiter has an applicant all to himself for one half hour and for fifteen minutes of that time he is describing to the applicant the kind of career he might have in the Agency. Thus, in effect, the recruiter has approximately fifteen minutes to determine the quality of the man he is interviewing. I must, therefore, deal in generalities and any comments I have to make on this subject can only be the result of recalling the more easily defined qualities of hundreds of applicants.

2. It is obvious to all, I'm sure, that the American University is turning out a far better product than it did ten years ago. Not only is the quality of college education better, it is also true that the quality of the entering Freshman class is better. The rising SAT scores of each new Freshman class in college is evidence of the new academic excellence in most of our high schools. To make my point more personal I refer you to Time Magazine, 12 January 1968 issue, Education section, in which the virtues of the University of Massachusetts are extolled at some length. Ten years ago it was nearly a waste of time to recruit at this University. It is now producing more and better applicants for Agency work than it ever did.

3. New England, for some reason or other, has always produced a great number of public service oriented people. Working for the Federal Government is looked upon as honorable employment. I find that this is still so. However, I do not find that these people are particularly motivated towards this Agency as opposed to another one. When we interview these people we must convince them that we can offer a more interesting and rewarding career than can be found in other Agencies.

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4. It seems that I find fewer and fewer young men who are motivated toward Clandestine Services. Whether this is the fault of our society (matriarchal, I believe it's called) or whether our young men are too interested in Suburbia and security, I know not, but I do know that few men these days express an interest in a career which will take them to strange lands and far away places.

5. In almost every instance, the best applicant is the man who has been in the military service, especially one who has served abroad. He is more aware of world problems, seems to understand better the role the United States plays in this world, has more knowledge of Intelligence organizations, has more respect for this Agency than any other group of people, and accepts without question the need for an organization such as ours.

6. To summarize; I believe we are interviewing a better educated young man, perhaps a little less sophisticated than his counterpart ten years ago, less likely to agree that an intelligence organization can and should operate within a free democratic society, and more interested in the security of Federal employment than in the challenges of intelligence work.

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16 January 1968

MEMORANDUM FOR: Deputy Chief, RD

FROM: [REDACTED]

25X1A

SUBJECT: Reply to your Memo of 4 January 1968  
Addressed to Certain Senior  
Recruiters

1. The objective assigned to the Committee on Professional Manpower is an elusive one, but certainly worthy of their attention. I am inclined to doubt that a member of the Recruitment Division is able to make a valid comparison of professional personnel employed since 1962 and prior to 1962. I must assume that the Agency is judged by the quality of its final product. A qualitative comparison would have to be made at the upper echelons of Agency and Administration authority.

2. Let me comment now on the factors you have cited in your paragraph three. The quality of an applicant's education is difficult to assess in the abstract. Subjective considerations would play a large part in this kind of judgment. I suspect that the knowledge of world affairs acquired by recent applicants is of a higher order. I think it must be acknowledged that the depth of this knowledge cannot be measured accurately by a recruiter. In my opinion, there has been little, if any, change in the factor of motivation down through the years. I always hesitate to use the term sophistication. It is a nebulous designation.

3. In the last few years, I have become increasingly concerned with our heavy reliance on test results in the making of employment decisions. I have seen many bright young men, with enviable records, rejected on the basis of unsatisfactory test performance. I have heard [REDACTED] caution against placing too much emphasis on these tests. Admittedly, the man making the decision on acceptance or rejection of an applicant will find it easy to reach his decision on the basis of a test performance. He would be reluctant to take the risk of approving an applicant who tests poorly while he presents a very strong case in other respects. The FCDP tests should not be regarded as the sine qua non of an applicant file.

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4. We should not overlook what appears to be an increasing volume of young girls being appointed to professional positions. Their presence accelerates the exit rate and, consequently, the size of the former employee population. Our Office of Security must take this into account. We invest a great deal of time and money in training these young women. Their career potential is naturally limited.

5. Last summer, I learned that we expect to lose, each year, between 600 and 700 professional employees. It is my understanding that we resign ourselves to these departures and make no systematic effort to reduce their numbers. I believe this constitutes a serious shortcoming in personnel management. It may be said to reflect on our recruitment, our selection, and our utilization of personnel. I wonder how many professionals we were losing each year prior to 1962?

6. I have endeavored to adhere to the same set of standards throughout my sixteen years as a member of the recruitment staff. I have been guided by a determination to recommend only those prospects whom I thought belonged in the Intelligence profession. Recommendations have been based on records of achievement that exceed the average performance. I am sure that in some instances my judgment has been affected, perhaps adversely, by the widening difference in age between myself and the prospect under consideration.

7. My own observations and reflections lead to the conclusion that the quality of professional applicant found in my territory has been fairly constant. If the quality of our professional staff shows signs of deterioration it can be attributed to: recommendations not in agreement with prescribed personnel requirements; failure to draft these requirements with precision; the absence of uniform standards in the selection process; and the failure to identify and arrest the disaffection that leads to resignation.

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23 January 1968

MEMORANDUM FOR: DC/RD

FROM: [REDACTED]

25X1A

SUBJECT: Report for "Committee on Professional  
Manpower"

It is true that I have been in recruiting for more than 10 years; a further truth, however, is that I have been doing professional recruiting on campus only since 1963. My observations, therefore, may be of limited interest to you or the committee.

The CTP candidate today with few exceptions is not being recruited from the campus but from the military. I can see relatively little correlation in a candidate's knowledge or level of sophistication or motivation and where he went to school. There is, however, a difference in the aforementioned measuring devices based on the academic performance of the individual irregardless of geographic location of his Alma Mater.

The candidate of today appears more politically aware and more intelligence oriented than his counterpart of yesteryear. Here again, I'm speaking of the military man. This awareness is most probably due to the Viet-nam situation and the fact that the majority of the candidates have served in that theatre of operations.

As for the campus candidate, I honestly see little if any difference in the graduate of 1964 and the graduate of 1968, even though my 1964 graduates were from Minnesota and the Dakotas and my 1968 graduates are, of course, from my present territory.

A comparison of FCDP results over the past 10 years should answer some questions for the Committee.

/s/  
[REDACTED]

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TAB L

23 February 1968

MEMORANDUM FOR: Chairman, Committee on Professional  
Manpower

SUBJECT: Supplementary Contribution

1. Confirming our early conversation, I believe there are two questions of significance which ought to be covered in our report for which additional research may be needed; namely :

- . Are there significant differences in male and female performance in the junior professional population under study?
- . How good were the junior professionals who left us in the last five years compared to those who stayed?

2. Attached is a summary of findings on junior female professionals in the DDI which will serve to illustrate my interest in studying the first question.

3. I hope soon to have some views on the quality of separatees based on a review of their files in the Records Center [REDACTED]

/s/

[REDACTED]  
DDI Member

Attachment:

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TAB L 1

ROLE OF THE FEMALE PROFESSIONAL IN THE DDI

The considerable proportion of female professionals used in the DDI suggests a comparison of their record with that of their male counterparts.



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Based on those still working in the DDI, the source of these are predominately direct college recruitment, which accounts for 57%, and private business, 14%. Lateral transfers, other Federal, and CTP each account for another 8%.

Once on board, these ladies do not stay on the job nearly as long as do the men. Of the [redacted] females who EOD'd in the last five years, half are already gone. This 50% attrition record compares to 29% for the men. The over 70% attrition rate for the female professionals who EOD'd in 1963 and 1964 is especially high. Attrition of those hired as recently as 1967 runs 25%.

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Reasons given for separation of females are significantly lower in each category, except personal and family. As might be expected this category figures most importantly, the specific reasons usually being marriage or maternity:

<u>Cause of Attrition</u>	<u>% Total</u>	<u>% Male</u>	<u>% Female</u>
Involuntary	9	11	6
Better opportunity	8	10	6
Return to school	16	19	13
Job dissatisfaction	30	37	21
Personal/family	32	14	54
Military	5	9	0

Comparative figures on performance ratings also disclose differences. The proportion of proficient and below ratings given to males and females is the same. In the high end of the scale, however, supervisors give a greater proportion of the males higher ratings. Whereas 4% of the males were given outstanding ratings for actual over-all performance, less than 1% of the females were (indeed only 1 out of 177). 55% of the males were given ratings of strong or better versus 48% of the females. In OCI, the difference was very pronounced, with 55% of the males rated strong or better versus 7% of the females.

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This difference carried over to ratings assigned for over-all potential:

<u>Rating</u>	<u>% Male</u>	<u>% Female</u>
Outstanding	11	7
Above average	56	44
Average	30	48
Below average	3	1
Weak	0	0

Even more pronounced were the indicated differences in potential for attaining GS-15 or Supergrade level responsibility:

<u>Potential</u>	<u>% Male</u>	<u>% Female</u>
GS-15	53	11
Supergrade	21	2

A review was made of the fitness reports on all those who had EOD'd in FY 1963-67, had later separated, and on whom reports had in fact been prepared.

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A comparison of over-all ratings given to this group shows that the females that left scored somewhat higher than the males that left.

<u>Rating</u>	<u>% Male</u>	<u>% Female</u>	<u>% All</u>
Outstanding	0.7	1.3	1
Strong	38	45	42
Proficient	53	44	48
Adequate	7	7	7
Weak	2	2.5	2.3

The fitness report ratings given the 157 rated females who resigned do not appear significantly higher or lower than the over-all performance survey ratings given to the 177 females still on board.

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<u>Rating</u>	<u>% Females</u>	
	<u>On Board</u>	<u>Who Quit</u>
Outstanding	1	1
Between Strong and Outstanding	14)	42
Strong	33)	47
Between Proficient and Strong	31)	48
Proficient	18)	
Adequate	2	7
Weak	1	2.3

We may thus conclude that the DDI females who leave the Agency at such a high rate appear to be representative of those who stay on and on the average perhaps a bit better than the DDI males that also leave.

One cautionary should be sounded. Any fitness report written on members of a group who have had a relatively short time in the Agency must be used with more caution than a fuller record.

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TAB M

Relative Ranking in Graduate Schools  
Biosciences, Physical Sciences, Mathematics, Engineering

1. California (Berkeley)
2. Harvard
3. Stanford
4. Cal. Tech.
5. Illinois
6. Wisconsin
7. Michigan
8. MIT
9. Princeton
10. Yale
11. Minnesota
12. Cornell
13. Johns Hopkins
14. Rockefeller Inst.
15. UCLA
16. Washington (Seattle)
17. Chicago
18. Columbia
19. Pennsylvania
20. Indiana
21. Duke
22. Western Reserve
23. California (Davis)
24. Purdue
25. Texas
26. Yeshiva
27. Northwestern
28. Brandeis
29. Rochester
30. Brown
31. Iowa
32. Washington (St. Louis)
33. NYU
34. Rice
35. Ohio State
36. Carnegie Tech.



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