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DD/S

15 MAR 1957

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Competitive Promotion Program

REFERENCE : DD/S memo to DTR, dtd 1 Mar 57,
subject as above

1. This memorandum reports progress by the Office of Training in implementing the Competitive Promotion Program.

2. This Office established promotion panels and a Career Service Board in 1952, shortly after I assumed a measure of control over the Clandestine Services' training activity. The policies and procedures we have followed during the past 5 years have been generally in accord with what are now the provisions of Regulation [REDACTED]. Thus we have in being a promotion system which provides for equity, objectivity and impartiality in the promotion of OTR Career employees, and one which can be modified easily in the few respects necessary to bring its procedures into conformity with the present regulation.

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3. Comparative analysis of our present system and that set forth in [REDACTED] reveals that the requirements of the regulation can be met by the changes which are discussed under the following headings:

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a. Competitive Promotion Areas - At present OTR does not have "competitive promotion areas" defined formally in the manner prescribed. However, our system recognizes that there are marked differences in the functions performed by the various Office components, and that we have certain positions which relate more closely to the functions of other Agency components than they do to training. We have consistently taken such factors into account, even though informally, in evaluating the relative merits of employees recommended for promotion. We have now established four

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competitive areas: (1) Instructors - personnel of the Schools, engaged in direct training; (2) Psychologists - professional and technical personnel of the A&E Staff; (3) Junior Officer Trainees; (4) Support Staff - personnel, including clerical, engaged in support of training.

b. Promotion Panels - This Office has used promotion panels for the past 5 years. There have been two, one for clerical employees and one for professional personnel. These panels, meeting monthly, review all promotion recommendations up to grade GS-13 and recommend action to the OTR Career Service Board. The Professional Promotion Panel also considers recommendations for the promotion of employees assigned to OTR from other Agency components, who have career service designations other than ST and for ST designees assigned outside OTR. The OTR Career Service Board meets once each month to review and take appropriate action on all recommendations received from the panels, and itself acts as the Promotion Panel on recommendations for promotions to grades GS-14 and GS-15. We have found this panel system to be efficient and satisfactory, particularly in view of the relatively small numbers of people in the Training Career Service by grade level and area of activity. However, following upon the definition and establishment of the competitive areas mentioned above, we have established one additional panel to consider actions on Junior Officer Trainees. Thus we will have three promotion panels, and the Career Service Board which will act as the senior panel, each meeting on a monthly basis. With this mechanism we will be able to give continuing attention to all grade levels and will not find it necessary to implement the program in gradual stages of one grade level at a time.

c. Competitive Rank-Ordering of Career Service Members - Up to this time it has not been our practice to require the Promotion Panels to establish a formal competitive ranking of the members of the OTR Career Service. In fact, however, this has been done informally by the Promotion Panels and by the Career Service Board in each monthly meeting. In taking up each promotion recommendation brought before it, the appropriate panel has been required to

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give consideration to every other individual in the same grade level who is within the zone of consideration, thus insuring against inequities. We propose to strengthen this process by requiring the panels to make a comparative analysis of all employees in the zone of consideration, using the Biographic Profiles, each time a promotion is considered within any competitive area or at any grade level.

d. Recommendations for Promotion in Order of Priority -

In current practice OTR supervisors do not present their recommendations for promotion in any order of priority, largely because it rarely happens that any supervisor would recommend two or more promotions at the same level at the same time. In the unlikely event that this should occur, an indication of priority will be required.

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4. In summary, we see no significant problems in implementing [redacted] for personnel assigned to the Office of Training. We will be able to begin operation of the program within a month after the Biographic Profiles become available. I believe the modifications in our present system noted above will bring us into conformity with the requirements of the regulation. However, we identify as a problem area in administering the competitive promotion program the equitable consideration of career designees who are assigned away from their parent services. This may apply to ST career designees more than to most other categories because of the extent to which the Office of Training must rely on rotational assignments. Resolution of this problem may be accomplished by clarification of the responsibilities of Heads of Career Services toward members of other career components assigned within their jurisdictions.

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MATTHEW BAIRD
Director of Training

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