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Approved For Release 2001/08/10 : CIA-RDP78-04718A002600170021-4

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MEMORANDUM FOR:

SUBJECT : Loss of Experienced Employees

1. From time to time officials express concern over the departure from the Agency of certain more experienced and promising employees. We find those leaving go, in the order listed, to private industry, other government agencies, and to educational institutions (to teach or to study). The reasons for leaving are varied--ranging from higher salary opportunities elsewhere to the inability to write or otherwise achieve a wide reputation while employed by an intelligence organization.

2. Although the Agency rate of attrition in grades GS-11 through GS-15 is comparatively low (4.7% per year), the significance of this attrition can be measured only in terms of the caliber of departing employees.

3. Accordingly, information is requested concerning the extent to which your retention of a capable staff in grades GS-11 and above is threatened by offers from commercial companies, other agencies, and universities. We are specially interested in any indication that any specific outside employers have decided that CIA is a good place in which to recruit on a systematic basis. Information which we receive in response to this request will be used to prepare countermeasures. Your suggestions in this regard will be appreciated.

4. Replies to this memorandum are requested by 14 February and may be addressed to the undersigned. If additional information is desired on the problem outlined, please contact the Chief, Personnel Assignment Division, [redacted], extension 2715.

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Gordon M. Stewart
Director of Personnel

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