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APR 1 1954

25 YEAR RE-REVIEW

MEMORANDUM FOR: Chairman CIA Career Service Board

SUBJECT: Matters Affecting Development of the Agency Career Service

REFERENCE: Monthly Report by the Chief, [redacted] as of 1 February 1954.

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1. There is forwarded as an attachment an excerpt from the reference which bears on one of our career system responsibilities, that of reviewing conditions of service.

2. Since I believe that this excerpt contains material of general interest, it is forwarded with the understanding that you may wish to make distribution of this information to other members of the Board.

[redacted]
Assistant Director for Communications

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Attachment

Orig/SAN:mf (30 Mar.54)

Distribution:

- 1 - OC-A
- 2 - GSB ✓
- 1 - SAN Chrono

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Excerpt From the Monthly Report for February by the
Chief,

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7. The Home Office paper covering the purpose, functions, and modus operandi of the KUCLOB Career Service Board was received and our interest in the paper is reflected by the fact that it was promptly distributed to all stations. It is probably difficult at home to realize what an important factor in personnel morale the Board has become. Word of what an excellent job is being performed by our Board has spread throughout the other elements of KUBARK, at least in this theater, and we are continually in receipt of envious commendations from other units, particularly personnel officers. All of which introduces an interesting subject. The functions and purpose of the Board include, among others, that of "reviewing conditions....and making recommendations....to the KUBARK Career Service Board concerning working conditions and benefits that would serve to strengthen morale and increase esprit de corps." It is our earnest hope that all concerned realize the fundamental importance this aspect of career service is beginning to have. Quite properly, the energy and time of the Board has so far, to our knowledge, been principally concerned with the intelligent rotation and equitable promotion of personnel. The ceiling on personnel, the "growing up" of our people (many personnel are beginning bump their heads on grade ceilings) and the changing character of our expansion are beginning to have an effect which, as time goes on, will reduce considerably the incentives to career service so often relied on--new fields to explore, job openings everywhere, quick promotions possible and often even probable, etc. Conversely, many new Government regulations and policies which take away privileges and severely limit former inducements to Government service are not likely to encourage "career service." This is not a staff study on the subject (though one could be written if desired) but a few examples of the problems which will bear some study are:

a. Limit of 3,000 pounds of household furnishings regardless of rank or size of family, coupled with very stringent reductions in Government furnished household items will eventually force personnel with families to live well beneath their means, which is not required of a citizen in civil employment.

b. Reduction of the authorized limit on accrued leave. Not only is this disheartening (how many changes have there been in the last three years?) but no one is able to find out how much they have coming, how much they will lose, etc.

c. The ponderous and impersonal (and as often as not, inaccurate) way in which the financial status of personnel is handled. It is not unusual to have to wait months or even years for an account to be settled in favor of the individual, while on the other hand the bill being settled in favor of the Government is usually handled with

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considerable alacrity and followed up within a few days with a note demanding immediate payment in only partially disguised haste. We have had people spend their entire tour trying to find out and clear up their financial status. The problem is actually quite simple. Worries over money and indebtedness are sure death to continued interest in this organization and at all costs an efficient, fast-moving accounting system must be found which will guarantee current and accurate status reports to all personnel.

d. The horrendous difference in housing between one station and another. At [redacted] for instance, we have been at work now for over a year on a study recommending the erection of dependent houses, digging up facts, trying to find the best way of presenting them so as not to be turned down, constantly aware that the effort is probably futile anyway since some day we may inherit housing units [redacted]. All this does not erase a few very pertinent facts as regards personnel morale, esprit de corps, career desires, etc. The people at [redacted] have lived and are living in hovels, because this organization failed three years ago to say if you are building [redacted] build houses [redacted]. If we didn't have the money we could have left ten positions off the plans.

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[redacted] There have been beautiful—and empty—dependent homes [redacted] for almost two years. The people who made these decisions are not to blame. The situation in which a group of people interested in furthering career service did not exist to constantly and energetically push such problems along to an adequate solution is to blame.

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We now have a group openly and officially dedicated to the furtherance of career service. It is obvious that without intelligent and real inducements to career service people with growing responsibilities will eventually grow restless and leave for greener pastures, at least those who are worth keeping. This natural process, in which ordinary people stay on and rise to the top and really good people leave for employment which more nearly compensates them for their worth, must be avoided. To accomplish this, the really good work of our CSB will have to be extended energetically into all the fields presented by its own charter, keeping in mind that "compensation" need not be limited to money but can also be defined in terms of personal dignity and family welfare. People who do not understand what has been said here have not waited overseas—in peacetime—for the better part of a year without their families, have not seen [redacted], have not been told that Finance has decided their \$1100 bonus was illegal and therefore had to be returned, have not done without ordinary convenience

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because of inequitable shipping regulations, have not lost leave they weren't sure they had coming—all while the most minute error on their part resulted in a crypte violation being recorded in their service record, even if it was directly traceable to worry over money of family and caused by improper or inadequate management. There is no reason for anyone to get defensive over the remarks made here. We believe, however, there is every reason for KUGLUB to meet this problem squarely, prepare for it, and by so doing get as far ahead of the rest of the organization in Career Service promotion as they currently are in promotion and rotation activity.

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17 March 1954

CAREER DEVELOPMENT PROGRAM

Office of Communications

1. Office of Communications Order No. 23-53 dated 30 November 1953 contains details describing functions and responsibilities for administration of the Career Service Program within this Office. A copy of this order is attached. The philosophy underlying this system is centered on planned and scheduled review of the performance, progress, etc., of each and every individual assigned to duties within the Office of Communications. This Office is developing careerists through progressive assignment of an individual to positions of increasing scope and responsibility.

2. To date, the Office of Communications Career Service Board has avoided arbitrary establishment of a Career Development Plan for each individual. Our experience over the past three years indicates that such plans, being unresponsive to change, etc., are frequently invalidated as soon as they are made. Establishment of a specific plan for each individual can cause an excessive administrative workload which is unproductive! Arbitrary planning may lead to establishment of a favored group for favored positions.

3. However, there must be some plan! The guaranteed periodic review system constitutes a "develop-as-you-go-plan" which places a real responsibility on the individual, his or her supervisors and the Board to foster the individual's development and to justify his or her retention in the career program and in the Agency. Promotion, non-promotion, demotion and separation are integral parts of this periodic career rotation review system. The removal of these functions from our career management program would seriously impair its effectiveness.

4. Examples can best tell this story. Attachments 2 and 3 provide a general career development plan for a cryptographer and a communications operator, respectively. These plans contain the guide posts recognized by the Board as useful in charting the various steps in an individual's career development when his performance and accomplishments indicate that he is ready for the next step in an appropriate general plan. Similar plans can be charted for Engineers, etc.

5. Procedures outlined in the above-mentioned order are normal in any personnel management system, with or without a Career Service Board. The Communications Career Service Board fits into the command line as a reviewing function advising the Assistant Director for Communications on career management problems including recommendations for specific action subject to his approval.

6. This is not the end of the story! Our experience and results to date indicate that we are on the right track!

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30 November 1953

OFFICE OF COMMUNICATIONS ORDER NO. 23-53

SUBJECT: Communications Career Service

RECISSION: Office of Communications Order 24-52 dated 21 July 1952

CONTENTS

General
Policy
Organization
Career Service Board
Board Responsibilities and Functions
Scope of Action Authority
Procedures

1. General

This order defines the over-all policy, organizational structures and procedures within the Office of Communications for administering the Career Service established under CIA Regulation

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2. Policy

The Communications Career Service is open to all staff employees and staff agents of the Office.

3. Organization

The Office of Communications Career Service comprises a group of specially qualified individuals who desire to devote themselves permanently to performance of communications functions in the intelligence service of the United States Government, and who are willing to accept the obligations and conditions in that service which are essential to the planning, establishment, operation and maintenance of the classified electronic communications facilities of this Agency.

4. Career Service Board

The Office of Communications Career Service Board is composed of the following individuals:

a. The Assistant Director and the Deputy Assistant Director for Communications, ex officio.

b. A chairman and two members selected from among the staff or division chiefs and their alternates.

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- c. Executive secretary, an Administrative Staff member (non voting).
- d. Communications Training Officer (non voting).
- e. Secretary to the Board (non voting).

5. Board Responsibilities and Functions

It is the responsibility of the Office of Communications Career Service Board to:

- a. Advise the Assistant Director for Communications on matters affecting career management in this Office.
- b. Monitor the application and functioning of the Career Service program within the Office of Communications including:
 - (1) The system of rotation within the Office of Communications.
 - (2) Scheduling a periodic review of all individuals assigned to communications duties to insure that they are not overlooked for warranted promotion.
 - (3) Participation in the development and execution of rotation assignments of communications career employees to other parts of the Agency, insuring that they are not overlooked for warranted promotion.
 - (4) Executing relevant decisions of the Central Intelligence Agency Career Service Board and making recommendations to that Board for improvement of the Career Service.
 - (5) Sponsoring and developing Career Service in the Office of Communications and reporting periodically on progress of this sponsorship to the CIA Career Service Board.
 - (6) Reviewing personnel evaluation reports and proposed plans for the utilization, development or separation of career employees.
 - (7) Insuring that career employees on rotation from other parts of the Agency are assigned duties providing experience commensurate with the objectives of their rotation plan and that semi-annual personnel evaluation reports on these employees are submitted to the sponsoring component.

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(8) Reviewing conditions of service and duty and making recommendations based on that review to the CIA Career Service Board concerning working conditions and benefits that would serve to strengthen morale and increase esprit de corps.

(9) As required by the Assistant Director for Communications, review files of prospective employees of the Office of Communications in order to assure acquisition of individuals having potential on a long-range basis as career employees in this office.

c. Supervise supporting groups or boards having assigned duties and responsibilities in connection with the Career Service Board.

6. Scope of Action Authority

Authority for action within the Career Service Board system for the Office of Communications is as follows:

a. Recommendations for action made by the Career Service Board are subject to concurrence by the Deputy Assistant Director for Communications, and approval by the Assistant Director for Communications.

b. Rotation and promotion of individuals holding grades below GS-7 will be handled by administrative action subject to review by the Career Service Board.

c. Rotation and promotion of individuals holding grades GS-7 through 12 will be reviewed by the Career Service Board.

d. Rotation and promotion of individuals holding Grade GS-13 and above will be reviewed by an ad hoc committee convened by the Assistant Director for Communications.

e. Permanent assignment of individuals to positions GS-11 and above will be reviewed by the appropriate Board or Committee.

f. Promotions will be based on qualifications and demonstrated ability to perform work in an approved available position at the higher grade. Grade promotion steps are approved for use in this Office as follows:

GS 2 to 3	GS 6 to 8	GS 10 to 11
GS 3 to 4	GS 7 to 8	GS 11 to 12
GS 4 to 5	GS 7 to 9	GS 12 to 13
GS 4 to 6	GS 8 to 9	GS 13 to 14
GS 5 to 6	GS 8 to 10	GS 14 to 15
GS 5 to 7	GS 9 to 10	GS 15 to 16
GS 6 to 7	GS 9 to 11	GS 16 to 17
		GS 17 to 18

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g. Individuals will not be rotated to a slot the grade of which is more than two grades higher than that held by the individual.

7. Approved Forms

The following forms are approved for Board rotation and promotion actions within the Office of Communications:

- a. Attachment I, Home Leave and Reassignment Request.
- b. Attachment II, Career Service Board Action.

8. Board Review Schedule

a. Rotation assignment action will be initiated six months prior to the end of a duty tour.

b. Individuals will be considered for promotion in accordance with listings for each grade group arranged in order of anniversary date of grade. The review cycle for each grade group is established as follows:

Grades 2, 3, and 4	- 6 mos.
Grades 5 and 6	- 9 mos.
Grades 7 and 8	- 12 mos.
Grades 9 and 10	- 15 mos.
Grade 11	- 18 mos.
Grades 12 and 13	- 24 mos.
Grade 14	- 36 mos.
Grade 15	- 48 mos.

c. Extra-schedule rotation and promotion recommendations will be considered on an ad hoc basis when justification submitted for such action is approved by a majority of the Board membership.

d. Initial assignments overseas for new employees Grade 8 and below, including graduates of the Communications school will be made by the appropriate division or staff.

9. Administration

a. The Administrative Officer is responsible for providing essential information which will insure efficient handling of rotation and promotion review actions by the Board and ad hoc committees including:

- (1) A table of organization for the Office including personnel assignments.

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(2) A listing of individuals holding Grades 2 through 15 in order of anniversary date of grade within each grade series.

(3) A record of priorities for the filling of vacant positions.

(4) Six months prior to the end of an overseas tour the Administrative Officer will provide the following information on the individual subject to rotation:

(a) Assignment preferences to be submitted by the employee.

(b) Supervisor evaluation of the employee.

(c) Evaluation by the Chief of the Area or Station concerned.

b. Rotation and promotion actions prepared for Board review under authority 6 b. will be processed in memorandum form, including, as attachments thereto, supporting justification for the action recommended.

c. Rotation and promotion actions prepared in accordance with the authority under 6 c. and d. and the schedule under 8 a. and b. will be made on a standard form providing for rotation or promotion as appropriate, made up in two parts:

(1) Part I will include data on the present station and the proposed station in the case of rotation recommendations. It will include present grade, date of grade, the T/O slot including grade of that slot, the proposed grade and slot, calendar months in grade, age of the individual, number and age of dependents, education beyond high school level including military training, and employment history including military service.

(2) Part II of this standard form action will include rotation or promotion recommendations as appropriate by the division or staff chief. This portion of the action will provide convenient check-off facilities to insure that appropriate training records and personal evaluation reports have been reviewed. Further, it will provide for concurrences by the Board members and the Deputy Assistant Director for Communications, and approval by the Assistant Director for Communications.

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d. Instructions on Preparation of Actions for Board or Ad Hoc Committee Review

The following instructions are issued to assist Division and Staff Chiefs in the preparation of actions for review by the Career Service Board and by Ad Hoc Committees:

(1) The Administrative Officer will complete the appropriate data under Part I of the standard form.

(2) The standard form will be forwarded to the appropriate Division or Staff for completion of the recommended action.

(3) The appropriate Division or Staff Chief will complete the rotation or promotion recommendations in Part I as appropriate and will complete the recommendation portion of Part II in the standard form.

(4) The following factors will be carefully considered as appropriate and fully developed in discussions supporting rotation recommendations and position assignments:

- (a) Needs of service.
- (b) Career development for the individual.
- (c) Desirability of retaining individual under his present cover.
- (d) Individual's preferences for reassignment.
- (e) Area chief's recommendations.
- (f) Present supervisor's comments.
- (g) Number and age of dependents
- (h) School facilities at proposed station.

(5) The following factors should be carefully considered and fully developed in discussion justifying promotion recommendations:

- (a) Individual's performance of duty as related to the duties and responsibilities of his position.
- (b) Slot availability.

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(c) Individual's growth potential for increased responsibility.

(d) The content of Part I data and the Personnel Evaluation Report.

(e) Recommendations by supervisors and Division or Area Chiefs.

(6) The action will be returned to the Administrative Officer for scheduling on the Board agenda.

(7) (a) Division or Staff Chiefs may initiate extra-schedule review for promotion of an individual by submission of a request for such action to the Administrative Officer. Upon receipt of this request, the Administrative Officer will prepare the appropriate Part I data in the standard form and return this form to the appropriate Headquarters Division or Staff for formal submission to the Board.

(b) Area Chiefs may initiate an extra-schedule review for promotion of an individual by submission of an official dispatch justifying their recommendations. Upon receipt of this dispatch, The Administrative Officer will prepare the appropriate Part I data in standard form and forward this form to the appropriate Headquarter Divisions or Staff for formal submission to the Board.

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Attachments (2)

Distribution #5

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ATTACHMENT #1

Date _____

TO: Chief _____
(Area or Station)

FROM: _____
(Employee)

SUBJECT: Home Leave and Reassignment, Request for

I. Items for Preparation of Travel Order

- (a) Estimated date of departure: _____
- (b) Destination of Traveler (Legal Address): _____

- (c) Desired Mode of Transportation: _____
- (d) Desired Route of Travel, and requested stop-overs en route: _____

- (e) Names, relationship and ages of dependents accompanying traveler: _____

- (f) Date employee arrived in field on present tour: _____
- (g) Amount of annual leave taken since above date: _____
- (h) Amount of accumulated annual leave: _____
- (i) Consultation at Hdqs. prior to Home Leave may be authorized.
- (j) Shipment of effects (If assignment to be PCS Wash., effects will be shipped to _____ if assignment to be TDY Wash. and reassignment to Field, effects will be held at station pending determination of assignment).

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II. Items for Determination of Reassignment

- (a) What is your preference for reassignment? Specify type of position and location: _____

- (b) What duties have you performed and at what posts have you served during your present tour: _____

(Signature)

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ATTACHMENT #1 (CONT)

III. To be completed by Supervisor

(a) Have employee's conduct and service been satisfactory in all respects during present field assignment? _____

(b) Has employee striven for self-improvement? Specify: _____

(c) What is your recommendation for reassignment of employee?

(Signature)

IV. Reviewing Officer's Comments (To be completed by Area Chief or Deputy Area Chief)

(a) Do you concur in the above statements? _____

(b) What is your evaluation of employee's past service and potential utilization by Communications? _____

(Signature)

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S E C R E T

ATTACHMENT #2

Date _____

PART I

TO: Administrative Officer, OC

FROM: Career Service Board, OC

SUBJECT:

Present Station:

Proposed Station: _____

Position Title:

Position Title: _____

Present Grade and Date of Grade

Proposed Grade

Present T/O Slot # & Grade

Proposed T/O Slot # & Grade

Calendar Months in Grade: _____ AGE: _____ Dependents: Number _____
Age _____

Education (Beyond High School Level, including military)

Dates

School

Degree

Major

Employment History (including Military)

Dates

Organization

Location

Position Title

S E C R E T

ROTATION/PROMOTION RECOMMENDATION:

(If more space is needed attach additional sheet, 8" x 10 1/2", original & 3 carbons required.)

Division or Staff Chief

CSB ENDORSEMENT

Date: _____

1. The CSB concurs/does not concur in the above recommendation:

Member

Chairman

Member

PER Reviewed

Date of PER

Training Record Reviewed

APPROVING AUTHORITY

Concurrence:

Approval:

Deputy Asst. Director for Communications

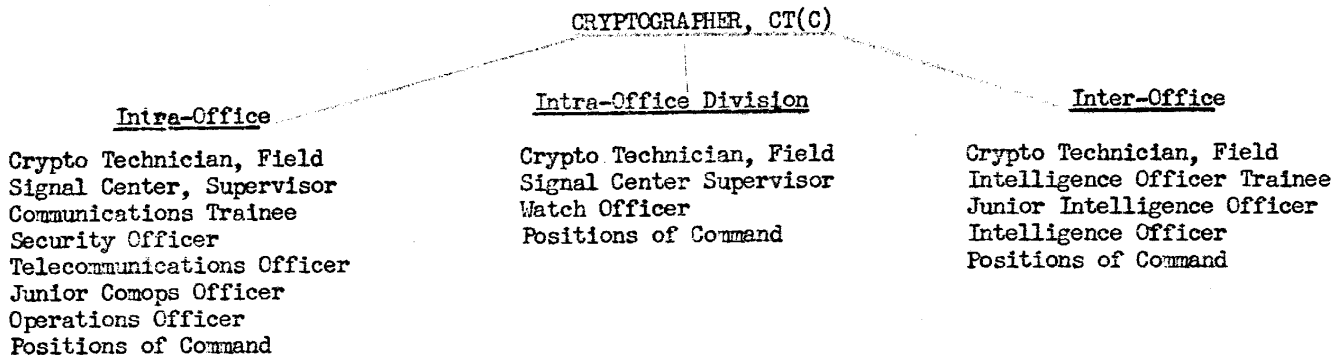
Assistant Director for Communications

Forwarded - OC-A/PB/DS

Forwarded - OC-A/PB/Action Desk

C O N F I D E N T I A L

ATTACHMENT # 2



All positions available in Headquarters and in the Field.

C O N F I D E N T I A L

Attachment # 3.

C O N F I D E N T I A L

COMMUNICATIONS OPERATOR, CT(R)

INTRA-OFFICE DIVISION

Operator, Field Station
Senior Operator
Training Officer, Field
Operation/Supervisor
Watch Officer
Communications Station Chief
Positions of Command

INTRA-OFFICE

Operator, Field Station

Signal Center Trainee
Junior Security Officer
Telecommunications Officer
Junior Comops Officer
Training Officer
Security Officer
Positions of Command

Laboratory Technician *
Field Engineer
Design & Plant Engineer*
Positions of Command

INTER-OFFICE

Operator, Field Station

Supply Clerk
Headquarters Supply Clerk
Logistics Liaison*
Chief, Signal Depot
Positions of Command

Training Officer (Fields)
Intelligence Officer Trainee
Junior Intelligence Officer
Intelligence Officer
Positions of Command

*Positions usually limited to Headquarters. All other positions available in Headquarters and in the Field.

C O N F I D E N T I A L

C O N F I D E N T I A L

COMMUNICATIONS OPERATOR, CT(R)

INTRA-OFFICE DIVISION

Operator, Field Station

Senior Operator
Training Officer, Field
Operation/Supervisor
Watch Officer
Communications Station Chief
Positions of Command

INTRA-OFFICE

Operator, Field Station

Signal Center Trainee
Junior Security Officer
Telecommunications Officer
Junior Comops Officer
Training Officer
Security Officer
Positions of Command

Laboratory Technician *
Field Engineer
Design & Plant Engineer*
Positions of Command

INTER-OFFICE

Operator, Field Station

Supply Clerk
Headquarters Supply Clerk
Logistics Liaison*
Chief, Signal Depot
Positions of Command

Training Officer (Fields)
Intelligence Officer Trainee
Junior Intelligence Officer
Intelligence Officer
Positions of Command

*Positions usually limited to Headquarters. All other positions available in Headquarters and in the Field.

C O N F I D E N T I A L

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1 March 1954

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT: Office of Communications Career Service Board
Activities for the Period 1 February Through
28 February 1954

1. Activities of the Office of Communications Career Service Board for the period 1 February through 28 February 1954 are summarized as follows:

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Rotation	
Intra-Office	
Inter-Office	
Rotations (Disapproved)	
Transfer - Inter-Agency	
Promotion	
Intra-Office	
Approved	
Disapproved	
Priority Promotion Requests	
Inter-Office	
Approved	
Disapproved	
Priority Promotion Requests	
Separation Reviews	
Leave Without Pay Requests	
Employment Prospects Reviewed	
Employee Hearings	
Tours Extended	
Released for "Shopping"	
Marriage Request to Foreign National	
Non-Agency Training Requests	
Ad Hoc Committee Actions	
Cases Tabled	



2. Arrangements have been completed for the scheduled attendance at the Board meeting on 15 March 1954 by the CIA Career Service Board Chairman, the Executive Secretary and the Assistant Director for Personnel. The Career Service Officer for PP/DD/P will also be an observer at this meeting. It will be held in the conference room, 1402 Building "I" at two P. M.

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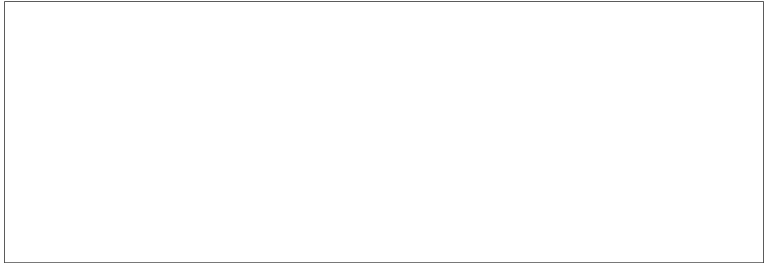
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3. The Regulation Control Staff has completed the editing of the proposed Handbook for Headquarters [redacted] distribution describing the career service in the Office of Communications. It is understood that this Handbook in its final form will be coordinated with the CIA Career Service Board and with the Office of the Assistant Director for Personnel.

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APPROVE



Assistant Director for Communications

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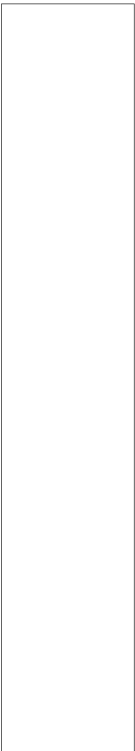
1 February 1954

MEMORANDUM FOR: ~~Executive Secretary, CIA Career Service Board~~

SUBJECT: Office of Communications Career Service Board Activities for the Period 1 January Through 31 January 1954

1. Activities of the Office of Communications Career Service Board for the period 1 January through 31 January 1954 are summarized as follows:

Rotation	
Intra-Office	
Inter-Office	
Rotations (Disapproved)	
Transfer - Inter-Agency	
Promotion	
Intra-Office	
Approved	
Disapproved	
Priority Promotion Requests	
Inter-Office	
Approved	
Disapproved	
Priority Promotion Requests	
Separation Reviews	
Leave Without Pay Requests	
Employment Prospects Reviewed	
Employee Hearings	
Tours Extended	
Released for "Shopping"	
Marriage Request to Foreign National	
Non-Agency Training Requests	
Ad Hoc Committee Actions	
Cases Tabled	



For purposes of this and succeeding monthly reports the annex giving details on names and locations of individuals involved in Board actions will not be included.

2. A handbook describing the career service program has been prepared in an appropriate form for Headquarters [redacted] dissemination under Handbook series [redacted] It is now in process of coordination. This material had previously been sent to our Area Chiefs in the form of a Newsletter, the response to which has been most gratifying. The content of this handbook is largely that found in Communications Order No. 23-53 dated 30 November 1953, a copy of which was forwarded to the Executive Secretary as an attachment to the report of 1 December 1953.

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3. As of 26 January 1954 the Office of Communications Career Service Board has the following membership:

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Assistant Director for Communications
ex-officio

Special Assistant to the Assistant Director
Chairman

Deputy Chief, Plans and Policy Staff
Member

Chief, Signal Center
Member

Deputy Chief, Personnel Branch, Administrative Staff
Executive Secretary

Administrative Staff
Secretary

ALTERNATES

Chief, Plans and Policy Staff

Deputy Chief, Operations and Training Division

Deputy Chief, Engineering Division

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[Redacted]

Chairman, Career Service Board

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APPROVED:

[Redacted Signature]

Assistant Director for Communications

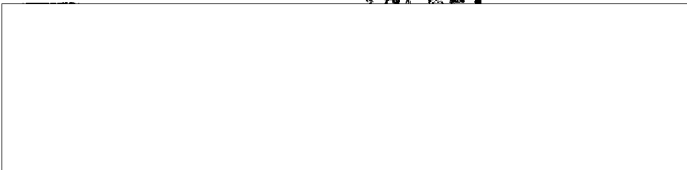
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6 January 1954

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT: Office of Communications Career Service Board Activities
for the Period 1 December Through 31 December 1953

1. Activities of the Office of Communications Career Service Board for the period 1 December through 31 December 1953 are summarized as follows:

25X1

Rotation	
Intra-Office	
Inter-Office	
Rotations (Disapproved)	
Transfer - Inter-Agency	
Promotion	
Intra-Office	
Approved	
Disapproved	
Priority Promotion Requests	
Inter-Office	
Approved	
Disapproved	
Priority Promotion Requests	
Separation Reviews	
Leave Without Pay Requests	
Employment Prospects Reviewed	
Employee Hearings	
Tours Extended	
Released for "Shopping"	
Marriage Request to Foreign National	
Non-Agency Training Requests	
Ad Hoc Committee Actions	
Rotation	
Promotion	
Cases Tabled	

Any details concerning these activities are listed in Annex A: Summary Report, Office of Communications, Period 1 December Through 31 December 1953.

2. For your information there is attached a copy of the most recent standard form which has been found useful in handling Career Service Board actions within the Office of Communications. The most recent change in this form was made on Page Two which has now been arranged to provide appropriate space for recommendations by the appropriate Staff or Division, endorsement by the Board, if appropriate, and for allocation of space for

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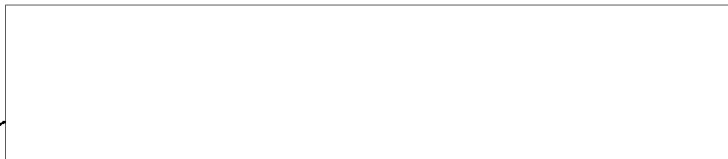
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approving authorities. (See Annex B.)

3. With the report for 1 December 1953, there was forwarded a copy of Office of Communications Order 23-53 dated 30 November 1953 which served to re-define the career service program in this Office. Under Section 6, (f), there was listed a series of promotion steps which were approved for use within the Office. Since that time, and during this reporting period, the Board has established as a matter of practice, that it will recommend promotion in the series GS-7, GS-8, and GS-9, limiting them to single step increments, i.e., GS-7 to GS-8 and GS-8 to GS-9, and that only in most exceptional cases will the Board select individuals for promotion in the grade interval, GS-7 to GS-9.

4. The Board has had opportunity during the past six-week period to observe the increase in efficiency of Board operations resulting from the adoption of procedures outlined in the above-mentioned order. It is now clear that the Board can process and give full and adequate attention to fifteen to twenty-five cases during any one meeting period of three hours. The consequent increase in Board activity per meeting has placed an undue load on the Administrative Staff. Since our Administrative Staff is limited to the number of personnel who can be assigned to Board support duties, it has been decided that a modified form of Sheet One of the attached Board action form would be sent to each individual employed by the Office both at Headquarters and overseas. We are frankly admitting to our people that we need their help in expediting Board activities by requesting them to fill out "one more form." Once this action is complete the Administrative Staff will find it a relatively simple matter to assemble the required information for use by the Board. (See annex C.)

ATTACHMENTS (3)



Chairman, Career Service Board

25X1



APPROVE

Assistant Director for Communications

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1 December 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT: Office of Communications Career Service Board Activities
for the Period 16 October Through 30 November 1953

1. Activities of the Office of Communications Career Service Board
for the period 16 October through 30 November 1953 are summarized as
follows:

25X1	Rotation	
	Intra-Office	
	Inter-Office	
25X1	Rotation Request Disapproved	
	Transfer - Inter-Agency	
	Transfer Withdrawn - Inter-Agency	
	Promotion	
	Intra-Office	
	Approved	
	Disapproved	
	Priority Promotion Requests Retained in	
	Norm Listings	
	Inter-Office	
	Approved	
	Disapproved	
	Priority Promotion Requests Retained in	
	Norm Listings	
	Separation Reviews	
	Leave Without Pay Request	
	Employment Prospects Reviewed	
	Employee Hearings	
	Tours Extended	
	Released for "Shopping"	
	CO - Office Designation Disapproved	
	Marriage Request to Foreign National	
	Non-Agency Training Request	
	Ad Hoc Committee Actions	
	Cases Tabled	

Any details concerning these activities are listed in Annex A: Summary Report, Office of Communications, Period 16 October Through 30 November 1953.

2. During this reporting period, representatives of Far East Division, Deputy Director (Plans); Placement and Utilization Division, Personnel Office; and of the Inspector General's JOT Task Force were briefed on Office of Communications Board systems and procedures.

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3. Annex B is an Office of Communications Order effective 30 November 1953 which incorporates a re-statement of policy, organizational structure and procedures for administering the Career Service in the Office of Communications. Subject to inevitable changes that may take place, this order represents what, in our experience, is probably an optimum system with a minimum administrative load which will insure proper functioning of the Communications Career Service under our terms "guaranteeing consideration on a scheduled basis" for each and every employee of the Office.



25X1

5. Having adopted the policy and review procedures as set forth in Annex B, the Board is now turning its attention to study of its promotion program. The object of this study will be that of converting Board promotion functions into a selection board procedure based on the review system established under Annex B.

6. Annex C provides a comparison of the number of individuals holding various grades (GS-7 through GS-15) for the Board year 1952 as compared with the Board year 1953. If the reader will group those individuals holding grades GS-7 and GS-8 (and excluding grade GS-10) it will be seen that a nicely balanced pyramid is developing in the Office structure in terms of relative number of individuals holding the various grades in the series GS-7 through GS-15. The first problem will be the determination of what percentage in each grade group is to be reserved for recognition by promotion of individuals doing outstanding work and for other purposes. After making this determination the Board will continue with its promotion program until such time as it has reached the maximum allowable in each grade. From that time on the review procedures outlined in Annex B will be used to determine on a world-wide basis which individuals may be selected for promotion at such time as vacancies exist.

7. Advice is requested concerning the form of this report; specifically, as to need for including material of the type found in Annex A.

ATTACHMENTS (3)



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Chairman, Career Service Board

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APPROVED



Assistant Director for Communications

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- c. Executive secretary, an Administrative Staff member (non voting).
- d. Communications Training Officer (non voting).
- e. Secretary to the Board (non voting).

5. Board Responsibilities and Functions

It is the responsibility of the Office of Communications Career Service Board to:

- a. Advise the Assistant Director for Communications on matters affecting career management in this Office.
- b. Monitor the application and functioning of the Career Service program within the Office of Communications including:
 - (1) The system of rotation within the Office of Communications.
 - (2) Scheduling a periodic review of all individuals assigned to communications duties to insure that they are not overlooked for warranted promotion.
 - (3) Participation in the development and execution of rotation assignments of communications career employees to other parts of the Agency, insuring that they are not overlooked for warranted promotion.
 - (4) Executing relevant decisions of the Central Intelligence Agency Career Service Board and making recommendations to that Board for improvement of the Career Service.
 - (5) Sponsoring and developing Career Service in the Office of Communications and reporting periodically on progress of this sponsorship to the CIA Career Service Board.
 - (6) Reviewing personnel evaluation reports and proposed plans for the utilization, development or separation of career employees.
 - (7) Insuring that career employees on rotation from other parts of the Agency are assigned duties providing experience commensurate with the objectives of their rotation plan and that semi-annual personnel evaluation reports on these employees are submitted to the sponsoring component.

(8) Reviewing conditions of service and duty and making recommendations based on that review to the CIA Career Service Board concerning working conditions and benefits that would serve to strengthen morale and increase esprit de corps.

(9) As required by the Assistant Director for Communications, review files of prospective employees of the Office of Communications in order to assure acquisition of individuals having potential on a long-range basis as career employees in this office.

c. Supervise supporting groups or boards having assigned duties and responsibilities in connection with the Career Service Board.

6. Scope of Action Authority

Authority for action within the Career Service Board system for the Office of Communications is as follows:

a. Recommendations for action made by the Career Service Board are subject to concurrence by the Deputy Assistant Director for Communications, and approval by the Assistant Director for Communications.

b. Rotation and promotion of individuals holding grades below GS-7 will be handled by administrative action subject to review by the Career Service Board.

c. Rotation and promotion of individuals holding grades GS-7 through 12 will be reviewed by the Career Service Board.

d. Rotation and promotion of individuals holding Grade GS-13 and above will be reviewed by an ad hoc committee convened by the Assistant Director for Communications.

e. Permanent assignment of individuals to positions GS-11 and above will be reviewed by the appropriate Board or Committee.

f. Promotions will be based on qualifications and demonstrated ability to perform work in an approved available position at the higher grade. Grade promotion steps are approved for use in this Office as follows:

GS 2 to 3	GS 6 to 8	GS 10 to 11
GS 3 to 4	GS 7 to 8	GS 11 to 12
GS 4 to 5	GS 7 to 9	GS 12 to 13
GS 4 to 6	GS 8 to 9	GS 13 to 14
GS 5 to 6	GS 8 to 10	GS 14 to 15
GS 5 to 7	GS 9 to 10	GS 15 to 16
GS 6 to 7	GS 9 to 11	GS 16 to 17
		GS 17 to 18

S E C R E T

g. Individuals will not be rotated to a slot the grade of which is more than two grades higher than that held by the individual.

7. Approved Forms

The following forms are approved for Board rotation and promotion actions within the Office of Communications:

- a. Attachment I, Home Leave and Reassignment Request.
- b. Attachment II, Career Service Board Action.

8. Board Review Schedule

a. Rotation assignment action will be initiated six months prior to the end of a duty tour.

b. Individuals will be considered for promotion in accordance with listings for each grade group arranged in order of anniversary date of grade. The review cycle for each grade group is established as follows:

Grades 2, 3, and 4	- 6 mos.
Grades 5 and 6	- 9 mos.
Grades 7 and 8	- 12 mos.
Grades 9 and 10	- 15 mos.
Grade 11	- 18 mos.
Grades 12 and 13	- 24 mos.
Grade 14	- 36 mos.
Grade 15	- 48 mos.

c. Extra-schedule rotation and promotion recommendations will be considered on an ad hoc basis when justification submitted for such action is approved by a majority of the Board membership.

d. Initial assignments overseas for new employees Grade 8 and below, including graduates of the Communications school will be made by the appropriate division or staff.

9. Administration

a. The Administrative Officer is responsible for providing essential information which will insure efficient handling of rotation and promotion review actions by the Board and ad hoc committees including:

- (1) A table of organization for the Office including personnel assignments.

S E C R E T

S E C R E T

(2) A listing of individuals holding Grades 2 through 15 in order of anniversary date of grade within each grade series.

(3) A record of priorities for the filling of vacant positions.

(4) Six months prior to the end of an overseas tour the Administrative Officer will provide the following information on the individual subject to rotation:

(a) Assignment preferences to be submitted by the employee.

(b) Supervisor evaluation of the employee.

(c) Evaluation by the Chief of the Area or Station concerned.

b. Rotation and promotion actions prepared for Board review under authority 6 b. will be processed in memorandum form, including, as attachments thereto, supporting justification for the action recommended.

c. Rotation and promotion actions prepared in accordance with the authority under 6 c. and d. and the schedule under 8 a. and b. will be made on a standard form providing for rotation or promotion as appropriate, made up in two parts:

(1) Part I will include data on the present station and the proposed station in the case of rotation recommendations. It will include present grade, date of grade, the T/O slot including grade of that slot, the proposed grade and slot, calendar months in grade, age of the individual, number and age of dependents, education beyond high school level including military training, and employment history including military service.

(2) Part II of this standard form action will include rotation or promotion recommendations as appropriate by the division or staff chief. This portion of the action will provide convenient check-off facilities to insure that appropriate training records and personal evaluation reports have been reviewed. Further, it will provide for concurrences by the Board members and the Deputy Assistant Director for Communications, and approval by the Assistant Director for Communications.

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d. Instructions on Preparation of Actions for Board
or Ad Hoc Committee Review

The following instructions are issued to assist Division
and Staff Chiefs in the preparation of actions for review by the
Career Service Board and by Ad Hoc Committees:

(1) The Administrative Officer will complete
the appropriate data under Part I of the standard form.

(2) The standard form will be forwarded to
the appropriate Division or Staff for completion of
the recommended action.

(3) The appropriate Division or Staff Chief
will complete the rotation or promotion recommendations
in Part I as appropriate and will complete the recommenda-
tion portion of Part II in the standard form.

(4) The following factors will be carefully
considered as appropriate and fully developed in
discussions supporting rotation recommendations and
position assignments:

- (a) Needs of service.
- (b) Career development for the individual.
- (c) Desirability of retaining individual
under his present cover.
- (d) Individual's preferences for reassignment.
- (e) Area chief's recommendations.
- (f) Present supervisor's comments.
- (g) Number and age of dependents
- (h) School facilities at proposed station.

(5) The following factors should be carefully
considered and fully developed in discussion justifying
promotion recommendations:

- (a) Individual's performance of duty as
related to the duties and responsibilities of
his position.
- (b) Slot availability.

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S E C R E T

(c) Individual's growth potential for increased responsibility.

(d) The content of Part I data and the Personnel Evaluation Report.

(c) Recommendations by supervisors and Division or Area Chiefs.

(6) The action will be returned to the Administrative Officer for scheduling on the Board agenda.

(7) (a) Division or Staff Chiefs may initiate extra-schedule review for promotion of an individual by submission of a request for such action to the Administrative Officer. Upon receipt of this request, the Administrative Officer will prepare the appropriate Part I data in the standard form and return this form to the appropriate Headquarters Division or Staff for formal submission to the Board.

(b) Area Chiefs may initiate an extra-schedule review for promotion of an individual by submission of an official dispatch justifying their recommendations. Upon receipt of this dispatch, The Administrative Officer will prepare the appropriate Part I data in standard form and forward this form to the appropriate Headquarter Divisions or Staff for formal submission to the Board.

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Attachments (2)

Distribution #5

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S E C R E T

S E C R E T

ATTACHMENT #1

Date _____

TO: Chief _____
(Area or Station)

FROM: _____
(Employee)

SUBJECT: Home Leave and Reassignment, Request for

- I. Items for Preparation of Travel Order
 - (a) Estimated date of departure: _____
 - (b) Destination of Traveler (Legal Address): _____

 - (c) Desired Mode of Transportation: _____
 - (d) Desired Route of Travel, and requested stop-overs en route: _____

 - (e) Names, relationship and ages of dependents accompanying traveler: _____

 - (f) Date employee arrived in field on present tour: _____
 - (g) Amount of annual leave taken since above date: _____
 - (h) Amount of accumulated annual leave: _____
 - (i) Consultation at Hdqs. prior to Home Leave may be authorized.
 - (j) Shipment of effects (If assignment to be PCS Wash., effects will be shipped to _____ if assignment to be TDY Wash. and reassignment to Field, effects will be held at station pending determination of assignment).

25X1

- II. Items for Determination of Reassignment
 - (a) What is your preference for reassignment? Specify type of position and location: _____

 - (b) What duties have you performed and at what posts have you served during your present tour: _____

(Signature)

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S E C R E T

ATTACHMENT #1 (CONT)

III. To be completed by Supervisor

(a) Have employee's conduct and service been satisfactory in all respects during present field assignment? _____

(b) Has employee striven for self-improvement? Specify: _____

(c) What is your recommendation for reassignment of employee?

(Signature)

IV. Reviewing Officer's Comments (To be completed by Area Chief or Deputy Area Chief)

(a) Do you concur in the above statements? _____

(b) What is your evaluation of employee's past service and potential utilization by Communications? _____

(Signature)

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ATTACHMENT #2

Date _____

PART I

TO: Administrative Officer, OC

FROM: Career Service Board, OC

SUBJECT:

Present Station:

Proposed Station:

Position Title:

Position Title:

Present Grade and Date of Grade

Proposed Grade

Present T/O Slot # & Grade

Proposed T/O Slot # & Grade

Calendar Months in Grade: _____ AGE: _____ Dependents: Number _____
Age _____

Education (Beyond High School Level, including military)

Dates

School

Degree

Major

Employment History (including Military)

Dates

Organization

Location

Position Title

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ATTACHMENT #2 (CONT)

PART II

ROTATION/PROMOTION RECOMMENDATION:

(If more space is needed attach additional sheet, 8" x 10 $\frac{1}{2}$ " original & 3 carbons required)

Division or Staff Chief

FOR CSB ACTION ONLY:

CONCURRENCE:

Training Record Reviewed

Member

PER Reviewed Date of PER

Member

Board Approval Date

Chairman

Forwarded - OC-A/PB/DS

Deputy Asst. Director for Communications

Forwarded - OC/A/PB/Action Desk

Assistant Director for Communications

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16 October 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT: Office of Communications Career Service Board Activities
for the Period 16 September through 15 October 1953

1. Activities of the Office of Communications Career Service Board for the period 16 September through 15 October 1953 are summarized as follows:

Rotation	
Intra-Office	
Inter-Office	
Transfer - Inter-Agency	
Promotion	
Intra-Office	
Approved	
Disapproved	
Priority Promotion Requests Retained in	
Norm Listings	
Inter-Office	
Approved.	
Disapproved	
Priority Promotion Requests Retained in	
Norm Listings	
Separation Reviews	
Leave Without Pay Requests	
Employment Prospects Reviewed	
Employee Hearings	
Tours Extended	
Released for "Shopping"	
Request for Transfer - Disapproved	
Marriage Requests to Foreign Nationals	
Non-Agency Training Request	
Ad Hoc Committee Actions	
Cases Tabled	

Any details concerning these activities are listed in the Attachment: Summary Report, Office of Communications, Period 16 September through 15 October 1953.

2. During this reporting period, representatives of the Security Office, the Personnel Office, and the Office of Comptroller were briefed concerning Board systems and procedures.

25X1

25X1

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25X1

5. The Board has noted a need for personnel recruitment for this Office due to rate of attrition in certain categories, principally cryptographers. The Administrative Officer is taking action on this matter.

25X1

6. Board assignment actions effecting rotation of individuals to [redacted] are now considered in the light of new schedules for length of duty tours [redacted]

25X1

7. In the Office of Communications Career Service Board Report for 16 September 1953, it was noted that the Board had received data on budget limitations affecting the rate of promotion within this Office. The form of this data has been found so useful by the Board that it is considered of possible interest to other Career Service Boards in the Central Intelligence Agency system. Therefore, there is forwarded an attachment entitled Personnel Inventory which has been constructed from simulated data demonstrating a device for comparing the following factors affecting promotion:

1. Authorized Table of Organization.
2. Proration of positions in the various grades under the budgetary ceiling.
3. Personnel on duty as of any specific date.
4. Number of individuals holding the grade of the position occupied in the Table of Organization.
5. Number of individuals holding one grade below that of the occupied Table of Organization position.
6. Number of individuals holding two or more grades below that of the occupied position in the Table of Organization.

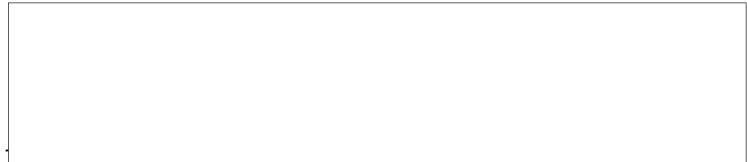
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A Personnel Inventory of this type for this Office is being revised and issued on a monthly basis.

25X1



Chairman, Career Service Board

ATTACHMENTS:

- A. Summary Report
Office of Communications
Period 16 September through 15 October 1953
- B. Personnel Inventory

25X1

Noted



Assistant Director for Communications

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16 September 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT: Office of Communications Career Service Board Activities
for the Period 16 August through 15 September 1953

1. Activities of the Office of Communications Career Service Board
for the period 16 August through 15 September 1953 are summarized as follows:

25X1	Rotation	
	Intra-Office	
	Inter-Office	
25X1	Transfer - (Inter-Agency)	
	Promotion	
	Intra-Office	
	Approved	
	Disapproved	
	Priority Promotion Requests Retained in	
	Norm Listings	
	Inter-Office	
	Approved	
	Disapproved	
	Priority Promotion Requests Retained in	
	Norm Listings	
	Separation Reviews	
	Leave Without Pay Request	
	Employment Prospects Reviewed	
	Employee Hearings	
	Tours Extended	
	Released for "Shopping"	
	Marriage Requests to Foreign Nationals	
	Training	
	Ad Hoc Committee Actions	
	Cases Tabled	

Any details concerning these activities are listed in the Attachment:
Summary Report, Office of Communications, Period 16 August through 16 September 1953.

2. The Board has received data from the Plans Officer for Budget, Communications, which identifies the exact number of individuals that can be accommodated in the various GS-Grade series based on budget estimates for the next two years. This information, together with that which can be derived from the Board's IBM data system, provides an excellent measure of control both from a fiscal and a personnel management point of view for selection of individuals otherwise eligible for promotion consideration in the coming two-year period.

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3. The development of a Career Service Program for individuals specially skilled in supplementary type activities is a matter of common interest between the Office of Communications and the National Security Agency. During this reporting period representatives of ASA/NSA were briefed concerning our methods for handling development of special skills of this type within the general communications program.

4. A representative of the Personnel Director was briefed during this period concerning promotion policies in this Office. This briefing was in connection with the development of recommendations concerning an Agency-wide promotion policy for consideration by the Central Intelligence Agency Career Service Board.

25X1

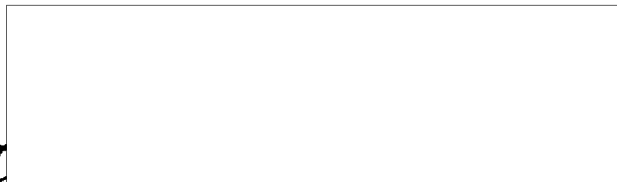


Chairman, Career Service Board

ATTACHMENT: Summary Report
Office of Communications
Period 16 August through 15 September 1953

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Noted:



Assistant Director for Communications

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17 August 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT: Office of Communications Career Service Board Activities
for the Period 16 July through 15 August 1953

1. Activities of the Office of Communications Career Service Board
for the period 16 July through 15 August 1953 are summarized as follows:

Rotation	
Intra-Office	
Inter-Office	
Promotion	
Intra-Office	
Approved	
Disapproved	
Priority Promotion Requests Retained in Norm Listings	
Inter-Office	
Approved	
Disapproved	
Priority Promotion Requests Retained in Norm Listings	
Separation Reviews	
Employment Prospects Reviewed	
Employee Hearings	
Tours Extended	
Released for "Shopping"	
Training	
Marriage Requests to Foreign Nationals	
Ad Hoc Committee Actions	
Cases Tabled	

Any details concerning these activities are listed in the Attachment:
Summary Report, Office of Communications, Period 16 July through 15 August 1953.

2. To satisfy Board requirements for personnel data in support of its operations, the Administrative Office has completed norm data material which will be used during the Board year beginning 1 August 1953. As scheduled, the Board is now completing review of all norm listing cases effective for the period ending 30 July 1953.

Norm data material used by the Board during this coming year will be handled by an I B M card system which will allow for a maximum flexibility in handling the review process. This norm data material is considered to be of extreme importance in Board operations because it represents the

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administrative device whereby the Board makes good on the one promise made to employees of the Office concerning promotion opportunity; namely, each individual in each grade series is assured that his case will be reviewed a minimum of once during the Board year. As used by this Board, the term Norm refers to a pattern for review in each GS grade series under cognizance of this Board.


3. During this reporting period members of a task force from the Career Development Staff met with the Board for review of Board activities as they relate to administrative functions of the Office and of the Agency.

4. Communications Board responsibility for individuals assigned to the Cable Secretariat has been transferred to cognizance of a Board under Deputy Director (Administration) effective at such time as that Board is organized.

5. At the request of the Board a representative of the Medical Office briefed Board membership on certain problems considered by the Medical Office in making determinations on suitability for overseas service and for Agency employment.

6. Statistics: A Personnel Rotation and Assignment Advisory Committee was established in Communications on 6 April 1951 which was reorganized as a Promotion Rotation Assignment Board in the Office of Communications on 28 September 1951. There have been one hundred and fifty-six meetings of this Board, ninety-six of which have been held since 13 June 1952 on which date this Board was reorganized under the Agency-wide program.


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Chairman, Career Service Board

ATTACHMENT: Summary Report
Office of Communications
Period 16 July through 15 August 1953

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Noted:


Assistant Director for Communications

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OFFICE OF COMMUNICATIONS
CAREER SERVICE BOARD

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1 February 1954	Career Service Board Activities	1 Jan - 31 Jan 1954
1 March 1954	Career Service Board Activities	1 Feb - 28 Feb 1954
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1 April 1954	Career Service Board Activities	1 Mar - 31 March 1954
1 May 1954	Career Service Board Activities	1 Apr - 30 Apr 1954
7 June 1954	Career Service Board Activities	1 May - 31 May 1954
19 October 1954	Career Service Board Activities	1 Sept - 30 Sept 1954
15 September 1954	Career Service Board Activities	1 Aug - 31 Aug 1954
1 November 1954	Career Service Board Activities	1 Nov - 30 Nov 1954
1 December 1954	Career Service Board Activities	1 Dec - 31 Dec 1954
16 February 1955	Career Service Board Activities	1 Jan - 31 Jan 1955
15 KKSeptember	CSB Data Sheets for Use with Applications for Admission to the CIA Career Staff.	

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14 January 1952	"Philosophy of Personnel Assignments"
21 July 1952	O/Commo Notice 21-52: "Career Service Board"
21 July 1952	O/Commo Order 24-52: "Establishment of a Career Service Board"
21 October 1952	"Fitness Reports" - excerpt from all-station field dispatch
31 October 1952	Report of Career Activities 1 July - 15 Oct 1952
15 November 1952	Report of Career Activities 16 Oct - 15 Nov 1952
15 December 1952	Report of Career Activities 16 Nov - 15 Dec 1952
6 January 1953	"Classification of Personnel Under the Career Service Program"
16 January 1953	Report of Career Activities 16 Dec '52 - 15 Jan '53
16 February 1953	Report of Career Activities 16 Jan - 14 Feb 1953
24 February 1953	"Comments re Oral Examination of Candidates"
17 March 1953	Report of Career Activities 15 Feb - 15 Mar 1953
<u>SUMMARY</u>	{ 13 June 1952 - 15 August 1952
	{ 15 August 1952 - 15 December 1952
	{ 15 December 1952 - 15 March 1953
17 April 1953	Report of Career Activities 16 Mar - 15 April 1953
15 May 1953	Report of Career Activities 16 April - 15 May 1953
8 June 1953	O/Commo Notice 25-53: "External Training Programs for Scientific and Engineering Personnel"
22 June 1953	Report of Career Activities 16 May - 15 June 1953
29 June 1953	O/Commo Order 12-53: "Career Service Board"
17 July 1953	Report of Career Activities 16 June - 15 July 1953
17 August 1953	Career Service Board Activities 16 July - 15 Aug '53

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CONFIDENTIAL

their civilian contemporaries. The Administrative Staff has been requested to submit a proposed program to the Board for consideration.

3. The Fitness Report was discussed in detail, with particular regard to the wide variance of standards presently applied by the evaluating officers. The problem will be discussed further in an attempt to arrive at a solution.

25X1

25X1

4. [redacted] Office of Personnel, was invited to the Board to discuss the various career development programs presently operating in the Agency. [redacted] explained the eligibility criteria and other aspects of the Junior Officer Trainee, Junior Career Development and Career Development programs.

25X1

[redacted]

Chairman, Career Service Board

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APPROV

[redacted]

Assistant Director for Communications

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CONFIDENTIAL

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MEMORANDUM FOR: Assistant Director for Personnel

SUBJECT : Office of Communications Career Service Board Activities for the Period 1 December through 31 December 1954.

1. Activities of the Office of Communications Career Service Board for the period 1 December through 31 December are summarized as follows:

<u>SUBJECT</u>	<u>APPROVED</u>	<u>NOT APPROVED</u>	<u>TOTAL</u>
Rotation			
Intra-Office			
Inter-Office			
Promotion			
Intra-Office			
Inter-Office			
Extra-Scheduled Promotion Requests			
Leave Without Pay Requests			
Employment Prospects Reviewed			
Employee Hearings			
Tours Extended			
Released for Shopping			
Marriage Requests to Foreign Nationals			
Non-Agency Training Requests			
Career Staff Applications Reviewed			
Sponsored for Equivalent Military Training Program			
Career Service Panel Actions Reviewed			
Ad Hoc Committee Actions Reviewed			
Cases Tabled			
TOTAL NUMBER OF			

25X1

25X1

2. During this reporting period the Agency Program of Career Development for Junior Personnel was discussed. Office of Communications Placement Officer, was requested to present the complete details of the Program at a future meeting.

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3. In view of the fact that many of the supervisors are misinterpreting the "Does Not Apply" column of the Fitness Report, the Board directed that a notice be distributed to the Divisions and Staffs stating that an "X" placed in this column means that the individual is completely deficient in the corresponding statement.

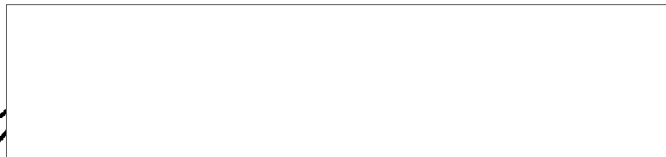
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Chairman, Career Service Board

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APPROVED:



Assistant Director for Communications

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25X1
[Redacted Box]

MEMORANDUM FOR: Assistant Director for Personnel

SUBJECT : Office of Communications Career Service Board Activities for the Period 1 November through 30 November 1954.

1. Activities of the Office of Communications Career Service Board for the period 1 November through 30 November are summarized as follows:

<u>SUBJECT</u>	<u>APPROVED</u>	<u>NOT APPROVED</u>	<u>TOTAL</u>
Rotation			
Intra-Office			
Inter-Office			
Promotion			
Intra-Office			
Extra-Scheduled Promotion Requests			
Leave Without Pay Requests			
Employment Prospects Reviewed			
Employee Hearings			
Tours Extended			
Released for Shopping			
Marriage Requests to Foreign National			
Non-Agency Training Requests			
Career Staff Applications Reviewed			
Sponsored for Equivalent Military Training Program			
Career Service Panel Actions Reviewed			
Ad Hoc Committee Actions Reviewed			
Cases Tabled			
TOTAL NUMBER			

25X1

2. During this reporting period, the Board discussed the current regulation which specifies that every reassignment resulting in a significant change in supervisor or duties of an employee must be accompanied by a recent Fitness Report or a certification that the evaluation is current and still valid. The OC Administrative Staff was directed to insure that all Staffs and Divisions, and the field, are explicitly informed of the above.

3. The criteria to be followed in the preparation of all Career Staff applications has been established. Applications submitted prior to

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publication of the criteria will be returned to the originating office for resubmission. All applications are now being forwarded to eligible personnel in the field with an appropriate covering dispatch.

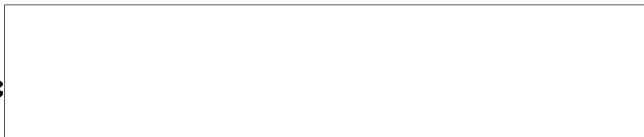
4. The Board reviewed and approved a more stringent policy for sponsoring EMCP candidates. Accordingly, an appropriate OC Notice outlining this policy and the criteria will be dispatched to Headquarters Divisions and field stations.

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Chairman, Career Service Board

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APPROVED:


Assistant Director for Communications

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Executive Director, CIA Selection Board DATE: 15 September 1954

ATTN :

FROM : Chief, Administrative Staff, Office of Communications

SUBJECT: CSB Data Sheets for Use with Applications for Admission to the CIA Career Staff

1. Attached are three copies of the Office of Communications Career Service Data sheets used by this Office in documenting Career Service Board actions. In all cases of rotation and promotion, we execute these forms and upon approval of the action by the Assistant Director for Communications, a copy of the form is forwarded to the Office of Personnel with the appropriate personnel action request. This has served to aid the various Divisions of the Office of Personnel in processing the request.

2. The intention of this Office and of the Office of Communications Career Service Board is to use the form as an attachment to the application of the individual requesting admission to the Career Staff. It is believed that the use of such data sheets, and accompanying recommendations and endorsements, will aid the selection panels when the case comes up for consideration.



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Attachment
Three Copies of OC-CSB Data Sheets



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MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT : Office of Communications Career Service Board Activities for the Period 1 August through 31 August 1954.

1. Activities of the Office of Communications Career Service Board for the period 1 August through 31 August 1954 are summarized as follows:

<u>SUBJECT</u>	<u>APPROVED</u>	<u>NOT APPROVED</u>	<u>TOTAL</u>
Rotation	[Redacted]		
Intra-Office			
Inter-Office			
Promotion			
Intra-Office			
Inter-Office			
Extra-Scheduled Promotion Requests			
Leave Without Pay Requests			
Employment Prospects Reviewed			
Employee Hearings			
Tours Extended			
Released for Shopping			
Marriage Requests to Foreign National			
Non-Agency Training Requests			
Career Service Panel Actions Reviewed			
Cases Tabled			
TOTAL NUMBER			

25X1

2. During this reporting period the Office of Communications Career Service Board discussed the new "Fitness Report" with the view of establishing an Office of Communications policy as to whether or not the report should be shown to and/or discussed with the individual concerned. Further consideration is to be given to the matter and the subject will be discussed again at a later date.

3. The problem of two versus three year tours [Redacted] 25X1 [Redacted] was again discussed and the Board reiterated its previous opinion that in order to comply with current Agency regulations it is not desirable to change the Office of Communications policy of encouraging individuals [Redacted] to complete their full tour of duty. Exceptions will be made in individual cases when justified by marked hardship or operational necessity.

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4. As a result of Board discussion regarding the importance of proper documentation and consistency in the handling of personnel cases by supervisors, an Office of Communications notice is to be prepared for distribution to all personnel, requesting that the supervisors notify the Office of Communications Administrative Officer of any extracurricular assignments performed through which additional education or experience has been acquired. This notification should be in memorandum form and will be placed in the individual's personnel folder.

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Chairman, Career Service Board

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Assistant Director for Communications

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