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15 July 1966

MEMORANDUM FOR: Director of Personnel

FROM: Deputy Director of Personnel
for Recruitment and Placement

SUBJECT: Annual Report of FY 1966 Accomplishments
and FY 1967-FY 1968 Plans and Objectives

FY 1966 ACCOMPLISHMENTS

INTRODUCTION

1. The merging of certain functions of the Personnel Operations Division (POD) with Recruitment and Retiree Placement Division (RRPD) created, in the process, the position of Deputy Director of Personnel for Recruitment and Placement (DD/PERS--RP), Tab A.

2. It also created a problem when it came to preparing an annual stockholders report. It was decided, however, that POD would report, past tense, as an entity, as though its functions had not been spun off, whereas the forecasting of FY 1967 and FY 1968 plans and objectives would fall within the new frameworks to which these functions have been consigned.

3. Still, shuffling within RRPD has left part of the reporting to personnel whose continuity in the activities did not span the full fiscal year. In a more stabilized situation, the DD/PERS--RP would simply summarize the separate unit reports and call it an overview. Regardless, we shall attempt such an overview here by the technique of concentrating this introduction on trends and highlights, before reviewing--to say nothing of summarizing--the content of the unit reports which appear as tabs.

4. By the same token, the unit reports will have been written without benefit of any guidance a prearranged introduction may have provided. What this makes for, beyond duplication of emphasis (for which I apologize in advance), is a fair question. If an introduction, written independently of the body of the reports it means to magnify, and

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its substantive parts resemble a cohesive production, it will be purely accidental. It is a technique, however, which has nothing to recommend it,--other than serving as a device for meeting a deadline by the most direct route--delegation of report-writing responsibility.

5. REORGANIZATION: By far the most significant accomplishment within the realm of Agency recruitment, FY 1966, must be credited to the Director of Personnel. By combining in one Office of Personnel (OP) directorate those functions that directly contribute to the acquisition of new employees, he cleared the way for considerable management progress. These key functions--correspondence, advertising, recruitment, invitee travel, and placement--are so interdependent as to defy divorcement, in any sensible scheme for efficient applicant processing, yet OP for years has kept these functions organizationally apart. As a result, considerable room for procedural improvement obtains within the working relationship of these functions.

Without belittling other DD/PERS--RP functions, I view the marriage of Recruitment and Placement as an event of major significance--for what it promises to achieve. No matter how effectively Placement and Recruitment may have operated as independent, albeit interdependent, organizational entities, efficiency can only be compounded by their being mutually supporting elements within a single OP directorate. It's one of nature's laws. I speak impersonally, if you please, not from any notion that the responsibility for the joint management of these important functions is now well placed. The challenge is clearly outlined.

6. COOPERATIVE EDUCATION: Time will prove that the FY 1966 Director of Personnel was moved by more than merely a pioneering spirit when he pushed the frontier of Agency recruitment into what had been the never-never land of Cooperative (Work-Study) Education and the Summer Intern. Built-in assets of our competitors, but scorned by ourselves, these programs in the long run will prove to be as basically sound from a recruitment standpoint as they are novel today.

Launched under the able direction of [redacted] [redacted] Special Assistant for Cooperative Programs, both programs got off the ground in FY 1966, with modest force to be sure, limited to NPIC-oriented work assignments for a handful of trainees. But strong foundations were laid

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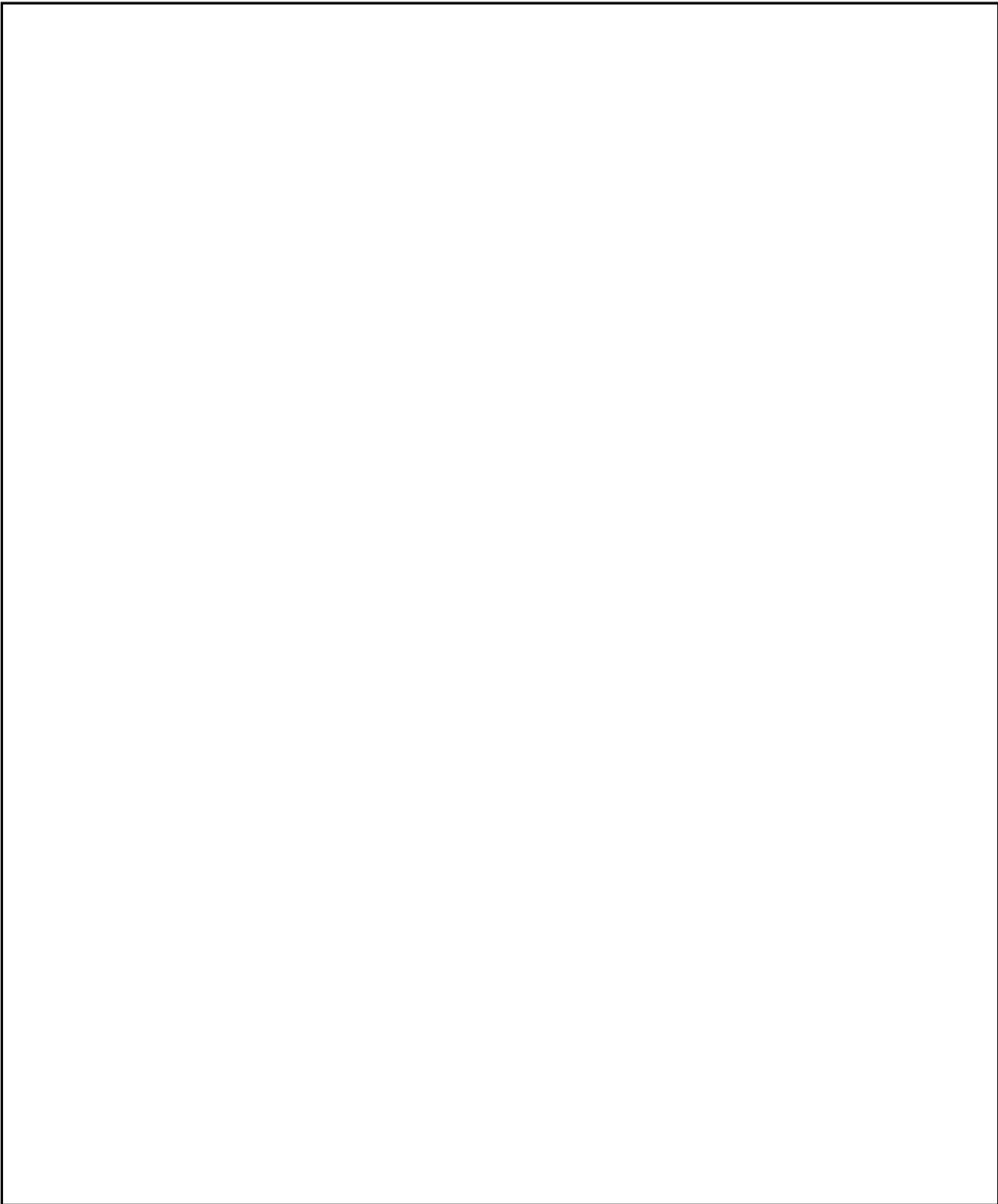
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for a structure that should soon begin to serve many areas of the Agency. Please see Tab B.

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turned in a magnificent collective effort--recognized, in part, by the testimonial at Tab D.

9. NPIC RECRUITING: It was determined at a meeting in September 1965 with the DDS that decentralized recruiting and processing would be undertaken in order to carry on an aggressive recruiting program to satisfy NPIC's five-year projected requirements (if indeed they can be satisfied). Accordingly, three full-time experienced recruiters were detailed to NPIC, constituting the so-called NPIC/PERS/RAG (Recruitment Action Group), namely, [redacted] [redacted] returned to WFO, will be replaced by [redacted] a former specialized (Clerical) Recruiter, this month.

The five-year staircasing strength levels being sought by NPIC and the trained manpower shortages that persist in the photogrammetry specialties combine to make any prediction of recruitment success more a matter of wishful thinking than roseate realism, in my opinion. Consequently, I have urged Cooperative Education and Summer Intern programs upon NPIC as long-range recruitment resources--which NPIC has instituted--because I see no quick and easy alternative. Please see Tab E.

10. RECRUITMENT BROCHURE: This was the year that wasn't insofar as any new brochure materializing. The draft disappeared once it reached the Office of the DCI. At year end we did have a new text in the works for the 1966-1967 recruiting year. For the 1965-1966 season, we changed the cover on the 1964-1965 brochure and made do. See Tab F. Two or three new bulletin board posters were produced this year (see Tab G) but this is an area in which we need to expand. Our most significant forward leap in the publications field was our subscribing for the first time to a full-page ad in the College Placement Journal Annual scheduled for release in April 1967. This Journal is king in its field, and, in addition to being deposited in the libraries of over 900 accredited colleges and universities, it is distributed to the educational libraries of over 600 U. S. military installations throughout the world. We should not lack for "write-in" candidates after April 1967.

11. PUBLICITY: This was our most exciting year from the standpoint of publicity and free advertising, if you will, thanks to the American press taking special interest in C. I. A. recruiting techniques following a picketing incident

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at Grinnell College (Iowa) that gained nationwide publicity. We were also picketed at C.C.N.Y., San Jose State College, and Harvard, but the Grinnell Story kicked off a flood of articles that in turn stimulated a flood of write-in applicants--many of highly acceptable quality. On the whole, the publicity was fair and favorable to our personnel procurement requirements. We welcomed it. Various recruiters involved in personal interviews handled the situation very well indeed. I have in mind, however, inviting a professional journalist or two to a seminar session with our recruiters this Fall for the specific purpose of preparing them for any future spur-of-the-moment interviews that may arise. Our recruiters must come to feel at ease in these situations, without denying the reporter the newsworthy data that earn him his bread and butter. The New York Times series of articles on the Agency's world-wide activities were an example of extensive research and polished writing that did Agency recruitment considerable good and no harm that I know of. We are always handicapped in "taking on the press," but the press understands this, and, with Recruitment being in the overt zone, we must become reconciled to relaxing and enjoying the fact that CIA recruitment is newsworthy and will continue to stimulate publicity. We welcome it. It beats the paid advertisement in any cost-conscious campaign for candidates.

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12. UNIVERSITY ASSOCIATES: The Annual Conference of our University Associates was conducted by the Office of Training [redacted] 18 and 19 November. It was acknowledged by the Associates to have been the finest conference ever staged. As educators, the Associates were completely at home in the environment of this outstanding training facility, and OTR very wisely gave them "the full tour," complete with live classroom lectures and the full course of field exercises. It was indeed an impressive show, capped by the Associates presenting a handsome gift to Matt Baird who would be giving way to John Richardson as Director of Training before the next year's conference. The Associates were unanimous in acclaiming the stature of OTR training to be highly professional, by graduate level standards, and in many respects superior in technique to the universities' own methodology. This was reassuring indeed, and served the special purpose of giving the Associates the opportunity for a critique they frequently had requested but never been accorded. Our thanks to all hands [redacted] and OTR Headquarters who made this program one that will not soon be forgotten.

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Efforts to form a separate Professors Advisory Panel (Photogrammetry) are somewhat at a stalemate, but sufficient clearances should be in hand in the near future to launch this project.

13. 100 UNIVERSITIES PROGRAM: Tab I denotes the coverage this program achieved in its third year, and Tab J, the total coverage to date. When the unfavorable Michigan State and M.I.T. publicity broke, a few faint hearts in the Agency were for pulling the Agency out of this program. I personally find such thinking treasonable. This program is an invaluable public relations asset. I have conceded that the recruiters have a point, however, in that it has been eating into extremely valuable October-November campus recruiting time and could more appropriately be set back to a March-May scheduling. This will be our FY 1967 plan.

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FY 1967 AND FY 1968 PLANS AND OBJECTIVES

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2. Thanks to the DD/PERS/PR Plans and Review Staff (PRS), we are beginning to cite requirements data with confidence. Man-Machine communication can, and is beginning to, develop a dialogue of realistic personnel requirements, component by component, category by category. Having lived in the wet thumb in the wind wasteland of personnel requirements forecasting for two decades, the daylight of reliable projection is beginning to dawn. Primitive as the present PRS Personnel Forecasts may be, they hold great promise indeed--even for the immediate future. The PRS 1-, 2-, 3-, 4-, and 5-year projection format will behoove Directorates sharing their personnel planning with the Office of Personnel. Historically, the Directorates have withheld such data or been so uncertain of their course as to gamble on any guesstimate that would get the OP forecasters off their backs.

3. To give Recruitment Division (RD) a reliable planning base, PRS realizes it must crank in changes in personnel requirements promptly as they occur, not by the archaic ritual of respecting fiscal year formalities. True, PRS must obey fiscal year orders from above, but it must also respect the truism that this Agency has a built-in propensity for changing its staffing mind whenever it pleases, and on short notice. Thus, PRS must read the personnel planning thought waves as well as the realities of ceiling allocation. Once ceiling is reallocated within a Directorate, or between Directorates, PRS must pounce hard upon this prey, without the slightest concern for any violence done a gaining or losing component's fiscal year profile. These are the changes which control the course of recruitment. Not to recognize them and reconstruct requirements immediately is to drive Recruitment's head deeper into the sand.

4. RD must count upon PRS knowing the components' staffing hopes as well as it knows their headroom. Ceiling

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breakthroughs are commonplace, and recruitment planning must anticipate them--through constant surveillance and reporting by PRS. PRS and RD cannot afford to underestimate any component's ability to sell its staffing pitch. Rather, we must think as the components themselves are thinking, in terms of the type and number of people who may overnight become man-powered programs. All too frequently staffing hopes are hoarded, only to be sprung on Recruitment as firm staffing requirements at some unplanned for awkward moment in the recruitment cycle. It happened to us in FY 1966, and it will happen again. Last year, the DDP began levying new FY 1966 requirements on us in October, for fulfillment in the third and fourth quarters. Even this passed for planning--had to, in fact, considering that the DDP and the Agency itself were waiting upon the Administration for FY 1966 marching orders that didn't materialize in FY 1965.

5. RD must continually regear its recruitment efforts to meet the "next 12-month cycle"--commencing with each new calendar month, as against holding to fixed fiscal year quotas that go by the board as soon as the recruiters have left their starting blocks. Thus, we must receive any new requirements as soon as they are firm, or lose valuable recruiting lead time. Recruitment must follow academic cycles for 75 per cent of its EOD's, generally ignore fiscal year cutoffs, and work year-round on non-campus professional targets.

6. This same reasoning applies to programs that may demand greater intake at lateral entry levels, wherein advancement from within (or below) has been the traditional source of nourishment. By the same token, if more of our requirements are to be met by Cooperative Education channels, we must know this too, because co-oping involves both lead time and lag time. Co-op lag time falls somewhere in the neighborhood of two years, but it has a high EOD reliability quotient, roughly 60-70 per cent. I cite EOD reliability as simply another PRS projection factor that can condition the pace of recruiting.

7. There are many key considerations to influence both staffing and recruiting planning. The contract projects, for example, are now beginning to contribute staff personnel to the Agency, by conversions from contract to staff. But, while these lateral entry dividends are being counted, the DDP must continue to levy upon RD for contract replacements. Thus, there is a variety of staffing data that PRS must chart ahead and cite for RD, regardless of the

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informational needs of other PRS clients. Obviously, the other PRS clients will be the direct beneficiaries of PRS Personnel Forecasts precisely to the extent RD knows what it must do, when, and does it. When components can come to count on RD for delivery of manpower, on schedule, their own work plans will take on special meaning. They will then have to stop talking about planned objectives and start producing.

8. Side-lighting the PRS Personnel Forecasts will be the peaks and valleys, as between given components, of attrition. Accurate attrition data will be surfaced and studied. When considered excessive, attrition will constitute a vital area for critical personnel management analysis; and, for critical analysis of pay scales that may be competitively out of line. This may be saying that CIA cannot long afford to serve as a training ground for its competitors in certain manpower fields without making recruitment costs prohibitive. But PRS must provide the proof. These are mere hints of the kind of help PRS can offer RD in planning and achieving its recruitment goals. We are extremely sanguine about the prospect of PRS reporting proficiency pointing the way to greatly improved reporting by all OP components, ours included. The upward, downward, and sidewise movement of manpower is such a vital part of an intelligence organization's existence one truly wonders why it has had less attention and ADP or EDP study than the movement of paper containing intelligence information.

9. We mean to start perfecting our own reporting mechanism this year. We have started the new year (fiscal) with the resolution to strengthen this long-neglected function. It has high priority on our planning list. Our reporting is weak, and we know it. We mean to improve it. Furthermore, the DDS demands it. Our highest recruitment priority this year is one DD/PERS--RP analytical statistician.

10. PERSONNEL STRENGTH: As to other DD/PERS--RP personnel requirements, RD will be fully staffed this year. No other Agency component can make this statement. The Supply Sergeant has wised up, after wobbling through FY 1965 and FY 1966 on a crutch, a cane, and a can of Sterno. We have been beefing up RD. This is as it should be. And RD must stay beefed up for as far ahead as one may choose to look.

Requirements are up, but, even when requirements go down, there never ceases to be areas of hard-to-find-and-recruit specialists that any well-run recruitment program should be geared to go after.

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We shall report separately on DD/PERS--RP total manpower requirements, level of operations, and our estimate of personnel increases (no decreases) for FY 1967 and FY 1968. There has to be some restructuring of grade levels and unit strength, and some organizational realignments which will not be aired, however, in any embryonic stage here.

Essentially, however, within the RD complex, we visualize as overhead a Division Chief and Deputy, two secretaries, and a backstopping unit of four; 18 regional Professional Recruiters (with 16 part-time secretaries), six specialized recruiters (Clerical and COMMO), and one Professional Recruiter trainee (developmental complement). WRO will have four professional interviewers and needs three clerical--an increase of one GS-05 Clerk-Steno. External Placement Branch will manage with two professionals and a secretary, and assist DC/RD in handling the Retiree Placement Service workload, given one senior contract retiree manpower market analyst/placement assistant. Clerical Staffing Branch (CSB) will operate at currently authorized strength.

Placement Division, by my planning, will comprise four Branches, namely, Applicant Selection Branch, Employee Assignment Branch, Career Training Program (CTP) Branch, and Correspondence Branch. "Skills Bank Placement" will key the modus operandi of the Division's new look. It will be a strong and effective operation throughout its four inter-dependent branches, although it will suffer miserably until the Employee Assignment Branch is staffed, with strong professionals.

11. PLACEMENT DIVISION: We shall not dwell here at any length on Skills Banking, other than to say we are going to tackle this concept with a determination that will revolutionize the recruitment-placement continuum, and make believers of our Recruiters. The concept has been given some advance publicity, but it will never be fully understood until it is fully operative. We are planning affirmatively, devoted to the belief that for nearly twenty years the Office of Personnel, placement-wise, has bitten off more than it could chew functionally and intellectually. By "intellectually" I mean that OP may never develop the classic touch that tells it precisely what a given candidate may represent in terms of a given component's career judgment. By the Skills Bank technique, however, the component will be making its own judgment--but within time limits established by the Director of Personnel. This is critically important when it comes to putting the right candidates into clearance at the right time,

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and keeping them pipelined.

12. The proposed organization is based upon the following concepts concerning the functions and responsibilities of the Placement Division:

- (a) The objective of the selection procedure is to screen the qualifications of available candidates against Agency needs and to generate prompt decisions as to their employment by the Agency. The selection mechanism will be oriented to the categories of skills which are required by the Agency and in terms of the availability of such skills among candidates for employment. It will exercise close control over the consideration of applicant files by operating components. In addition, it will schedule the various Headquarters appointments which are pertinent to the final decision to reject or to hire an applicant and will represent the Director of Personnel in receiving and "hosting" candidates who visit Headquarters during this screening process. Selection processing ends and EOD processing begins when the CIA decision has been made to employ a certain candidate against a particular requirement at a given salary.
- (b) EOD processing, as such, will be oriented to the requirements of employing components. This is essential in order for the components to establish proper understandings with new employees as to EOD timing, special clearances, training requirements, and the many other matters which are involved in bringing new people into an established work group.
- (c) Those functional responsibilities which are concerned with the management of staff personnel on duty will also be oriented in terms of service to the particular needs of Agency components. They include responsibility for authenticating official records of personnel actions; for monitoring and

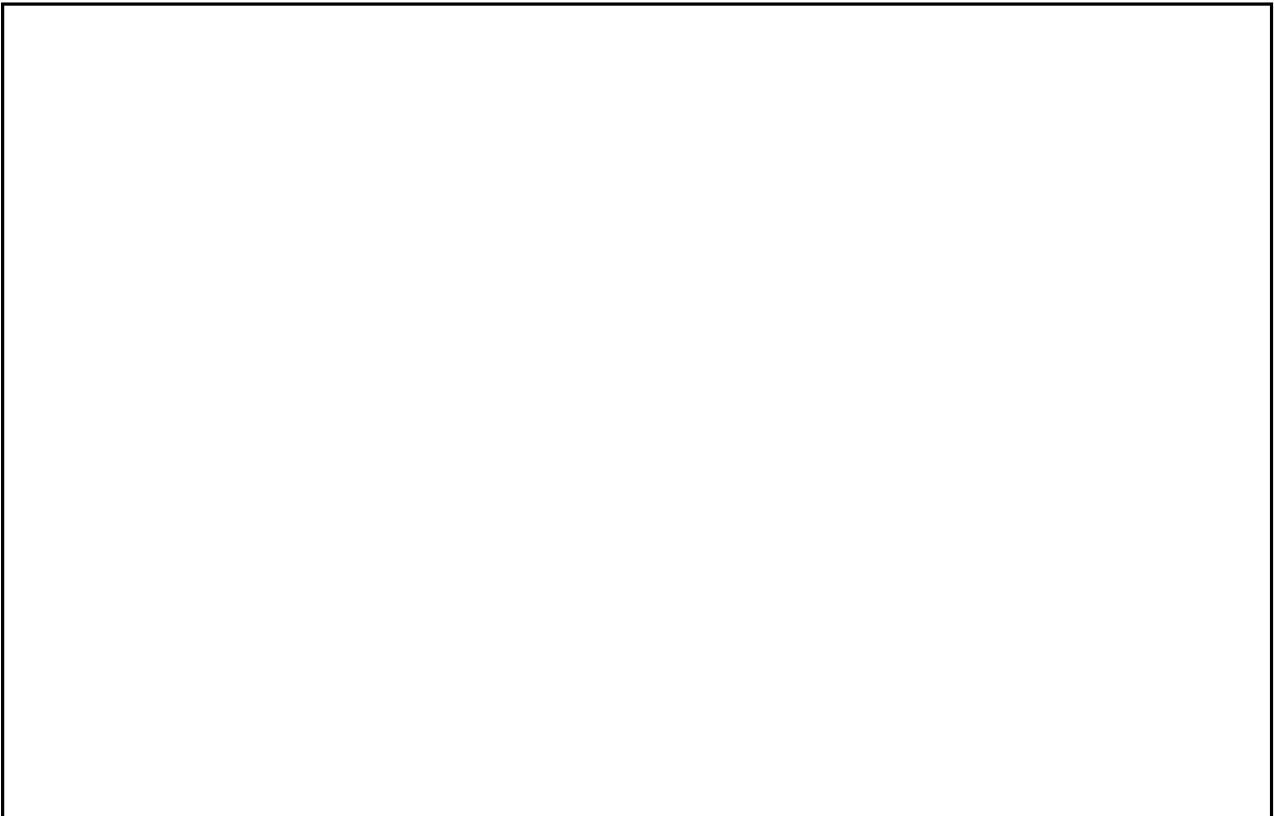
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coordinating personnel program activities such as fitness reporting, promotions, quality step increases, and in-grade hiring; and, for representing the Office of Personnel in day-to-day contact with career services and operating components to assist them toward effecting the best deployment utilization and development of personnel assets on duty within established ceiling limitations and management controls.

13. Based upon the above concepts, the work of the present Professional and Technical Placement Branch can be accomplished most efficiently by establishing one branch with responsibility for operating the skills bank and all other aspects of selection processing and another branch with responsibility (other than for CTP's) for professional and technical EOD processing, as such, and for all activities concerned with the management of professional and technical personnel on duty.



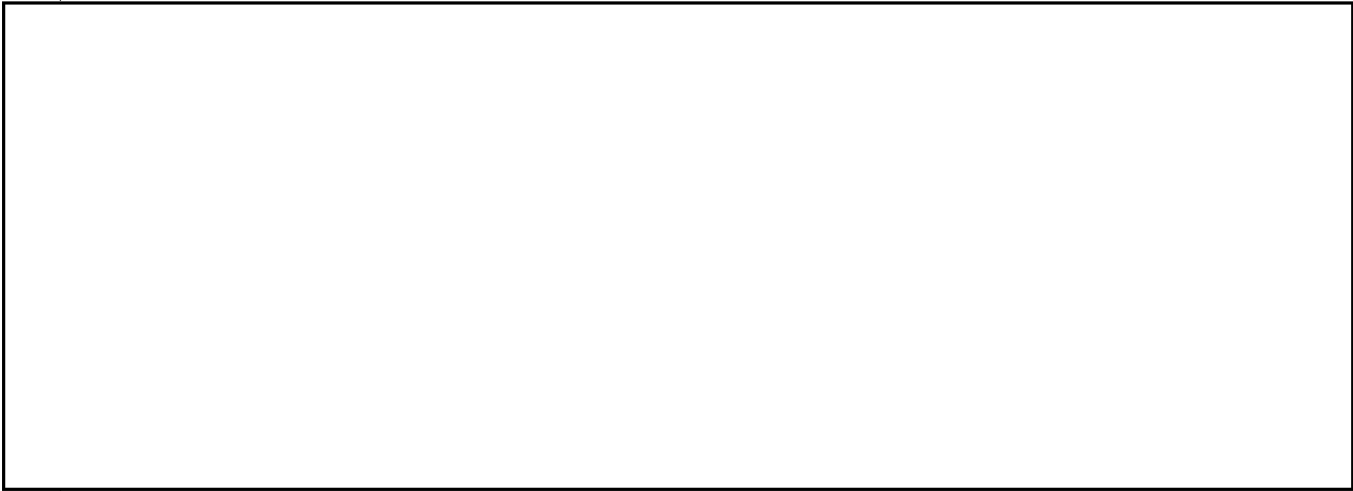
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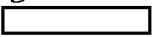
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15. Our plans for FY 1967 and FY 1968 are to be organized and functioning so as to enter on duty a projection of  new staff and contract employees--representing a two-year turnover of approximately one-third of present Agency strength. This further suggests that we shall be equally busy manning resignee-retiree exits.

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