

**CONFIDENTIAL**

A Review of  
PERSONNEL MANAGEMENT ASPECTS  
of the  
JOT PROGRAM

GENERAL

ORIGIN AND PURPOSE OF JOT PROGRAM

In October 1950 Gen. Walter B. Smith, then DCI, conceived and launched a Junior Officer Training Program in CIA. He had as his aim the development of a well-ordered system for bringing into the Agency and also for choosing from among its employees each year a small number of highly qualified and carefully selected young men and women and then preparing them, through a special program of training and job rotation, for executive responsibility.

Some have characterized Gen. Smith's purpose as the creation of an "elite corps" within CIA. Perhaps this was so. Certainly it was his intent to "seed" the Agency with a small number of highly promising executive trainees.

To the newly appointed Director of Training (whose position was also established in October 1950) Gen. Smith gave responsibility for managing the JOT Program. Very high standards of mental ability, physical fitness, security, and other personal characteristics were prescribed for JOT's. They were also required to affirm their readiness to serve wherever needed. But even more distinctive and important in the new program was the provision for a two-year period of carefully monitored apprenticeship consisting of balanced periods of formal instruction and on-the-job training throughout which the JOT would be observed, "tested" and counseled, and at the end of which he would be placed in an assignment calculated to afford maximum opportunity for the particular officer's professional growth and development.

The program was intended to provide executive trainees for all components of the Agency. However, from the very beginning, for perfectly understandable reasons, it has tilted quite strongly toward the DD/P and will probably continue to be weighted heavily in that direction even when specific component quotas are applied in assigning "graduates."

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Since 1951 the JOT Program has undergone several important changes, developments and shifts in emphasis:

1. The number of trainees has gone up--from a yearly intake averaging just under [ ] during the first 5 years of the program to an average of slightly over [ ] for the past 4 years. In 1960 the figure is supposed to jump high enough to yield [ ] "graduates." Still greater increases can be anticipated in future years, especially if the recommendations discussed on page 8 are accepted and JOT training is made available to a wider range of the junior professionals being brought into the Agency.

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2. New JOT's now come on duty in groups and are formed into special all-JOT classes for training purposes. This simplifies many management responsibilities of OTR and also enables trainees to develop a stronger "class spirit" and group identification. In the early days of the program JOT's came aboard whenever their processing was completed and they were available, thus requiring an individual training plan for each new JOT.

3. The amount of formal training has increased and has been standardized. Before 1958 JOT's got their formal training by enrolling with other Agency personnel in regular OTR courses which they took on an intermittent basis spliced between on-the-job assignments. The nature, order and amounts of such training were not uniform among members of the same JOT "class." In 1958 this practice changed. An integrated training program specifically designed for all-JOT classes was established. It includes a 10-week block of common instruction, followed by separate blocks of skills training for each of the three career groups (i.e., DD/P, DD/I and DD/S). The integrated program is designed to give each new officer the broad foundation and essential basic training he or she needs to launch a successful professional career in the Agency. It increases, intensifies and standardizes the formal training that JOT's receive. Development of this program was a great step forward in the plan for their professional preparation.

4. Management of the program has been strengthened. Members of the JOT Staff have steadily increased their

knowledge of Agency operations and consequently their ability to select, counsel and assign trainees. Working relations between the JOT Staff and other components throughout the Agency with which JOT's train on-the-job are on firm footing and are being improved consistently. As the size of the JOT Staff has grown, its internal procedures have also been strengthened and better systematized.

5. The philosophy and purposes of the program have undergone change--and this process is currently being accelerated. From its original concept as a very small and highly selective "executive trainee" program, the JOT Program has grown in size and scope to a point where one can foresee the likelihood that it will become almost the only, if not the sole, avenue by which junior professional employees enter CIA. Such a fundamental shift in purpose necessitates matching shifts in philosophy and practice, some of which have already taken place and others of which must.

6. The JOT Program has become firmly established as a foundation block in the Agency's personnel management program. This is so well recognized today that one forgets it was not always so--a circumstance that is perhaps as high a tribute as can be paid to the soundness of the Program's concept, the integrity of its management, and to the solid results it has achieved. As was noted in the preceding paragraph, there is good reason to believe that it may become the pattern, in slightly modified form, for virtually all of the recruitment and basic training of junior professionals in CIA.

#### THE PRESENT JOT PROGRAM

The present JOT Program, as described in  7 Aug '58, is "one means of selecting and preparing highly qualified young men and women for professional careers in the Agency."

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The program is open to persons who (1) have a college education or, in the case of on-duty personnel, its equivalent in experience, (2) are qualified to undertake assignments of any degree of sensitivity, and (3) are medically qualified for full duty/general.

Participation in the JOT Program normally extends over a span of approximately two years and includes (1) a lengthy period of formal training, and (2) controlled on-the-job assignments designed to develop the professional potential of trainees to fill positions of increasingly greater responsibility within the Agency.

JOT's are recruited under quotas established each year on the basis of anticipated professional personnel needs of the Agency. The 1960 quota of [ ] includes [ ] for DD/P, [ ] for DD/I, and [ ] for DD/S.

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JOT's come from 3 principal sources: college and university campuses (by far the greatest source), "walk-ins," and "internals"-- i.e., young persons already employed by CIA. Candidates are located and screened by the Office of Personnel (except for "internals"--who apply directly to OTR), tested by the A&E Staff of OTR, examined by the Medical and Security staffs, and interviewed by the JOTP before being selected. Then they must undergo a complete security investigation and an intensive assessment before final acceptance. This whole process, aimed at assuring the best possible choices for the program, has been characterized by the IG as probably the most thorough personnel selection process inside or outside the Government!

Although individual JOT's may EOD at any time during the year if need be, they are usually brought on duty in a group which is formed into a single all-JOT class of not more than [ ] members who then begin immediately the formal portion of their two-year training program. In 1958 when the integrated program was started, and again in 1959, only one class was formed each year. In 1960, however, two classes will be needed--one starting in July and another in January 1961--to accommodate the number of JOT's being hired.

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The "integrated" program of formal training has two parts: an orientation period attended by the full class (in 1960 this will cover 10 weeks) followed by a period of skills training during which the JOT's are split into 3 groups, according to the major component to which they will later be assigned. DD/P trainees take the 20 week Operations Course at [ ] which has been designed especially for them. DD/I trainees will take the 6 weeks Operations Familiarization Course at [ ] and a 12-14 week Intelligence Production Course at headquarters. DD/S trainees take the 6 weeks OFC and the 4 weeks Operations Planning and Management Course at [ ] plus other selected courses, including perhaps Supervision and Effective Writing.

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On completion of the integrated program (approximately 30 weeks total), JOT's are given on-the-job training assignments in their respective components for the balance of the two-year JOT term. During this latter period they receive careful supervision in a variety of apprenticeship tasks and may also be enrolled for additional training courses. This is also the time for those who need foreign language training to begin it. In most cases this will mean instruction at elementary and intermediate levels in one of the "world" languages (French, Spanish or German) because, until a JOT has demonstrated his career potential and solidified his career intentions, it will generally not be advisable to invest in him an overly extended period of training, especially in an "exotic" language. Exceptions to this rule will occur, of course, but the reasons for them will be fairly easy to spot.

At the end of the two-year term the JOT is formally assigned to a component and pursues the normal career pattern of a professional employee in that component.

### RECRUITMENT

#### REQUIREMENTS

In past years, JOT requirements have been fixed by an over-all personnel ceiling for the program set by DCI. As shown on page 2, yearly intake averaged fewer than  from 1951-55 and slightly over  from 1956-59--numbers in line with the concept of an executive trainee program. Requirements were not related to specific needs, nor were quotas or allotments established for the various components in assigning "graduates." The philosophy seemed to be that the JOT Program was a supplement to the Agency's recruitment program for professionals, and was designed to bring on duty young persons of superior capacity and of general background who could be trained for a great variety of key positions in which they could continue their development toward ultimate assignments to senior managerial and executive posts. Requirements for specialized personnel (lawyers, doctors, engineers, economists, accountants, scientists, etc.) and requirements for junior professionals other than JOT's were to be met by "normal" recruitment action.

In practice, the JOT Program became the principal source of new "Case Officers" for DD/P, a significant source of junior professionals for OCI, and a relatively minor source for all other Agency components

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(see Annex A for assignments of all JOT's who have completed the program). This came about because of a number of factors, including: (1) the "lure" of overseas assignments and the fascination of clandestine operations--both of which caused most JOT's to prefer DD/P; (2) the eagerness of DD/P to get more JOT's; and (3) the reaction of the JOT Staff in its management of the Program to mounting pressure from DD/P and a lack of corresponding pressure from DD/I and DD/S. In any case, an imbalance in the program resulted and, even worse, an atmosphere in which trainees assigned to DD/I and DD/S were often regarded as the less successful members of the group who couldn't make the DD/P team.

In early 1960, OTR took an important first step to broaden the JOT Program and to change the way in which JOT requirements are determined. A numerical quota was set for trainees to be hired in 1960 (enough to yield  graduates") and quotas were set for distributing "graduates" among the three major components-- for DD/P,  for DD/I, and  for DD/S. This action was taken after all components had been consulted and the Director of Personnel had studied the matter intensely, and it reflected carefully calculated projections of requirements. Indications are that similar action will be taken each year hereafter to determine the number of JOT's to be hired and their subsequent assignments. Certainly this is the proper course to follow.

More is needed, however, than just numerical quotas; requirements should reflect the types of candidates sought. To be sure, we must avoid any rigid prescriptions in this respect--all the more since we are dealing with fairly young and inexperienced candidates--but the system must be responsive to the actual professional requirements of the Agency which of necessity are translated ultimately into specific categories and specialties. Thus what is really needed is

(1) a capacity in the Agency to define clearly the various types of functional competence required both at headquarters and overseas,

(2) an ability to project personnel inventory requirements into future annual induction quotas,

(3) a clear understanding of the types of requirements the JOT Program is expected to fill within annual quotas, and finally

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(4) a career development program, given the right human materials, that is capable of generating within the Agency the professional skills it will continue to need in the future.

It is not the purpose of this review to examine CIA's personnel planning system and certainly not to discuss its career development program. However, there are several points still to be made about JOT requirements.

We cannot and should not look to the JOT Program to supply the full catalog of professional specializations necessary to the effective operation of the Agency. Other recruitment--at both junior and senior levels--will always be necessary and desirable in some fields of specialization. Nevertheless, we should expand our JOT spectrum to include all these categories of professional employees who logically can be obtained by hiring well qualified young men and women and then developing them within the Agency through an orderly program of training and rotational assignments. This suggests that DD/I, and especially DD/S, should make far greater use of the JOT Program than they now do, because it offers the means by which they can obtain young professionals who (1) have "survived" a more thorough selection process and (2) have received through JOT training a broader understanding of the Agency's missions and better basic instruction in its over-all activities than can be provided otherwise. The suggestion is also clear that the Office of Training must attune itself to handle a much more diverse as well as a larger group of JOT's.

Specifically, it is proposed that DD/I look to the JOT Program to furnish a foundation of basic Agency training for its young economists and most of its young professional specialists of other types, including scientists. For his part, the DD/S should consciously search out those areas of support which ought to be "seeded" with young people possessing broad professional training and ability. At first, until proper projections of such requirements can be made, the DD/S should fix arbitrary annual quotas for components--say on the order of 2-4 for each of the larger Offices, 1 perhaps for the smaller components and 3-4 to come under the control of the SA career group. It would not be amiss even for the Medical and Legal Staffs to enroll their new, young professional careerists in the formal training portion of the JOT Program, considering their need for broad training in Agency activities. The foregoing proposals contemplate a JOT Program embracing two categories of young professional trainees: (1) JOT's selected, trained and administered as



at present to meet requirements for non-specialized professional positions in each of the three major components, with major emphasis on Case Officer requirements of DD/P, (2) JOT/Specialists selected by the using components, in consultation with the JOTP, for specific T/O assignments; they would pursue an abbreviated program of 6-12 months including the integrated course and possibly some specialized courses and language training during which they would be carried on JOT rolls and at the conclusion of which they would transfer to their predetermined slots. More will be said about these proposals in later sections of the survey. To the extent that DD/i and DD/S accept them, it will be correspondingly important that their JOT requirements be expressed in types and categories in addition to mere numbers.

A last point on requirements. Notwithstanding action already in progress to increase the size of the JOT Program, and added suggestions along this line in the preceding paragraph, we must be vigilant against the temptation to include semi-professionals in the Program. This latter term is meant to include categories like RI analysts, OCR document coders and disseminators, Logistics stock records personnel, etc. Such employees do not need the broad training given JOT's; and if they and their JOT contemporaries are both properly chosen for their roles, then there will be enough dissimilarity in aptitudes and interests to make joint training unproductive as well as unwise.

#### STANDARDS

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states the bare outline of the standards applied to JOT candidates: (1) college education (or equivalent in experience for on-duty personnel), (2) ability to obtain security clearance for any type of assignment, (3) medical qualification for full duty/general. Before acceptance, candidates must also undergo psychological testing and a very careful screening process based on personal interview. A word about each of these standards.

College training is, of course, in line with the concept that JOT's are professional employees. However, the way is and should remain open for outstanding non-college candidates who prove their ability in Agency assignments.

The strict security standard is deliberate--on the theory that professionals who are to receive broad training in Agency functions ought to be qualified from a security point of view to perform those functions. This theory as applied to the great majority of JOT's is

certainly quite sound. But in a few cases involving specially qualified candidates for DD/P positions, who are eligible for TOP SECRET clearances but not for certain other types, it seems that waivers might be entertained.

If the proposal to include specialists in the JOT Program is accepted, a fresh look at present medical standards will be necessary. Even without this change, it would seem that waivers of the "full duty/general" requirement should be available for candidates fully qualified in all other respects who seek careers along lines that do not demand such rigid physical qualifications.

Something should also be said about the psychiatric standard being applied to JOT candidates. It is very difficult to deal with this aspect of medical evaluations because OTR gets so little information about it in given cases. However, a presumption is raised now and then that the Psychiatric Division may be selecting for the JOT Program from among candidates who are medically qualified. If so, the practice should be stopped. Psychiatric evaluations which raise questions but which do not clearly disqualify candidates should be treated as advisory in nature and relayed to the Chief, JOTP or other officials as the Medical Staff deems appropriate; they should not be permitted to become the basis for the peremptory medical rejection of candidates. It is worth noting that the State Department requires no psychiatric examination in selecting Foreign Service Officers except, of course, when there are obvious indications in the medical report that such an examination is needed. This is a deliberate policy, according to the Chief of the Foreign Service Examining Panel, based on the belief that routine psychiatric screening examinations even at their best are an uncertain process and would cost more than they would be worth. The rare psychiatric "casualty" who shows up in the Foreign Service (and who might have passed through a routine psychiatric screening anyway had there been one) is simply disposed of.

The psychological tests being given to JOT's should be reviewed-- to insure that we are covering the aptitudes and characteristics we really ought to cover. The ability to write, for example, is a key part of the Foreign Service Officer examination but is not included in our JOT test battery. We may also be able, through additions or modifications to the tests, to increase their usefulness in determining appropriate areas of assignment for JOT's.

More will be said later (p. 17) about the use of personal interviews to select JOT's. Here is the point simply to note that persons conducting interviews, whether for initial screening or final selection purposes, must know the standards to be used in evaluating candidates if the interviews are to be productive. As of now, we do not have a clear, concise recording of these standards; we should, even if they are expressed in fairly general terms, because interviews are currently being conducted by quite a number of people--by consultants for spotting purposes, by Personnel recruiters for screening purposes, and by several members of JOTP for selection purposes. If JOT/Specialists are brought into the program, still more people will be involved in the selection process. And they should all be "reading from the same book." Preparing such a set of standards will not be difficult; presumably we have been applying them right along, so it's merely a matter of writing down what has already been agreed upon. In preparing such a list, we will find helpful the "precepts" used by Foreign Service, and also the "attributes of a successful intelligence officer" described by the Inspector General on 3 October 1958 to a class of JOT's.

#### RECRUITMENT SYSTEM

The aspect of the JOT Program in need of greatest change--and urgently so--is our personnel recruitment system. We ought to have a great many more applicants from whom to choose and they should be more diverse in background and more representative of the broad sweep of American life than are our present applicants.

To hire 150-200 Foreign Service Officers in 1960, State has processed applications from over 10,000 young people. About 6,400 of them took the written exam last December in 65 cities throughout the U. S. (plus a few overseas locations); 1,300 passed of whom about 800 are expected to survive the oral exam and then, after medical and security checks, be placed in rank order on a list of eligibles from which appointments will be made. To hire [redacted] in 1960, CIA expects to test only [redacted] had been tested by 20 June). True, the applicants we test, unlike those for Foreign Service, must first have been screened by a recruiter from Personnel and appear to be acceptable; so they represent the most promising of a larger group of persons considered by the recruiters. Some, in fact, have been specifically "spotted" for the JOT Program by university "consultants" we use for this purpose. Nevertheless, we may be kidding ourselves to think that our modest recruitment effort can compete in the quality of its final results with the massive competitive selection program of the

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Foreign Service. Certainly we shouldn't deliberately select a second-place position as our goal for CIA's recruitment system.

In addition to increasing the numbers of applicants for the JOT Program, we should strive for groups of trainees who (1) are geographically representative, (2) properly reflect the wide and essential variety of American life, and (3) are sufficiently diversified in the technical skills required in all those Agency operations which JOT's are expected ultimately to perform. Adequate information is not at hand to measure our present JOT's against these three criteria. But a sample might indicate that there is room for improvement. Annex B shows, by states, where JOT's who came to the program with bachelor degrees earned them; shown also are the theoretical numbers who would have come from each State had geographical quotas, according to population, been applied. Massachusetts--with a theoretical quota of 12--actually supplied 62 JOT's. Connecticut with a "quota" of 6 furnished 40. Texas with a "quota" of 23 supplied only one! Seven states with a combined "quota" of 16 supplied no JOT's. Admittedly, these comparisons would be different, but probably only slightly so in terms of geographic regions, if the legal residence of each JOT were used instead of the state in which he went to college. Another sort of imbalance is also shown in Annex B: the kinds of colleges (i.e., private, state, etc.) attended by members of the last two JOT classes are recorded along with the percentage of JOT's attending each. The Ivy League schools accounted for about 1/4 of the total, and in 1959 private (as opposed to state) schools accounted for 3/4 of the total class.

Now, what can we do to increase and diversify applicants for the JOT Program.

The first and biggest step must be to publicize our recruitment program. CIA must (1) tell prospective applicants--all over the United States--that it offers career opportunities on a highly competitive basis to young people with certain aptitudes and skills, and (2) it must state what those aptitudes and skills are. At present we seem to consider ourselves sharply limited by security in doing these two things. Why? Are we afraid to tell the American people that we exist as a permanent organization with fairly sizeable professional personnel requirements? Our enemies know it. And so will anybody else who looks at the  man building we will soon occupy in Langley. Are we afraid to acknowl-edge the kinds of professionals we hire? The enemy knows that too. Are we afraid it will be difficult to provide cover later for persons who apply overtly? Surely we are clever enough to deal successfully with that problem; new employees don't all have to be hired overtly, though

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some would, of course. And perhaps the latter would be a most healthy development, for in trying to conceal our entire staff of employees, we expose techniques which are extremely important to the cover of certain members of our Organization.

Maybe a quote from a Brookings Institute report of 1951 on The Administration of Foreign Affairs and Overseas Operations will be helpful at this point. In speaking of the high standards that must be used in recruiting persons for duty overseas, the report states:

"The number of qualified people who not only meet these special standards but are also willing to undertake a tour of duty overseas is limited. The number of such qualified persons might nevertheless be fully adequate if the method of recruitment were not so unfamiliar to many citizens and so complex that many prospective employees with high qualifications are lost."

The same thing might be said of JOT recruitment. And until we throw off some of the mystery surrounding how we hire overt employees and what types we look for, we can never get the broad base of applicants we should have from which to select the best for Agency employment.

The second step must be to augment and reinforce the recruitment program of the Office of Personnel. At the moment Personnel has 8 recruiters covering the entire U. S. seeking JOT and all other types of applicants. In addition, there are "consultants" (usually faculty members specially briefed for this task) on about 35 campuses spotting for the JOT Program. Even with substantial and sustained publicity to aid them, these few recruiters and "spotters" are inadequate to generate the flow of applicants we ought to have to yield  properly qualified JOT's a year. We should have consultants or spotters on not fewer than 150 campuses all over the country, and our recruiters should be in contact with all the major military demobilization centers. The number of JOT applicants should be measured each year not in hundreds but in thousands.

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#### RECRUITMENT AIDS

To stimulate JOT applications, the Office of Personnel must now rely almost wholly upon word-of-mouth information about the Program--- its existence, its career aspects, and the types of candidates being sought. A small and uninviting pamphlet Employment Opportunities in

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the Central Intelligence Agency (Annex C) can be given or mailed to prospective candidates--if they have somehow learned how and where to ask for it--but it is highly doubtful that any wavering applicant will be persuaded by what he reads in this pamphlet.

Is it any wonder then that the major problem in recruiting and retaining JOT's is first to persuade and then to convince doubtful, reluctant, and even apprehensive young people that they should give themselves to such an unknown cause. How different the lot of the State Department which this year had 6,400 college graduates, fully aware of what they were seeking, earnestly competing to get into the Foreign Service.

CIA needs a nation-wide program of publicity, aimed primarily at the colleges and universities, telling about its JOT Program. Prospective candidates need to know what we're looking for, what we offer, and how to compete. At least once a year, someone representing the Agency should visit every school or location where there is sufficient interest to justify the trip and talk to individuals or groups about opportunities in CIA. Suitable written materials which will really stimulate interest should be available to give or mail to people who want them. Occasionally, an article about career opportunities in CIA should be [redacted] in This Week, Reader's Digest, Life, or some other widely circulated publication. As suggested in the preceding section, the number of "consultants" spotting for the JOT Program should be greatly increased--with emphasis on CIA "alumni" who are now serving on faculties all over the country. Added means must be developed to stimulate interest among non-careerists in the military services. And the number of locations (now 33) where qualifying tests are given should be increased.

All this publicity must necessarily observe the security precautions that affect our various activities. But under the guise of recruiting for purely overt jobs, we can conduct most, if not all, JOT recruitment by simply making distinctions in how we handle and brief people who apply for or pass the qualifying test.

Increased recruiting, however done, will cost more money and require more people to do it. Nevertheless, the Agency simply must face up to this problem if it wants first-class results; and it can ill afford to settle for less.

### PAY AND EMOLUMENTS

Under current policies, JOT's are usually hired at grade GS-7 (\$4,980) and can expect a one-grade promotion every 8 months during their two-year training period (if they perform satisfactorily) so that they reach GS-10 (\$6,505) by the time of assignment to regular positions. JOT's who go into the military program (see p. 27) civilianize at GS-9 (\$5,985) and are GS-10 when assigned to regular positions. A few highly qualified JOT's enter at GS-8 (\$5,470) or even GS-9 and may be a GS-11 (\$7,030) when transferred to a regular assignment. Advancement thereafter for all JOT's depends on their ability (and the availability of higher slots). Average age of JOT's hired in 1959 was 26 and 24% of them held advanced degrees.

As a basis for comparison:

(1) State appoints new Foreign Service Officers at Class 8 - pay range \$4,730 to \$5,885. Any one of eight pay steps in the Class can be given depending on age, qualifications, marital status, etc. This year no FSO will be appointed below \$5,225; many will receive the top step. Advancement thereafter is governed by a strict up-or-out policy. Age of FSO's appointed in 1960 is expected to average 24.

(2) FBI appoints new agents at GS-10 and promotes them to GS-11 after two years and GS-12 after three more years if they maintain satisfactory records. Advancement beyond that depends on ability. All new agents (at present) must hold LLB degrees. Average age at appointment is not known but is probably 25-26.

(3) Colleges are widely advertising the fact that many private companies seeking graduates this year in engineering, business administration, accounting, etc. are offering \$6,000 - 6,600. Even liberal arts graduates, according to Kiplinger's Changing Times (May 1960 edition), can expect offers averaging \$5,100. And all these are salaries promised holders of bachelor degrees whose average age is 22!

(4) ROTC graduates who enter military service do so as 2nd Lieutenants - which is the rough equivalent (for married officers) of GS-9. After 18 months they are promoted to 1st Lieutenant - the rough equivalent of GS-11.

From the foregoing comparisons, it is clear that, to continue competing successfully for outstanding young men and women, CIA is going

to have to (1) raise the starting pay of JOT's, or (2) lower entrance standards (particularly age), or (3) really sell its career program-- perhaps even a combination of all three. One thing is certain: we can't just stand still.

Experience argues strongly in favor of retaining present entrance standards. Older, maturer JOT's bring to the Agency a richer variety of background and experience and are able to absorb and apply JOT training more readily than younger persons. Turnover rates are also lower.

Selling CIA as a career is a task that demands the utmost from all of us who deal with the JOT Program and it is an exceedingly difficult task. For no matter how liberal the Agency may become in publicizing and promoting JOT recruitment, it can never permit the candor and freedom of discussion that applicants desire before making career commitments. Hence, we must first attract them by whatever means are open to us--salary, opportunities for overseas duty, the challenge of public service, CIA's prestige and our own enthusiasm for it, yes even the lure of the "unknown." Thereafter, the real job of selling career service begins; it is one of cementing their bonds with the Agency through stimulating training, challenging assignments, inspiring leadership, and visible opportunities for recognition and advancement to those who deserve them. In any case, "selling our career program" is a process more calculated to retain JOT's already aboard than to attract those applying.

This leaves us the prospect of raising starting pay for JOT's. Certainly if we expect their average age to remain at present levels, we will have to do something of this sort. As a tentative proposal, considering competition from other Federal agencies and from private business, it is suggested that GS-8 (\$5,410) become the "normal" starting pay for JOT's and that GS-9 and GS-10 be available as starting salaries for more mature, better qualified candidates. In any case, OTR should initiate an immediate study, in consultation with the Director of Personnel, to determine the salary scales that ought to be used for JOT's and the factors to be considered in applying these scales to individual candidates.

It is suggested further that the Agency study ways and means by which JOT's recruited from outside the Washington area can have the costs of transporting their families and household goods to Washington paid by CIA. Both the Foreign Service and the Atomic Energy Commission do this, as do most large companies hiring young professionals. And so does CIA for certain classes of employees as specified in

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## SELECTION

### PRESENT PROCEDURES

At present the selection of JOT's is a function of the Chief of the JOT Staff. He is aided by recommendations from (1) members of the Office of Personnel who recruit and screen applicants before they are tested, (2) psychologists of the A&E Staff who analyze test results and perform psychological assessments of candidates, and (3) members of the JOT Staff who interview and evaluate candidates after all preliminary steps of application have been completed. JOT's are, of course, subject to medical and security approval and formal appointment by the Office of Personnel. In addition, the Director of Training monitors the actions and decisions of the JOT Staff; but this has become progressively less restrictive as his confidence in the Staff has increased, and he seldom overrides their decisions.

As we have seen, candidates for the JOT Program are "spotted" by university consultants, contacted by Personnel recruiters, walk into CIA headquarters for interview, or apply from within the Agency. Except for "internals" who are then assessed by the A&E Staff and examined by a panel that determines their acceptance or rejection, all other candidates (1) get a screening interview by a Personnel recruiter, and (2) if judged promising, are given a written test prepared by the A&E Staff and administered throughout the year at 35 locations over the country, and (3) if considered by the JOT Staff to be "good" candidates (about half those tested are so regarded) are invited to Washington at Agency expense for interview by a member and also by the Chief of the JOT Staff. Selection or rejection follows this last step, subject to the medical and security checks previously noted.

In the two critical steps of the selection process--the test and the final oral interview--action is taken without reference to predetermined, recorded standards; no passing or failing mark has been established for the test, and the oral interview is not grounded on any precise criteria. Missing too are clear statements of JOT requirements indicating the general types of assignments to be filled by members of a given class. As the Chief of the JOT Staff puts it, the aim is to select "first class" people, and general principles rather than recorded criteria are followed in making selections. Trainees are usually chosen on the strength of broad general qualifications and are later placed, subject to the needs of the Agency, in the particular types of assignments they are considered best able to handle, based on observations by the JOT Staff and others.

The record to date indicates that the Chief of the JOT Staff (who has served in that capacity since July 1952 and hence has selected all but a mere handful of those taken into the program) has acted both wisely and well in making his choices. Praise for the caliber of men and women in the program has been uniform throughout the Agency--praise amply justified by JOT performance records. There is likewise no trace of doubt that the Chief of the JOT Staff has functioned with great objectivity, with complete fair-mindedness, and with absolute integrity.

Nevertheless, the selection procedures now being followed ought to be modified. And if JOT/Specialists are brought into the program, a separate process must be worked out for selecting them.

#### RECOMMENDED CHANGES

1. These changes should be made in present JOT selection procedures:

a. The written tests should be amended to produce results of more precise value in determining appropriate fields of assignment for candidates who are selected.

b. The final interview (in effect, the "oral examination") should be based on recorded criteria--criteria fully understood by those conducting the interview and known also to candidates before they take the written test. It is only fair that candidates know the qualities, characteristics and other factors that will be considered in the competitive process to which they expose themselves; and it is absolutely essential that interviewers have this information if they are to function properly. No satisfactory way to disseminate such information exists save by writing.

c. Stronger representation should be accorded the DD/P, and perhaps also the DD/I, in the final selection process. This could be done by having representatives of these components participate in candidate interviews on an ad hoc basis. But it probably could be done more satisfactorily by inviting the components to nominate members for rotational assignment to the JOT Staff. The latter now has 5 officers, including the Chief; four of

them are OTR careerists, one of whom had substantial service in DD/P before becoming an ST careerist, and another who served four years in DD/I before joining OTR. The fifth member of the JOT Staff is the Personnel officer on rotational assignment from OP.

d. JOT's should be selected against established personnel requirements and for specific major components. The present method of choosing trainees against broad, generalized requirements and then fitting them later into specific assignments, although in some respects advantageous, has some much more persuasive disadvantages:

(1) requirements of DD/S and DD/I for trainees with specialized backgrounds are not met adequately, primarily because such requirements are not emphasized in the recruitment process.

(2) major components are left uncertain as to the number of JOT's they will get from each class until assignments are actually made.

(3) trainees themselves are uncertain as to the component for which they have been chosen and those who go eventually to DD/I and DD/S often feel that they failed to make the "first team."

(4) selection criteria tend to favor heavily candidates whose backgrounds place them in the middle spectrum of CIA's personnel requirements to a point where the rich and essential variety of people we need (and which WW II produced for CIA) are not always obtained.

(5) the JOT Staff assumes an unnecessary burden in trying, often through hasty observation, to decide during the first few weeks of each JOT class the component training (and hence assignment) each person is to receive during the second phase of integrated training.

It is therefore proposed: that candidates be selected each year against carefully projected lists of

component requirements, as specific as to numbers and types as is practicable when planning two or more years ahead, and that assignments, at least by major component--DD/I, DD/P, DD/S--be determined when trainees are selected. The right to adjust assignments--for sufficient cause--can be preserved, thereby providing whatever flexibility in such matters is required.

2. If the number of JOT applicants approaches the level hoped for in previous discussions about a nation-wide recruiting campaign to attract them, consideration should then be given to establishing an automatic passing score on the written test. At present there is no passing or failing grade and, so long as the number of applicants remains fairly low, none is needed. However, when applicants can be counted in the thousands, it will be desirable to fix such a mark--flexible if necessary, so each year the "cutting score" can be set to yield the desired number or proportion of successful candidates. Setting such a grade not only lets applicants know where they stand, it also determines who goes on to the final interview instead of leaving this crucial decision to someone's subjective review of a file; these will be important considerations in a large-scale recruiting situation.

3. If the recommendation regarding JOT/Specialists is accepted, several changes must be made in selection procedures to accommodate them. The written test will have to be modified, perhaps by adding supplementary material for each field of specialization. The JOT Staff will need to develop with the components concerned the criteria and standards to be used in selecting specialists so this information can be recorded and disseminated to all those involved in the recruitment and selection processes who will need it. And finally, an arrangement must be worked out for the JOT Staff to share in an advisory role in the final interview and selection of candidates, with the parent component approving the choice and designating the specific T/O assignment which each candidate is intended to fill.

### TRAINING

No attempt is made here to deal with the substance of JOT training; there are listed merely a few observations concerning its management.

FORMAL INSTRUCTION

During their formal (or "integrated") instruction, JOT's are first brought together in a single class for 10 weeks of orientation and then split into three groups, according to their major components, for about 20 weeks of skills training:

- DD/P - [redacted] 25X1
- DD/I - 6 weeks OFC [redacted] (a new change effective in 1960) and a 12-14 week Intelligence Production Course at headquarters. 25X1A6B
- DD/S - 6 weeks OFC and 4 weeks OPM [redacted] plus other selected courses at headquarters. 25X1A6B

A great benefit from this approach to formal instruction is the sense of group identity JOT's develop. Most important, too, is the broad foundation they receive in over-all Agency activities. The decision made this year to enroll DD/I trainees in the Operations Familiarization Course [redacted] was a great stride forward in both these directions: they will receive basic familiarization in DD/P activities and will have a sense of shared experience [redacted] with their contemporaries in DD/P and DD/S. 25X1A6B 25X1A6B

Some comments and suggestions about the formal instruction program appear in a separate section below.

ON-THE-JOB TRAINING

Upon completion of formal instruction, JOT's go to their components for on-the-job training which they continue, with possible breaks for language or other training courses, until their two-year (approximately) program is concluded. As a general rule, on-the-job training is performed with the Office or Division to which the JOT is expected to be assigned later, but this need not be so. If a unit which offers excellent training opportunities has a relatively small requirement for new personnel, it may nevertheless be wise to stack it high with on-the-job trainees, shifting the surplus later to units having greatest need for them. It is a truism that units most desperately in need of additional personnel are usually in the least advantageous position to train beginners.

It is recognized that many factors have to be balanced in choosing on-the-job training assignments. But it must be recognized also that

the individuals involved are still trainees striving to find their proper niches in the Agency and to prepare themselves for what they hope will be challenging and rewarding careers. Most of them are uncertain, some quite so, on both these points. Thus, it is of lastingly greater importance that trainees receive the kind of guidance, supervision and training that will motivate and prepare them for the future than that they plug temporarily some discouragingly dull assignment of little instructional value - even though the latter may be of key importance to the unit concerned.

It is fair to say that a great measure of the success of the JOT Program rests on the skillful handling of the on-the-job phase-- selection of training assignments; informed and understanding counsel throughout the period; ability to spot and avoid "problems" before they occur, if possible, and, if not, to resolve them promptly and effectively; ability to "see ahead" and to help trainees merge their own best interests with those of the Agency; and finally, the wisdom to know when to cut trainees loose.

In the past, the JOT Staff has worked very closely with on-the-job trainees and has built up with virtually all Agency components a fairly well-ordered body of precedent and experience in the matter. This is fortunate because the growth in the size of the program in 1960, and further increases which can be anticipated, will introduce new stresses in this phase of the program and place even greater importance on the necessity for components to shoulder their full share of responsibility for counseling and motivating trainees.

The on-the-job training phase would not apply, of course, to JOT/ Specialists if they should be brought into the program.

#### LANGUAGE TRAINING

One of the primary aims of the JOT Program is to provide linguistically competent young officers--by hiring them if possible and, if not, then by training them--for the DD/P and for those segments of DD/I and DD/S which require such competence. This is a goal of constantly growing importance--one that needs sharper definition and still more vigorous prosecution.

At present, JOT candidates are not required to possess language skills though Personnel recruiters seek out and encourage those who do. Even so, fewer than half those selected have a useful level of proficiency in any foreign language; and most of them, as well as their

colleagues with lesser skills, must have refresher training while in the JOT Program to preserve whatever proficiency they had when hired.

It is probably unrealistic to expect future groups of JOT candidates to show any notable improvement in language skills, at least for some years anyway, because the colleges just aren't turning them out in sufficient numbers nowadays. And if we make this an entrance requirement, future classes will simply shrink in size unless standards are lowered in some other, very likely more important, direction. Thus we are faced for quite some time with the necessity to train most of our future linguists.

If it is any consolation, Foreign Service has the same problem; it no longer requires applicants to pass foreign language tests, although those who do receive five extra points on their over-all scores. However, Foreign Service requires that officers who lack a foreign language when appointed acquire one before they can be promoted, and the necessary training is arranged at the Foreign Service Institute or elsewhere during their first year or so. Ground rules on language competence are clearly spelled out in FS Circular 227, 16 August 1957: "The acquisition of a 'useful' knowledge of French, German or Spanish is expected of every FSO by 1962 (or within five years of appointment) and officers who fail to measure up will find their advancement blocked"; moreover, officers "will be encouraged to acquire a 'useful' knowledge of two foreign languages, as well as sufficient command of the language of each post of assignment to use greetings, ordinary social expressions, etc."

CIA has no Agency policy or regulation specifying the language skills its employees must possess. It should and undoubtedly will some day. Meanwhile, a highly useful start can be made with the JOT's who are supposed to take language training (on the basis of prospective assignments) during their second year in the program but whose record on this score can be improved. Why not make such training a requirement for all those whose prospective careers indicate the need for it? To this end, it is recommended that a policy embodying the following general concepts be adopted:

1. All trainees must possess, before they complete the JOT Program, a "useful" knowledge of a modern foreign language--with exceptions to the rule being made for trainees whose components indicate no prospective need for such skills or for other justifiable causes. ("Useful knowledge" would

probably be interpreted in the DD/P and DD/S to mean an intermediate speaking knowledge and in the DD/I an intermediate reading knowledge.)

2. In the absence of clear reasons to the contrary, initial language training for JOT's will be in one of the world languages--- French, German, or Spanish. (This choice is made for reasons of economy as well as utility on the premise that extended training in an "exotic" language should not be undertaken until we know the trainee's career intentions toward us and ours toward him.)

Adoption of the foregoing policy would bind units with which JOT's are training on-the-job to release them for required language instruction-- a sometimes troublesome problem at the moment. It would also make clear to the JOT his own obligation in the matter. Finally, over a period of time it would improve significantly the Agency's inventory of language competences.

#### SUGGESTED SCHEDULE

It has been suggested from time to time that the operational training for JOT candidates for the Clandestine Services would be more effective and meaningful if they could get at least some on-the-job desk training prior to the operational instruction. It also has been remarked that the Operations Planning and Management Course (OPMC) contains features peculiarly advantageous to headquarters desk work.

With this in mind, although the present concept of training has proved to be effective and satisfactory, OTR should devote further thought and study to the following, proposed training concept: that

1. all JOT's complete the 10-week JOT Orientation Course;
2. all JOT's attend, instead of the present OFC or OC, a five-week orientation-and-familiarization training course in basic, clandestine tradecraft at
3. there then follow a one-week break for "administrator's time" for such JOT purposes as further personal interviews, completion of A&E Staff processing, selection of career training program and the like;

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4. JOT (and JOT/Specialist) candidates for the DD/I then take the 14-week Intelligence Production Course (IPC), and upon completion of this go on to DD/I on-the-job training and assignment;

5. candidates for DD/P and DD/S positions take next a four - six week course similar to the present Operations Planning and Management Course (OPMC) but at headquarters;

6. DD/P candidates then enter into six months (more or less) on-the-job desk training in DD/P operating divisions, putting to practice the skills and knowledge taught in the OPMC-revised; DD/S candidates enter into the same period of on-the-job training with area division Support Staff components;

7. upon completion of this first phase of on-the-job training, DD/P "case officer" candidates return  for a 14 - 16 week operations course, concentrating on "field" application of tradecraft and other basic skills and knowledge to FI, CI, and CA operations; DD/P "specialists" concurrently would take such further Headquarters courses as Information Reports, Requirements, and Reporting (IRRR), Counterintelligence Familiarization, and so on, according to their individual needs;

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8. similarly, DD/S candidates would go on with selected (directed) DD/S-component training, management and supervision, effective speaking, and writing workshop;

9. upon completion of the above, formal training, the DD/P and DD/S candidates would return to the operating divisions for further, more advanced training for overseas assignment or for duty in the headquarters elements. This next period may also include  training course, intensive language training, selected technical (TSD) training, and so on as required. The total time in JOTP/training status would total two years, except for those requiring continued, intensive language training.

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#### ASSIGNMENT

A facet of the JOT Program quite important in the past and one which consumes a good bit of the energy of the JOT Staff is the determination

of assignments for trainees. Under the urging of the Director of Training, the Chief of the JOT Staff has felt a heavy personal responsibility for assuring that trainees receive the assignments they are best suited to fill and which will give them the greatest opportunity for professional development, taking into account their own aptitudes and ambitions as well as the needs of the Agency. Much counseling, evaluation and deliberation have gone into this process--with gratifying results.

However, this approach--while perfectly in keeping with past concepts that JOT's were "executive trainees" or young professionals with "superior qualifications"--is not compatible, in all of its present application, with a JOT Program designed to fill most, or very nearly most, of the junior professional requirements of the Agency. As discussed above (page 19), the determination of JOT assignments, at least according to major components--DD/I, DD/P, or DD/S--should be made when candidates are selected. In addition, more of the responsibility for determining specific assignments later when JOT's are trained on-the-job must be borne by components. To be fully effective, these shifts must be accompanied, of course, by certain other changes in CIA's personnel management system; otherwise an important contribution of the JOT Program will be lost. The shifts assume, among other things, that:

1. Satisfactory means will be employed--better recruiting techniques, proper selection methods, more personalized treatment of on-the-job trainees by supervisors, etc.--to provide JOT's the motivating influences presently generated by the JOT Staff.

2. CIA will develop a satisfactory executive development program with the "machinery" necessary to identify and guide the early careers of its more promising young professionals. The absence of a visible program of the sort, coupled with the withdrawal of the JOT Staff from part of its present role in the guidance and assignment of trainees, could easily discourage the more gifted trainees before their career intentions have solidified. A most encouraging sign would be the emergence among supervisors across-the-board of the recognition that JOT's are CIA assets, and not just members of a single component, so that a more aggressive effort can be made to identify those (perhaps 10 - 15 a year) who should receive the broadest training and rotational development.

3. Each major component will be properly tooled up to carry through with the assignment of trainees as they complete the JOT Program. This step will become critical when requirements for JOT's are in close balance with their supply, as they will be in the future program. DD/I and DD/S can probably handle this in stride, but DD/P will likely have trouble until its assignment system is more tightly centralized.

In implementing the new assignment system, the move to determine the major component of each trainee at the time of his selection should be made promptly, with the 1960 class if possible. But a fairly lengthy period of transition should be allowed for the JOT Staff to detach itself from the matter of determining the specific assignment a trainee is to receive on completion of the program; there is still much the JOT Staff can contribute that is sorely needed in this process.

Much of the foregoing discussion is unrelated, of course, to JOT/Specialists because their specific assignments would be determined at the time of their initial selection.

#### MANAGEMENT

This section includes observations on several matters involved in or affecting management of the JOT Program but which were not discussed under preceding topic headings.

#### MILITARY PROGRAM

Since its inception, the JOT Program has made use of agreements negotiated between CIA and the Department of Defense (plus Selective Service where necessary) for deferring or "arranging" the military service of draft-eligible JOT's to suit the interests of the Agency. This practice originated during the Korean War when without it there would have been a mighty small JOT Program. Since 1953 it has been employed on a steadily diminishing scale. In all, during the nine years of the Program, [ ] (approximately 30% of all males selected) were "sponsored" by CIA in connection with their obligated military service; 69 of the [ ] have since resigned.

Currently the "military program" is limited to placing a small number of newly selected JOT's in OCS programs of the Air Force and Marines where they serve part of the period of their obligated service and are detailed to CIA for the remainder. This is done so they can fulfill their

military obligation (at least the external portion) before beginning JOT training. Fourteen JOT's selected in 1958 and nine selected in 1959 were so treated.

The basic justification on which the military program rests is essentiality--i.e., without it we could not recruit enough, or enough of the right kinds, of trainees to meet essential Agency requirements. In the past, particularly the 1951-1953 period, the need for such a program was clear. It could become so again if we have a sudden military build-up for any reason. Therefore, there may be merit in continuing the program on a very moderate scale to keep alive the various agreements and arrangements with the military services. In so doing, however, we should choose participants with the greatest care to assure that their motivation lies in their career interest in CIA and not in their desire to take advantage of the military program. And insofar as we can, we should sponsor them for the types of military tours which will be most productive for them and for CIA in their later Agency careers--tours, for example, which provide opportunities for the exercise of leadership or for special training in fields of direct interest to CIA. Finally, we should not hurry to cut short the tours of the younger officers unless we are sure that the military experience they are getting is distinctly less valuable than the experience they would acquire in CIA during the same period.

#### PROMOTION POLICY

Unlike Foreign Service, the military services, and some other "career" organizations, CIA does not have a promotion policy or personnel management system which provides for automatic advancement ("up or out") of career members after stated intervals of time. Instead, we follow the normal pattern in Federal service of promoting employees on a "best qualified" basis but not insisting on the removal of those who fail to gain promotion.

For the Agency as a whole, there is little doubt that CIA's present promotion system is the one to be preferred. At the same time, however, it is decidedly less attractive to many ambitious young professionals than a career system which assures that they will go up (or out) at predictable future dates.

Our inability to project with assurance the career patterns that JOT candidates can expect has been a significant handicap in recruiting for the program. It has also presented problems in persuading ambitious young JOT's to remain in the program when they have become discouraged

about their future prospects. This latter point has been an especially sore one during the past two years with so much talk about "personnel humps," reductions in ceiling, promotion freezes, etc.

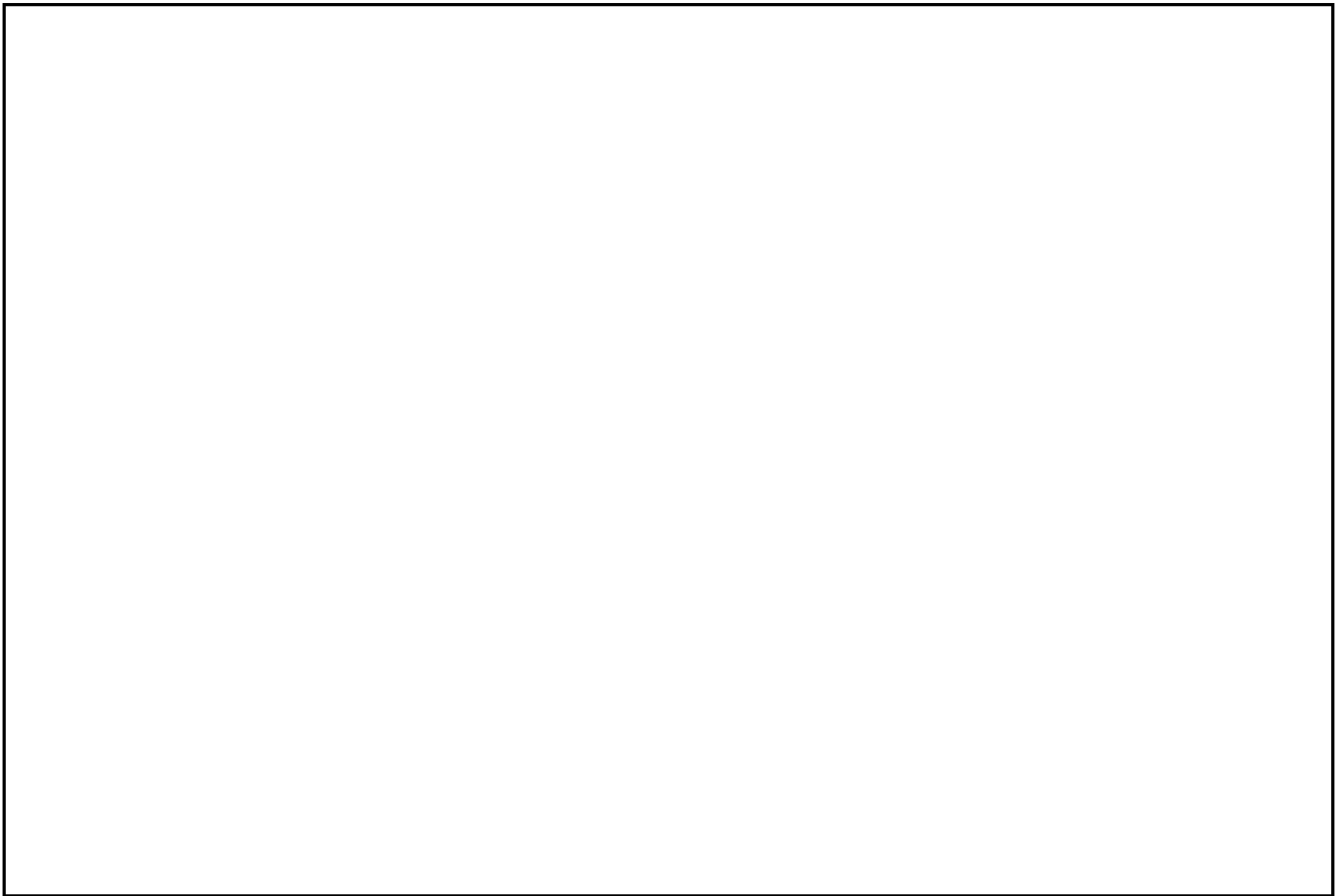
The JOT Program has met this problem head-on, insofar as it can, by providing for the automatic promotion of trainees while they are in the program (p. 15). Beyond that, however, they are on their own.

The question is thus presented whether something more should be done with respect to this whole matter. It is obvious that the question should be answered affirmatively, but the "what" and "how" are a great deal less obvious. They depend in considerable measure on future trends in the Agency's career development program. Are we, for example, going to establish a core of "true careerists" within the over-all staff of the Agency? Probably not, at least not soon. Are individual Career Services going to manage their affairs so they will have an age distribution among professionals that will assure their orderly advancement? Hopefully yes, and the serious attention DD/P is giving this problem right now is encouraging. Will the Agency press for a tough selection out policy, early retirement, etc.? Perhaps.

Meanwhile it is suggested that an informal agreement be reached with the Deputy Directors to provide that the automatic consideration JOT's receive for promotion while in the program be extended beyond "graduation" and include advancement to the GS-12 level, the agreement to be monitored by the Director of Personnel. This would equate JOT's roughly with their military contemporaries (who advance to the level of Captain fairly automatically, after which more highly competitive processes come into play) and also with their contemporaries in the FBI. Such an arrangement would release from this problem the most intense pressure now affecting it--the scramble to reach GS-12, which is blocked for many former JOT's despite their outstanding performances.

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SUMMARY

Since the inception of the JOT Program in 1950, OTR has evolved an effective and successful system for selecting highly qualified young professional trainees and then developing them systematically--through balanced periods of formal instruction and on-the-job training--for important, productive careers in CIA. There has also been evolved a body of principles and techniques of great value in counseling, stimulating the career interests of, and assisting in determining the most suitable placement for young professionals coming into the Agency.

From its early beginnings as a relatively small "executive trainee" program, the JOTP has developed into the principal (and almost only) source of new Case Officers for DD/P, an important supplier of young officers for OCI and OO/C, and a useful source of young professionals for a number of other elements of the Agency. It has increased in capacity from 41 the first year to an expected intake of  new members this year. And the point has arrived, in our judgment, where it is appropriate to consider whether the program should be extended, in modified form, to embrace virtually all young professionals entering the Agency so that

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components can obtain officers who (1) have "survived" a more thorough selection process and (2) have received through JOT training a broader understanding of the Agency's missions and better instruction in its over-all activities than is provided otherwise. OTR believes this should occur and accordingly has developed for consideration and decision appropriate recommendations for expanding the JOT Program, as well as other recommendations for strengthening and improving it.

### RECOMMENDATIONS FOR ACTION

By OTR

1. (p. 8) Seek approval in principle for an Agency policy establishing two broad categories of junior professional trainees:

a. JOT's--selected, trained and administered as at present to meet requirements for non-specialized professional positions in each of the three major components, with the great weight of the program being devoted to Case Officer requirements of DD/P.

b. JOT/Specialists--selected by using components, in consultation with the JOT Staff, for specific T/O assignments. Trainees would pursue an abbreviated program of 6-12 months, including the integrated course and possibly some specialized courses and language training. While in the program, they would be carried on JOT rolls and at the conclusion transfer to their predetermined slots.

If the foregoing policy is approved, OTR should staff out--in coordination with the Director of Personnel and each Agency element concerned--the estimated numbers and types of specialists to be recruited and trained each year and the standards and methods to be employed in their selection.

2. (p. 11) Record, coordinate with major components as necessary, and make appropriate distribution of the standards and criteria to be used in selecting JOT's so that all who participate in this process will have a common understanding of it.

3. (p. 10) Review and improve, if needed, the screening tests (including language tests) being used in connection with the JOT Program with a view to increasing their usefulness in determining appropriate areas of assignment for trainees as well as in the initial selection process.

4. (p. 16) Initiate an immediate study, in consultation with the Director of Personnel, to adjust the entrance salaries of JOT's so the JOT Program can remain competitive with similar recruitment programs of private business and other Government agencies. The study should identify: the factors to be used in determining salary levels for candidates of varying age and experience; and the salary scales to be applied.

5. (p. 18) Accord the DD/P and the DD/I stronger representation in the selection and handling of JOT's by inviting them to nominate members for rotational assignment to the JOT Staff as suitable vacancies become available.

6. (p. 19) Adopt immediately the practice of designating at the time of EOD the major component--i.e., DD/I, DD/P or DD/S--for which each JOT is selected, with the understanding that such designations can be changed if sufficient justification exists.

7. (p. 22) Develop with each major component suitable arrangements for providing oral briefings and written guidance to aid supervisory officials, especially at the branch level, in carrying out their responsibilities in connection with on-the-job training of JOT's.

By Office of Personnel

1. (p. 19) Continue to improve methods used in forecasting JOT requirements so that trainees can be selected each year against carefully projected lists of component requirements which are as specific as to numbers and types as is practicable when planning two years ahead.

2. (p. 11-13) Take such action as may be necessary to increase substantially the number of candidates for the JOT Program and, insofar as possible, to insure that they are (a) more geographically representative and (b) more diverse in backgrounds and skills than at present. Action should include a considerable increase in the number and dispersion of college and university consultants and in communications with military demobilization centers. It should also contemplate earlier contact with applicants so that more lead time is available for processing those selected.

3. (p. 14) Prepare a new and more attractive brochure for use in JOT recruitment, as well as other suitable promotion materials that may be needed for this purpose.



RECOMMENDATIONS FOR FURTHER STUDY

By OTR

1. (p. 23) Development, in consultation with major components, of a specific policy governing language training of JOT's--the policy to require that each trainee possess, before completing the JOT Program, a useful knowledge of a modern foreign language, unless the component to which he will be assigned indicates no prospective need for such a skill or there is other justifiable cause for not providing such training.

2. (p. 24) Revision of the training schedule for JOT's who will go into DD/P to provide them with (a) the equivalent of the Operations Planning and Management Course during their initial block of instruction and then (b) a substantial period of on-the-job experience before they take the

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3. (p. 28) Reduction in the use of the military program for JOT's to the minimum essential level; and greater restraint in cutting short the military tours of those who are in this program, doing so only when it is clear that the military experience they are getting is distinctly less valuable to them and to the Agency than the experience they would acquire in CIA during the same period.

4. (p. 29) Possible proposal to the Director of Personnel and the Career Council of a "semi-automatic" promotion program for professional personnel extending beyond their trainee period and including the GS-12 level.

5. (p. 20) If the number of JOT applicants approaches the levels hoped for in discussions of a nation-wide recruiting campaign to attract them, consideration should then be given to establishing a "cutting score" (i.e.--automatic passing grade) on written screening tests used in connection with the program.

By Office of Personnel

1. (p. 11-13) Means by which a large nation-wide JOT recruitment program might be developed, perhaps along the lines employed by the Foreign Service.

By DD/S and Others

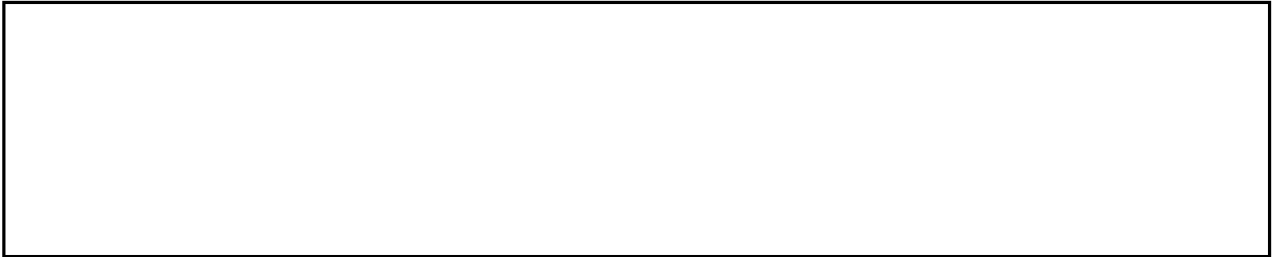
1. (p. 10) The desirability of modifying present security and medical standards for certain types of junior professionals, particularly

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those in specialized categories. Alternatively, the waiver of (a) requirements for special clearances in the case of highly qualified candidates for DD/P who are eligible for TOP SECRET clearances but not for certain other types, and (b) full duty/general medical requirements for candidates fully qualified in all other respects who seek careers along lines that do not demand such rigid physical qualifications.

2. (p. 10) The desirability of modifying the way in which psychiatric evaluations of JOT candidates are now handled so that the Medical Staff will be placed in an advisory, rather than a decision-making role, with respect to the selection of candidates on whom a psychiatric question is raised but who are not thereby clearly disqualified for duty.

3. (p. 16) Reimbursement of all JOT's, or as many of them as possible, for expenses connected with moving their families and household goods to Washington when they enter on duty. (See par. )



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