

11 December 1953

OPM 20-310-2
PERSONNEL DIRECTOR MEMORANDUM NO. 101-53

SUBJECT: Placement Interviews

RESCISSION: FDM No. 50-53, Follow-up Interviews, dated 2 July 1953

1. PURPOSE

The Placement and Utilization Division will interview individual Agency employees to insure their assignment to positions which will utilize their skills, yield personal satisfaction and offer opportunity for their development and advancement to assignments of greater responsibility. Such interviews should confirm the soundness of the individual's placement and should disclose any factors which may be adversely affecting his adjustment and performance in the position. These may include matters relating to promotional opportunities, additional training, rotation, inability to meet position requirements, unsatisfactory personal relationships with his supervisor or fellow employees, and similar problems. Recognition of such problems should be followed by the initiation of appropriate remedial action to bring about adjustments within the existing situation or to effect the reassignment or separation of the employee.

2. INITIAL ASSIGNMENT INTERVIEWS

a. Placement Officers will conduct an initial interview with each new employee at the time he enters on duty to insure that he understands the requirements of his position, the geographical area involved, and the likelihood of eventual overseas assignment. The results of this interview will be recorded on Forms 37-148, Employee Summary Work Sheet, and 37-148A, Follow-up Interview Report. Actual topics discussed and understandings reached will be reflected in detail. Form No. 37-148A will be filed in the individual's official personnel folder. Form No. 37-148 will be maintained by the Placement Officer conducting the interview.

b. Recruitment officers and others engaged in personnel procurement or processing who learn of an applicant's or an employee's strong interest in overseas service will insure that such information is recorded in his folder for consideration in placement actions. Placement Officers will insure, insofar as possible, that such individuals are assigned to offices which can offer eventual overseas assignment. No commitments regarding overseas assignments will be made by members of the Personnel Office. Reasons for making a particular assignment will be recorded by the Placement Officer on the field interview sheet or in a memorandum for the record.

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3. FOLLOW-UP INTERVIEWS

a. Placement Officers will conduct follow-up interviews, as appropriate, to insure the satisfactory adjustment of an individual to his position. These follow-up interviews may be scheduled without regard to the period which has elapsed since the individual entered on duty or was reassigned, and should be repeated, as appropriate, until satisfactory placement of the individual has been accomplished.

b. In all cases, follow-up interviews will be scheduled and conducted for each new employee upon his completion of 30 and 120 days of CIA service, exclusive of time spent in initial training courses. If the 30-day interview reveals that the employee's adjustment is satisfactory and that his supervisor is satisfied with the employee's progress, the 120-day follow-up may be conducted by telephone with both the employee and his supervisor. However, if placement problems are disclosed in the 30-day interview, subsequent interviews will be conducted on a face-to-face basis as soon as practicable and as often as necessary.

c. Follow-up interviews also will be conducted 60 days after an employee assumes new duties through a reassignment, change of Career Designation, return from overseas assignment or leave in excess of 3 months, or through restoration after military service.

4. CONDUCT OF FOLLOW-UP INTERVIEWS

a. The Placement Officer will carefully review the employee's official personnel folder prior to the interview. In planning the interview, the Placement Officer should consider the individual's qualifications in relation to the requirements of the particular position to which he has been assigned.

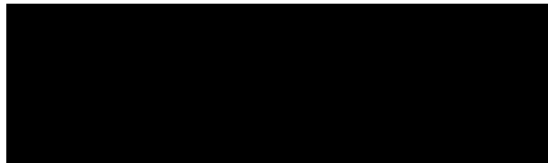
b. Both the employee and his supervisor should be interviewed to determine the manner in which the employee has adjusted to his position, the degree of utilization of his abilities, his response to on-the-job training, and his over-all job performance. In addition, the supervisor will be asked to comment on the individual's qualifications for more responsible duties and any specific plans which may have been formulated in this connection. In general, the interview with employee and supervisor should cover the following points:

- (1) Description of the employee's current performance.
- (2) Assistance given, if any.
- (3) Type and amount of on-the-job training.

- (4) Employee's response to and attitude toward on-the-job training.
- (5) Special problems which the employee may have in connection with his work (including unsatisfactory inter-personal relationships with supervisor or fellow employees).
- (6) Remedial measures which have been initiated, either by the employee or his supervisor, in connection with job-related problems.
- (7) Problems which might be referred to the Employee Services Division.
- (8) Degree of utilization of skills.
- (9) Opportunities given to perform more responsible work.
- (10) Action contemplated by either the employee or his supervisor with respect to the employee's future development.

6. RECORDING FOLLOW-UP INTERVIEWS

All regularly scheduled follow-up interviews will be recorded on Form No. 37-118A, Follow-up Interview Report, which forms shall be maintained by the Placement Officer responsible for the component to which the individual is assigned. Reports of other interviews will be similarly prepared whenever such interviews disclose a material change in the employee's situation.



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Acting Personnel Director