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10 July 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT: Accomplishments, Plans, and Objectives, FY 1964-66,  
Clandestine Services Personnel Division

1. The attached reports highlight the activities of the six branches of CSPD for FY 1964 and set forth the plans and objectives of CSPD for FY 1965 and FY 1966.

2. The first six months of FY 1964 were devoted to a carry-over from the previous Fiscal Year in increasing our efforts to maintain a steady input of officer personnel, including JOT's, into the pipeline for duty in the Clandestine Services. The second six months was a most critical period marked by varied activities in support of the President's Economy Directive and its many resultant manpower and ceiling controls. Major activities generated as a result of restrictions imposed by such economy program included the following:

a. Establishment of new personnel ceiling authorizations for each major component of the Clandestine Services.

b. Staff assistance and guidance to major CS components in the preparation of revised staffing complements, and the technical review of such staffing complements prior to their final submission to the Office of Personnel.

c. Identification of those CS officers who became excess to one CS component because of readjustments in authorized ceiling, and their proper placement in other CS components or elsewhere.

d. Curtailment of the external recruitment of candidates for the JOT Program in consonance with reduced ceiling allocations, and the selection of candidates from within the CS for transfer to the Program during FY 1964 and FY 1965.

e. Identification of employees who do not meet the standards of the CS for possible separation from the Agency or review by the CIA Personnel Evaluation Board.

f. Review of all Clandestine Services "D" positions encumbered by non-D careerists in an effort to fill them with members of the CSCS wherever possible.

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g. Review of home leave practices of CS employees from an economy standpoint with a view toward reducing the amount of non-productive time between assignments. This resulted in the adoption of an overall Agency Home Leave policy wherein sixty days was established as the maximum period of time that the Agency would normally authorize for travel and home leave purposes.

h. Review of requests for exception to the Agency manpower and control policy submitted to the Executive Director-Comptroller, or the Director of Personnel, by CS components.

3. It is believed significant to note that during most of FY 1964, this Office operated with less than a full staff due to the untimely death of one Branch Chief and the detail of another to an operating component of the CS. It is to the credit of all members of CSPD that this Division continued to function without disruption or noticeable loss of efficiency during a trying period.

4. During FY 1964 this Division underwent a survey conducted by a representative of the Inspector General's Office. This survey consisted of a thorough review of each of the activities for which CSPD is responsible, and included a personal interview with each member of CSPD. It is gratifying to note that the report prepared at the conclusion of this survey was favorable in its evaluation of the overall staff and support role played by this Division. While not mentioned in his final report, the Inspector was most concerned with the inadequate space that had been provided for the interviewing activities of this Division. He was alarmed upon discovering that many interviews held with senior officers returning from overseas, or with those persons whose problems were of a private nature, were conducted in such remote areas as the Agency Library, Cafeteria or various Conference Rooms. He commented on the amount of time lost in transit by both parties of such interviews, and with the effect that such makeshift arrangements would have upon the interviewees.

5. Of the accomplishments noted in the attached reports, I consider the following to be of special significance:

a. Improved Staff Support on Organization and Personnel Matters.

During FY 1964 three major adjustments in the authorized strength of CS components were made. Improvement in our ability to provide adequate and timely staff support to the Office of the DD/P, through the DDP/OP, and to major CS components relative to such adjustments, revised staffing complements, etc., is noteworthy.

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b. Selection of JOT Candidates from Within the CS.

Some forty candidates were selected from among junior officers within the CS for transfer to the JOT Program during FY 1964 and FY 1965. This will provide greater career opportunities for the officers selected and should prove beneficial to the CS as a whole.

c. FRQ and Returnee Interview Programs.

The attention devoted to these two programs during FY 1964 has resulted in continued improvement in the timeliness of replies to FRQ's, improved morale, and more effective placement and utilization of returning CS personnel.

d. Staff Assistance and Guidance to CS Components.

While perhaps not major accomplishments in themselves, considerable time and effort of CSPD employees were devoted during FY 1964 to monitoring and coordinating with major CS components the "Cost Consciousness" and "Supervisory" elements of the Agency's Fitness Report program, together with the "Records Integration Program" as set forth in [redacted]

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e. Revitalization of the Personnel Management Committee.

During FY 1964 increased emphasis was given to the rendering of formal decisions on CS personnel management matters as a result of joint deliberations by members of the Personnel Management Committee. Likewise, there has been more active participation by the ADDP in the decisions of the PMC, especially those that pertain to the personnel assignment policies of the Clandestine Services.

f. Clandestine Services Staff Support.

There has been a marked increase in the amount of staff work performed by this Division in the development of various CS personnel policy proposals, some of which are now under active consideration. These include, but are not limited to the following subjects:

- (1) Selection Out
- (2) Personnel Evaluation
- (3) Grade Adjustments
- (4) Manpower Levels in the CS
- (5) Strength Controls
- (6) Input of Clerical Personnel into the CS
- (7) Accession of JOT's to the CS
- (8) Assignment & Utilization of CSCS Officers
- (9) Time Between Assignments for Travel and Leave [redacted]
- (10) Home Leave [redacted]
- (11) Personal Rank Assignments at Headquarters (Book Dispatch No. 4275)
- (12) Summer Employment (Book Dispatch No. 4283)

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6. It is envisioned that the economy program inaugurated in the Federal Government during the latter portion of FY 1964 will be given additional emphasis during FY 1965 and FY 1966, which will result in still further reductions in Agency manpower. Accordingly, the program plans and objectives for CSPD during these two fiscal years will be geared toward continued manpower economy measures with special emphasis being applied to the following areas of activity.

- a. Improvement of CSCS personnel management through the comprehensive evaluation of its personnel assets.
- b. Development and more effective utilization of CS officers, taking full advantage of the enrollment of CS junior officers in the COT Program.
- c. Identification of CSCS officers who do not meet the standards of the CS for long range utilization, and initiation of appropriate remedial action.
- d. Also during this period major emphasis will be placed upon CS personnel policies and procedures relative to the management of Non-Staff personnel.



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Chief, Clandestine Services  
Personnel Division

Attachments

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7 July 1964

MEMORANDUM FOR: Chief, CSPD

SUBJECT : Accomplishments, Plans, and Objectives --

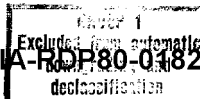
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1. Accomplishments -- FY 1964

a. During this period,  has been responsible for the following programs and activities:

- (1) Secretariat support for the Personnel Management Committee and the Clandestine Services Career Service Board on all personnel actions affecting members of the Clandestine Services in grade GS-14 and above.
- (2) Preparation and/or processing of appropriate papers and recommendations concerning the appointment of senior officials to key positions in the Clandestine Services. During FY 1964, 107 cases involving new key appointments were processed. In addition, there were also processed 31 cases of extensions of key tours and 25 cases of new tours for key officers.
- (3) On an annual basis, providing staff support for the DD/P in the selection of candidates for attendance at the Senior Officer Schools.
- (4) Established, in cooperation with Section "B", a system for recording the identities of CS officers certified by SR Division as accomplished and qualified SR officers.
- (5)  is the focal point for the rotation of Clandestine Services Careerists to the Office of Training and vice versa. At the end of the fiscal year, there were 33 members of the Clandestine Services assigned to OTR and 29 OTR Careerists on rotation to the DD/P.
- (6)  is also responsible for rotation of Clandestine Services personnel to the Office of the IG, as well as acting as Personnel Officer for the DD/P.

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25X1 b. [ ] has played its part in the DDP-wide program to fill priority vacancies.

2. The following matters, formerly reported on by [ ] are now centralized in the Office of the Chief of CSPD and will be reported therefrom:

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b. Monitoring Fitness Report program.

c. Processing applications for membership in the Career Staff.

3. Outlooks for FY's 1966 and 1967

25X1 It is expected that [ ] will be engaged in the same tasks in the future. A temporary increase in workload might reasonably be anticipated as a result of (1) the process of identifying personnel to be affected by any reduction in strength, (2) by the new retirement policy (if the proposed retirement legislation becomes law), and (3) interviews and counseling of personnel so affected by these two processes. By and large, however, the interviewing and counselling functions attendant upon these two processes will be centralized apart from, and outside of, CSPO; we might expect, therefore, that such functions will fall to CSPO/A only initially and temporarily. In addition to this, there is expected to be an increase in the tempo of the counselling function normal to [ ] activities.

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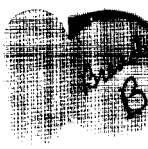
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Chief, Branch A, CSPD

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8 July 1964

MEMORANDUM FOR: Chief, CSPO

SUBJECT : Accomplishments, Plans and Objectives Report - [redacted]

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1. Accomplishments - FY 1964

a. [redacted] has continued to monitor and process personnel transactions on Clandestine Services personnel at the GS-12 and GS-13 grade levels, comprising a total of slightly more than [redacted] officers. In addition, the Branch has continued to provide secretariat support for the promotion review activities of Panel A of the Clandestine Services Career Service Board. This involves promotions to GS-13 and GS-14. Panel A held four separate promotion exercises during the past Fiscal Year involving eight meetings. Divisions and Staffs submitted [redacted] recommendations for promotion in the GS-12 to GS-13 grade range. The Panel approved 154 for promotion.

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b. The Branch has continued to be responsible for monitoring the personnel activity of the Technical Services Division, comprising a total of more than [redacted] personnel in grades GS-9 and above. In this connection, approximately 270 personnel actions were reviewed and processed during FY 1964.

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c. Between 1 July 1963 and 30 June 1964, approximately [redacted] Field Reassignment Questionnaires were reviewed by the Branch. Placement has been completed in all but 12 of the cases.

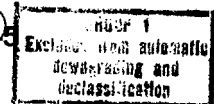
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d. Personnel interviewing continues to be a prominent activity in compliance with Division policy which requires personal interviews with applicants, new employees, returnees, and resignees. Additionally, a large number of counselling and placement interviews are conducted by the Branch. Although exact figures are not maintained, it is estimated that interviews on all types during FY 64 totaled between 400 and 500. Of this number, 120 were with officers returning to Headquarters from overseas assignments.

2. Program Plans and Objectives - FY 1965

a. With the establishment of reduced personnel ceilings during the past Fiscal Year, has come increased pressures from the Divisions and Staffs to reassign officers who are considered to be surplus or of marginal usefulness where presently assigned. While this has already generated a great deal of placement activity in the Branch, it is anticipated that problems in this area will increase as the deadline for reduction to new ceilings approaches. In this connection, it is anticipated that the Branch will be providing staff support to the Personnel Management Committee (or a Sub Committee thereof)

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in a concentrated effort to evaluate surplus or marginal officers, with a view to reassignment, change to lower grade, probational assignment, training or development along other lines, retirement or selection out.

b. With increasing use of the new Field Reassignment Questionnaire and improved FRQ monitoring and processing procedures, it is anticipated that the Branch will be able to more effectively control the reassignment of officers returning from overseas posts. This flow of personnel provides a valuable source of officers to fill vacancies throughout the Clandestine Services including, of course, priority requirements.

c. It is anticipated that during FY 1965, Panel A, which  supports, will conduct four additional promotions exercises (two for the GS-12 group and two for GS-13's).

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3. Program Plans and Objectives for FY 1966

At this date, it is anticipated that the same level of Branch activity will be continued in fiscal year 1966.



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8 July 1964

MEMORANDUM FOR: Chief, CSPD

SUBJECT : Accomplishments, Plans, and Objectives -

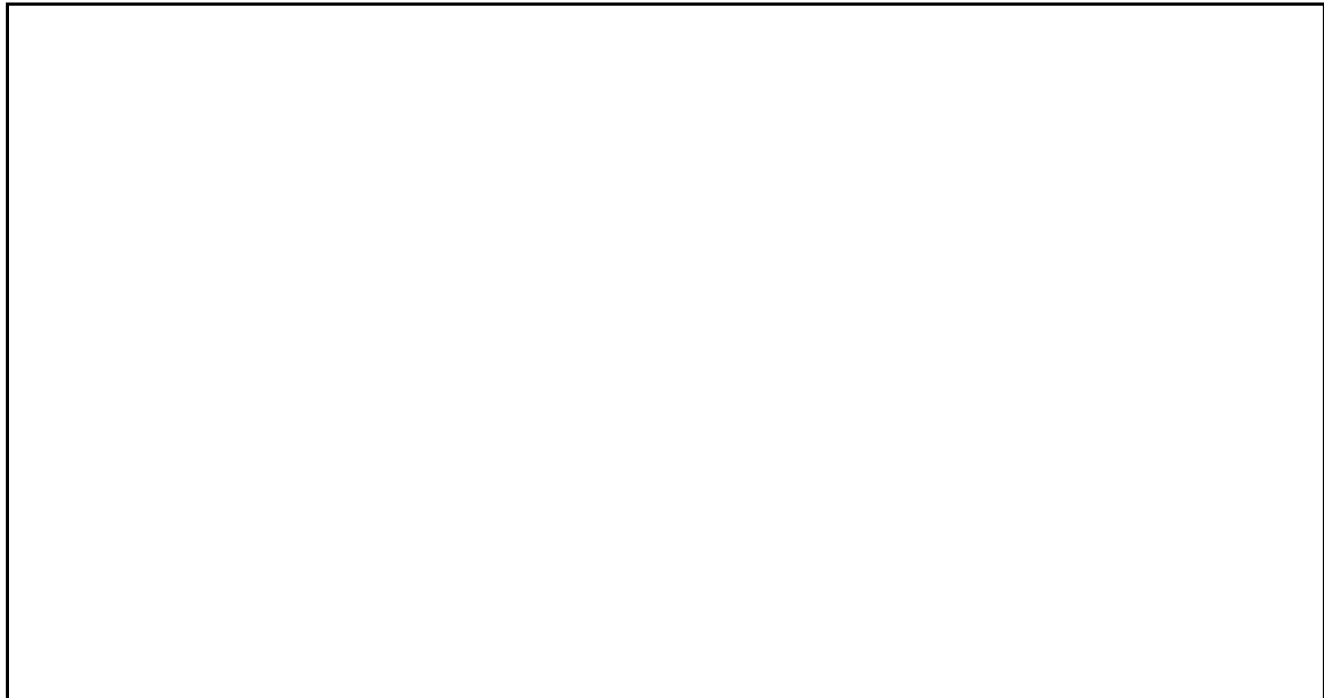
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I. Accomplishments:

A. JOTP

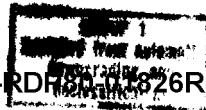
The last year has been a very active one in the Junior Officer field. It represents the first time that the DD/P quota for JOTs has been met. Of the year's input of  JOTs, there were 18 who received FM training and subsequent FM TDY's or PCS assignments. The following chart gives the distribution of the JOTs by Division by class:

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A study was prepared for the Chairman Panel B on benchmarks and guidelines for considering promotions from GS-10 to GS-11 and GS-11 to GS-12. This study also included comments on the format for promotion submissions.

As a result of the IG comments on Junior Officer promotions, every effort has been made to see that all Junior Officers are reviewed for promotion under DD/P directive. Special follow up has been done for all JOTs and the Divisions have been requested to forward recommendations or advise us on those cases that they do not want to recommend on schedule.

C. Filling Priority Vacancies

The Branch has continued its efforts to fill priority vacancies through employees' preferences as stated in their FRQ's and in some cases redirected employees to critical areas,

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has been and remains scarce. We have a limited number of qualified employees who are occupying jobs not considered critical by their divisions and in some cases these employees have been reassigned within the divisions in order to fill the more critical vacancies.

The input of JOTs will continue to be the main source of relief especially in the critical areas.

The prompt receipt of FRQ's, returnee and counseling interviews have also been helpful in filling vacancies quickly and with the best qualified personnel.

D. Applicant Referrals

The applicant referral program underwent considerable change during the last fiscal year. A complete review of the Agency procedure for handling applicant referrals was conducted. It was decided, that because of the CS curtailment of external recruitment, it would be more expeditious to have all referrals made by the OP/POD. The following procedure was agreed by POD and CSPD in February 1964:

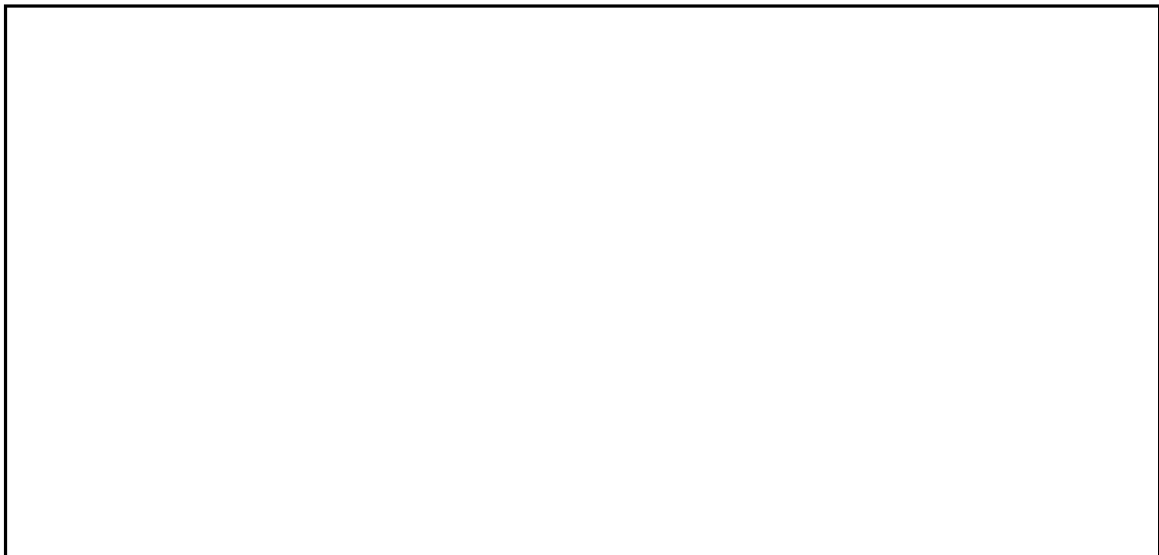
- a. All external recruitment and requests will be prepared by DD/P components will be reviewed and approved by CSPD. These requests will be forwarded to FRD thru POD.
- b. POD will forward applicant files for staff and contract consideration directly to components of the DDP based on active recruitment requests or on general potential for operational consideration.
- c. POD will maintain all necessary logs for applicant file control.
- d. All area Divisions and Staffs will forward to CSPD for processing any applicant in accordance with Strength Control Procedures outlined in CSPO memorandum dated 22 January 1964.

At the time that the above procedure went into effect, all CS external recruitment requests were cancelled and the Divisions and Staffs were requested to submit new requirements in line with new ceiling projections. To date we have five outstanding recruitment requests:



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The group of RI Analysts are being processed on a stand-by basis and can be cancelled at any time.

Prior to implementing the above procedure, which is more than adequate to handle CS requirements, the Branch handled more than 1400 files between July and February.

E. SR Career Program

The SR Career Program has continued as outlined in last year's report. The other Branches have forwarded through [redacted] any likely candidates for the SR consideration and have continued to refer for C/SR review an Action, FRQ, or Fitness Report on designated careerists.

II. Programs, Plans, and Objectives for FY 1965

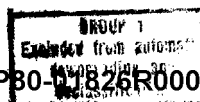
The Branch should continue the programs outlined in this report with expansion in the following areas:

A. JOTP

Taking into consideration our tight ceiling, we will be looking forward to providing more guidance to the PRB recruiters in terms of specific gaps in our Junior Officer requirements. This would mean providing them with requirements for shortage areas such as [redacted] and firm language requirements

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In addition to providing PRB with firm requirements, we would like to back the proposal for division interviews prior to accepting an applicant for the program. If we were able to get firm requirements, participation in candidate selection and prior division commitment (on prorated basis determined by PMC), we would improve the general placement procedure for JOTs.

The above would have the advantage of giving the Divisions 8 months in advance to plan for a specific trainee with known qualifications and would allow the JOT to spend his 8 months of training concentrating on his studies rather than worrying about where he is going to be assigned. We will have crash project, changes in assignment, however, it's apparent that time has come for us to take a closer look at our input of Junior Officers into the Clandestine Services, with ideas of filling vacancy gaps rather than just picking up the generalists.

B. Placement and Vacancies

During the next year we are going to try to expand our efforts more into career directing, counseling, and reorientation. We have had few problems during the past year in placing any of our GS-09's to GS-11's. However, each time the ceiling is lowered, it gets a little more difficult to place any mediocre case. There are a number of officers now being made available who, with additional formal or on-the-job training, could qualify for some of our current vacancies.

C. Panel Secretariate

The Branch is anticipating assuming the responsibility for competitive promotions from GS-07 to GS-08. This would give Panel C control over all promotions into the junior professional category.

III. Programs, Plans, and Objectives for FY 1966

If things continue to tighten up as they have in the past, our major program for FY 1966 will be out placement.

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8 JUL 1964

I. Accomplishments FY 1964

Workload statistics (which are attached) reflect that fewer actions were processed in FY 1964 than FY 1963: the DDP did not receive as many people from the Pool, [redacted] was largely relieved of applicant file and appointment action processing, and there were fewer conversions to Career Employee Status (the backlog was eliminated in FY 1963). Counter-balancing the actions, however, were increases in internal JOT applications, recommendations for Quality Step Increases and "problem" cases.

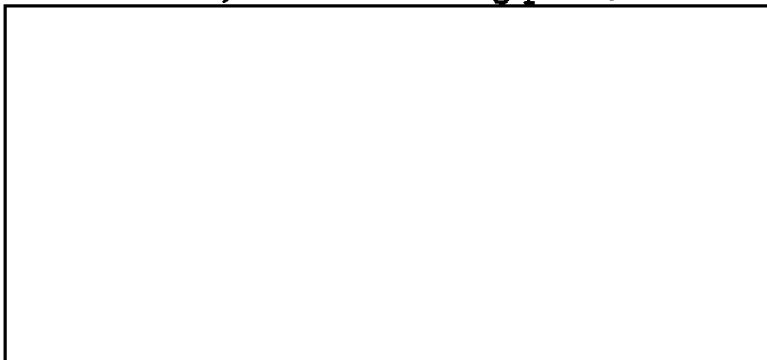
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Panel D meetings were scheduled once a month rather than bi-weekly. This "trimmed" the Agenda workload somewhat but also required that the Panel Chairman be consulted more frequently, since many cases required immediate action.

The Special Secretarial Group Program was continued and had 13 members as of 30 June 1964: nine overseas PCS (two on second tours), one on TDY, and three in training (one departs PCS July 1964). During the fiscal year, 16 applicants were put in process, 6 EOD'd, only 3 remained in active applicant status.

SSGs are serving, or have served, in the following posts:

- AF Division -
- NE Division -
- WH Division -
- FE Division -
- WE Division -
- EE Division -



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Since the Program was initiated in January 1960, a total of only 26 SSGs have entered on duty; we are still hopeful that our request for an average of one EOD per month will be realized.

Efforts were made to "spot" qualified internal candidates for JOTP and stronger control was exercised on rotation of RID analysts at the completion of their tours. Many of the analysts sought JOT and/or PM training, but if rejected required prompt placement attention and action for the sake of morale and CS priority requirements.

Progress in processing of, and responding to, Field Reassignment Questionnaires continued. Approximately 85% of our returnees were advised specifically of their next assignment prior to field departure. In addition, several who requested reassignment to Headquarters were told their requests were approved but that the division and position would be determined upon return, - when priorities could be defined and they were available for interviews; this allows us a small but predictable source of experienced secretaries we can assign to priority requirements - very often in staffs

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which do not have overseas rotation and the returnee benefits thereof.

25X1 As a result of Agency-wide file "purging" and awareness of problem cases, real and anticipated, [ ] had increasing liaison with OP/SAS, Medical Staff, etc. For example, the names of all persons recommended for promotion, reassignment into the DDP, and reassignment to the field were submitted to SAS for review. "Problem" cases, whether a matter of performance and/or conduct, increased in number, or were at least more commonly "surfaced". We found also that a large number of our designees took the initiative in seeking our counsel regarding their problems, personal and professional; many of these cases naturally required referral to other offices. The result of this mounting problem activity has been a workload which two personnel officers have found extremely difficult to cope with efficiently.

Last, but not least, ceiling curtailments and changes and the "clerical freeze" made the staffing of even priority requirements extremely difficult.

## II. Programs, Plans and Objectives for FY 1965

25X1 When [ ] space requirement is solved and our newly assigned Personnel Officer Trainee can be physically located with the current staff, functions will be realigned somewhat. With the restoration of the follow-up interview system, [ ] anticipates that its counseling, arbitration and mediation activities will mount significantly; the additional staff member and adequate space are essential for us to handle these and other functions effectively.

25X1 As a result of ceiling reductions, we expect more difficulty in assigning GS-7s and GS-8s (and correspondingly more PRAs), and a lowering of morale in these grade groups since promotion opportunities have practically disappeared.

We plan to continue the Special Secretarial Group Program and hope that our long stated requirements will be met. Availability of SSGs and a more constant, even input of other clericals, would enable us to staff requirements more efficiently.

## III. Programs, Plans and Objectives for FY 1966

25X1 Since the management of the grade group GS-8 and below has inherent requirements and problems, [ ] anticipates the same basic programs and trends will continue.

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VI. Interviews:

Minimum of 1500 scheduled interviews were held with "accessions", returnees, several applicants, and reassignment prospects; in addition, the number of "drop-ins" seemed to increase.

VII. Review of all Fitness Reports, took action when required.

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FY 1964 - [ ]

f. Arrangements were made to retain in Headquarters information from the Official Files of staff employees who "resign" to become staff or career agents, information which should be available without bringing the "Resignee File" back from the Records Center.

g. Current staffing of the [ ] is barely adequate to perform assigned functions.

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II. Program Plans and Objectives for FY 1964

a. If the trend, observed in FY 1963, to maintain at approximately the present level the numbers of staff and career agents, the level of operations of the Branch will not require an additional person unless the Branch is given additional responsibilities.

b. The [ ] will negotiate with the Medical Staff to determine whether it is desirable and feasible for them to contribute information which will help the Agent Panel to make sound decisions about hiring and reassigning career agents.

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c. The [ ] will emphasize to appropriate authorities the problem to staff and career agents of being too often dependent on one case officer for too infrequent communication with CIA, the organization for which the agent works. The Branch will take steps to have this situation improved where security considerations permit.

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IV. Program Plans and Objectives for FY 1966

The Branch will continue to work for better career development of staff and career agents for the benefit of the Clandestine Services.

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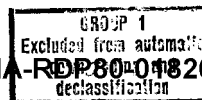
## 1. Accomplishments - FY 1964

a. Authorized Strength - Rendered staff assistance to DDP/OP and all DD/P components on matters pertaining to authorized and on-duty strength of the Clandestine Services. Staff assistance included analysis of all requests for adjustments in authorized strength; submission of recommendation to the DDP/OP on courses of action to be taken relative to each request and formal notification to respective components and the Agency Manpower Control Officer on specific action taken. During the past fiscal year three major adjustments in the overall distribution of authorized strength to DD/P components were made; one of which, included a reduction of approximately 100 in the overall DD/P authorization. In addition, an average of approximately six requests for minor adjustments in component authorizations were received and acted upon each month.

b. Staffing Complements - Rendered staff assistance to all DD/P components on organizational matters. In conjunction with this function, new staffing complements were processed for all DD/P components during the past fiscal year. In addition, an average of 10 individual requests for amendments to staffing complements were processed each month during the year. Each request was reviewed for adherence to both Agency and internal DD/P manpower control requirements, conformance with authorized strength, effect upon "D" Career Service position structure, etc. The effect or impact of each request, if significant, was summarized and brought to the attention of the DDP/OP with a recommended course of action, as appropriate, prior to release for action. Minor amendments having no effect or minimal effect upon organizational or position structures were processed independently by the Branch or Chief/CSPO without referral to DDP/OP.

c. Special Studies, Staff Papers and Reports - Prepared special studies and staff papers for DDP/OP and Chief/CSPO on such matters as distribution of authorized strength, utilization of Staff, Non-Staff, and Military personnel within the Clandestine Services. Outlined trends, current problem areas, and prepared projections of future requirements.

Also prepared special studies and reports covering such matters as analysis of position and grade structures; average grades; distribution of employees by age; sex and years of service; distribution by occupational groups; geographical location; analysis of assignments to Development Complement; review of personnel either assigned as PRA's or underslotted; analysis of Military personnel by component, rank and utilization; promotion rates, attrition rates, utilization of Support type personnel, etc.

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d. CSGA - Promotion Quotas - Developed the CSGA for the Clandestine Services Career Service and made specific recommendations to the Chief/CSPO on promotion quotas to be authorized for each competitive level. Quotas were also sub-allocated to respective panels including the Staff Agent Panel and TSD Panel. Rendered advice to respective panels re: distribution of past year promotions by components, pro-rata distribution of current quota for each competitive level by component, percent of total strength at each grade level promoted as well as percentages of individual components strength promoted to each competitive level i.e: promotion rates, etc.

e. Coordination: Rendered formal and informal comments on proposed new regulations, notices, studies and other proposals pertaining to manpower or organizational matters forwarded to the DD/P, DDP/OP and Chief/CSPO for coordination or comment.

f. Recurring Reports - Prepared various recurring monthly and quarterly reports for dissemination to the DD/P and other DD/P officials reflecting predominately authorized and on-duty strength figures by component. Separate reports were submitted on Non-Staff types i.e.: Contract Employees, Career Agents, Proprietary Personnel, Foreign National Service types, Field Agents, etc.

## 2. Program Plans and Objectives for FY 1965 and FY 1966

The scope of activities engaged in by this Branch has greatly increased during the past year. This increase is directly attributable to the current emphasis placed, by the Administration, upon economy in government activities resulting in the exercise of more stringent manpower controls on personnel management activities. The transfer to this Division of the responsibility for Organizational Planning and related staff functions previously performed by the ASSA/Pers as well as creation of the Agency Manpower Control Office has increased Branch requirements for information, staff studies and staff guidance required to measure the effect of, and implement directives and proposed new policy and procedural changes pertaining to manpower control and related personnel management matters.

No change in the basic functions or activities of the Branch are anticipated for the next two fiscal years, nor is there any indication that less emphasis will be placed upon manpower controls in the areas of authorized strength or organizational and grade structures. If the current trend toward more rigid controls continues, adjustments in Branch size may be required in the near future to continue the same level of support and response to requests for studies, reports and related staff work.

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