

~~CONFIDENTIAL~~

Security Information

071-53

8 December 1953

PROPOSED POLICY ON DEVELOPMENT

1. It is the objective of the Agency to develop fully the capabilities of each member of the CIA Career Service in accordance with the requirements of the Agency. In addition to the development which takes place through supervised work experience, actions are taken to broaden a Career Employee's experience by assigning him

- (a) to various duties within his specialty or group of specialties,
- (b) to courses of instruction and to specialized training to supplement his experience and prepare him for new duties and increased responsibility, and,
- (c) to duties of progressively greater responsibility as he demonstrates the capacity to assume them.

2. These actions are accomplished for each Career Employee according to a plan designed to guide the long-range development of his abilities and interests in relation to Agency requirements. The initial Career Development Plan of a Career Employee is the responsibility of his supervisor who develops it in consideration of the results of evaluations accomplished prior to the individual's entrance into the Career Service. Subsequent to his full membership in the Career Service, his Career Development Plan will be reviewed annually by his Career Service Board and will be recorded in his official Personnel Folder. The Career Employee will have full knowledge of the plan and will participate in its formulation.

CC	4	REV DATE	22 JUN 1961	BY	029725
ORIG COMP		OPI	32	TYPE	01
ORIG CLASS	5	PAGES	16	REV CLASS	C
JUST	22	NEXT REV			

~~SECRET~~

CONFIDENTIAL

~~CONFIDENTIAL~~
Security Information

8 December 1953

PROPOSED POLICY ON EVALUATION

The Agency conducts a thorough evaluation of each individual prior to his acceptance as a member of the CIA Career Service and continuously evaluates each Career Employee as a basis for planning his use and development in accordance with Agency requirements. In addition to appraisals of performance and development, the evaluation of an individual prior to his entry into the Career Service includes assessment and testing for the purpose of determining his capabilities and aptitudes for various kinds of duty, his emotional response to varied situations and his suitability for a long-range career in the Agency. Such assessment and testing is conducted according to Agency standards and techniques as approved by the CIA Career Service Board. The Agency's continuing evaluation of a Career Employee includes periodic appraisals of his progress and potential for further development as well as necessary appraisals of his performance in his current assignment.

~~SECRET~~
Security Information

~~CONFIDENTIAL~~

CONFIDENTIAL

Approved For Release 2001/04/05 : CIA-RDP80-01826R000400020004-6

8 December 1953

PROPOSED POLICY ON RIGHTS, BENEFITS, AND OBLIGATIONS

1. The rights and benefits accruing to members of the CIA Career Service include:

a. The opportunity to establish a career in a field of vital importance to the National Security. This affords to each Career Employee the personal satisfaction of contributing to that effort.

b. The opportunity to associate with a highly selected group of persons who are making intelligence their life's work.

c. The opportunity, when determined necessary in the needs of the service, to perform duties in foreign lands.

2. Specific benefits accruing to members of the CIA Career Service are as follows:

a. Only Career Employees normally will be afforded the opportunity of assignment or detail for training to other government or private institutions with tuition and related expenses provided by CIA.

b. Leave in accordance with normal Government practices. In addition, employees abroad may be brought home to their places of residence for leave at Government expense at the completion of their current tour of duty. (CIA plans to request the Congress for the right for its employees to accrue specifically home leave while abroad.)

c. Retirement in accordance with normal Government practices. (CIA plans to request the Congress for a modification of existing legislation to permit more liberal retirement standards and schedules.)

~~SECRET~~

Approved For Release 2001/04/05 : CIA-RDP80-01826R000400020004-6

CONFIDENTIAL

d. Death and disability benefits in accordance with normal Government practices. In addition, for those people stationed abroad, medical care and hospitalization is provided on a more liberal basis than in other civilian Government agencies generally. This more liberal policy is similar to that of the State Department.

e. Eligibility to secure hospitalization under either of two plans, Group Hospitalization, Inc., or Mutual Benefit of Omaha.

f. Eligibility to secure term insurance through War Agencies Employees' Protective Association.

g. While serving abroad, a member of the Career Service is entitled to receive appropriate post differential, cost of living allowance, and quarters allowance in accordance with normal Government practices.

3. A member of the Career Service can expect a career in the Agency including equitable consideration for advancement in responsibility and grade in accordance with his demonstrated capabilities. A Career Employee is afforded the opportunity of participating in the formulation of his Career Development Plan which aims at making him more useful to the Agency and at the same time offers him the opportunity of advancing in responsibility and grade. Career Employees are afforded preferential consideration over other categories of employees in connection with assignments to key jobs, rotation, training, and, of course, in the vital matter of reduction-in-force procedures, should the latter ever become necessary.

Security Information

4. A member of the Career Service may expect equitable procedures to be applied in the event it is necessary to consider him for separation from the Career Service. He has the right to appeal such a determination through appropriate channels and have his appeal finally heard by the Director.

5. Certain of the principal obligations assumed by CIA Career Employees include:

a. A Career Employee accepts the obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of CIA. This policy will be applied with full consideration to each individual's capabilities, interests, and personal circumstances.

b. It is the obligation of each Career Employee to apply himself to his daily tasks with his full capabilities.

c. By the very nature of the mission of the Agency, Career Employees must assume a degree of anonymity which is not normally found elsewhere in Government. There will be additional security restrictions on personal lives of Career Employees which will vary in many individual cases according to circumstance.

S-E-C-R-E-T
Security Information

8 December 1953

PROPOSED POLICY ON ROTATION

Rotation of personnel within or between major components of the Agency is governed by recommendations of Career Service Boards on the basis of career planning for individuals. A Career Service Board is responsible for reviewing and periodically revising the Career Development Plan for each Career Employee coming within its cognizance. The Plan forecasts the assignments for the individual over a period of years. These assignments are calculated, (a) to place the individual in those assignments most beneficial for the Agency, and (b) to improve progressively the professional ability of the individual so as ultimately to increase his or her value to the Agency.

S-E-C-R-E-T

~~S-E-C-R-E-T~~
Security Information

8 December 1953

PROPOSED POLICY ON PROMOTION

1. A single Agency-wide policy will govern all promotions.

This policy and the major aspects of its implementation is as follows: Promotions are based solely on merit, - on demonstrated ability to perform a higher job over a reasonable period of time. All promotions are competitive. Promotion boards for the five major components will meet twice annually. At these times those persons eligible and nominated by their supervisors would be considered by the Boards on a comparative basis for the promotions available. Promotions would not be considered between Board meetings except by direction of the Director. Final promotion authority will reside with the Director for promotions to grade 16 through 18, with the three Deputy Directors, the Assistant Director for Communications and the Director of Training for promotions to grade 15, and with the Assistant Directors and Senior Staff Chiefs for promotions to grades 2 through 14.

2. Quotas for promotions will be allotted annually to the appropriate approving authorities by the Personnel Director as approved by the Director.

~~S-E-C-R-E-T~~

~~CONFIDENTIAL~~

Proposed policies to be developed by [REDACTED]

25X1A9a

25X1A9a

[REDACTED] and Kirkpatrick to implement memorandum of 25 November 1953.

Kirkpatrick

Promotion*, Rotation* Assignment, Structure & Mechanics

Rights Benefits & Obligations*

Selection In-Out, Appeal

Specialization and Generalization

Development*, and Evaluation*

25X1A9a



* Completed

~~CONFIDENTIAL~~

Selection-In, Selection-Out, and Appeal

It's not an easy thing to be "selected-in" to the CIA Career Service. Many different steps ~~will~~ take place and a substantial time--at least three years--~~will~~ pass between the time a person files his application for employment and the day when he can say he is a member of the CIA Career Service.

First, he is interviewed by a number of people in Washington or elsewhere to see if his qualifications meet some existing CIA vacancy and to see if he is the kind of person CIA wants. If he meets those requirements, and if a thorough investigation reveals no reason why he should not be employed, he enters on duty on a "trial service" status.

This means that during his first year with CIA the new employee is on trial. He is probably trying to learn enough about his new job to help him decide whether he wants to make a career with CIA, and the Agency is watching his performance and his conduct closely to see if he is the kind of person CIA needs and wants. Before his first year is up his supervisor must recommend whether he should be retained as an employee or be released from the Agency. This recommendation is reviewed, not only by the head of the office to which he is assigned but also by the CIA Selection Board. That Board consists of a group of senior officials, representing the Agency as a whole and appointed by the Director, who have the job of seeing that CIA gets only the best possible career employees, and also of seeing that no employee is released if there is a place where he will fit in the Agency. If it is decided that he does not meet the requirements of CIA as to character, performance and potential, he will be terminated before he has spent a year with CIA.

The employees who successfully complete their first year of "trial service"--and most of them do--are still not members of the CIA Career Service. The opportunity to achieve that status only comes after three years as a CIA employee.

After an employee finishes his third calendar year with CIA he is given an opportunity to signify definitely whether or not he is willing to assume the obligations of a member of the CIA Career Service. If he is, a "selection" procedure is set in motion to decide whether he is suitable. First, the head of the Office to which he is assigned, acting with the advice and guidance of his Career Service Board, reviews an evaluation report made by his supervisor, as well as all other pertinent records regarding his training and job performance, and recommends whether he should or should not become a member of the CIA Career Service. This recommendation is then reviewed by the CIA Selection Board, acting through a Panel of Examiners who again have available to them all available information about the employee which will help them to reach a decision which is fair both to CIA and to the employee.

The employee may wonder when he gets his "day in court" during all this seemingly complicated procedure, and it would surely be unfair if he had no chance to speak for himself while decisions affecting his whole career are being made. This has not been overlooked in designing the process of selecting career employees. First, if at the end of his first year his Office head recommends his release, no final decision will be reached until the employee

himself has been interviewed by a Panel of Examiners acting on behalf of the CIA Selection Board. At that hearing he will be given ample opportunity to state his side of the case. Second, in every instance where an employee, after his third year with CIA, is being considered for membership in the Career Service by a Panel of Examiners, the employee will be interviewed by the Panel. Thus, he has an opportunity to be seen and heard by the senior officials, not from his own Office, who will review his case and decide whether or not he is suitable for the CIA Career Service.

In addition to the fact that the employee appears before the Panel of Examiners in each case, the procedure provides for an appeal by the head of his Office to the CIA Selection Board itself and finally to the Deputy Director of Central Intelligence, in cases where the Office head believes the Panel's decision is not fair or correct.

"Selection-out" as used here does not include the various procedures provided by law and regulation for terminating employees for cause--where an employee is separated for delinquency or misconduct such as criminal acts, dishonesty, fraud, etc. Nor does it refer to the fact that an employee may be terminated by the Director whenever "he shall deem such termination necessary or advisable in the interests of the United States," as provided in the National Security Act of 1947. "Selection-out" refers rather to those instances where, even after passing through the rather rigorous selection procedures described above, an employee turns out to be unsuitable as a member of the CIA Career Service. In effect, "selection-out" is a procedure for correcting mistakes which may be made in the selection process.

~~CONFIDENTIAL~~
Security Information

If an Office head, acting on the advice of his Career Service Board, decides that a member of the CIA Career Service is unsuitable, he will make a full report of all the facts, and his conclusions, to the CIA Selection Board. The Board will then conduct a hearing, either directly or through an examining panel, at which the employee, his supervisor, and the Head of his Office will be given a full opportunity to present their cases. Based upon that hearing, the CIA Selection Board will make a recommendation to the DCI as to whether or not the employee should continue as a member of the CIA Career Service.

~~CONFIDENTIAL~~
Security Information

SECRET
PERSONNEL INFORMATION

8 December 1953

PROMOTION

1. A single Agency-wide policy will govern all promotions. This policy and the major aspects of its implementation is as follows: Promotions are based solely on merit, - on demonstrated ability to perform a higher job over a reasonable period of time. All promotions are competitive. Promotion boards for the five major components will meet twice annually. At these times those persons eligible and nominated by their supervisors would be considered by the Boards on a comparative basis for the promotions available. Promotions would not be considered between Board meetings except by direction of the Director. Final promotion authority will reside with the Director for promotions to grade 16 through 18, with the three Deputy Directors, the Assistant Director for Communications and the Director of Training for promotions to Grade 15, and with the Assistant Directors and Senior Staff Chiefs for promotions to grades 2 through 14.

2. Quotas for promotions will be allotted annually to the appropriate approving authorities by the Personnel Director as approved by the Director.

~~CONFIDENTIAL~~
SECURITY INFORMATION

ASSIGNMENT

Assignment of personnel will be handled in the following fashion:

a. Initially--the Personnel Office will locate desirable recruits; the gaining office will interview and verify interest in the individual; an intra-Agency selection panel will pass on qualifications for career staff (including a personnel interview); Security and Medical will recommend clearance.

b. Reassignment--Normal reassignments for career development will be handled as described in rotation. Reassignment of individuals found unfitted for the component to which originally assigned, provided there is no question of competence or behaviour, will be handled by the intra-Agency selection panel.

7 and above
6 and below

See Stef.

at what point interview

~~CONFIDENTIAL~~

SECURITY INFORMATION

PROMOTION

1. A single

~~One~~ Agency-wide policy ~~should~~ govern all promotions. This policy ~~should be~~ as follows:

~~is~~

Promotions are based solely on merit, on demonstrated ability to perform a higher job over a reasonable period of time. All promotions are competitive. Promotion boards for the five major components will meet twice annually. At these times those persons eligible and nominated by their supervisors would be considered by the Boards on a comparative basis for the ~~slots open~~. Promotions would not be considered between Board meetings except by direction of ~~DCI~~. Final promotion ~~action~~ will reside with the Deputy Directors for grades to 15 or above; with Assistant Directors to grades 14.

and the major part of its implementation is

will

the Director

authority

promotions available.

~~responsibility~~

Director for ^{promotions to} grade 16 thru 18, with the three Deputy Directors, the Assistant Director of Communications and the Director of Training for promotions to Grade 15 and with the Assistant Directors and Senior Staff Chiefs for promotions to grades 2 thru 14.

Promotion & Assignment Boards
operate

~~semi~~ annually

13. Quotas for promotions will be allotted to the appropriate approving authorities by the Personnel Director as approved by the Director.

CONFIDENTIAL
SECURITY INFORMATION

ROTATION

Rotation of personnel within or between major components, will be governed by recommendations of the Career Service Boards on the basis of career planning for individuals. ~~...~~ the Career Service Board ~~...~~ plan for each individual the assignments over a period of years. These assignments ~~...~~ calculated to place the individual in those assignments ~~...~~ most beneficial for the Agency, and b/ ~~...~~ to improve the professional ability of the individual so as ultimately to increase his or her value to the Agency.

are

A

of the Agency is

progressively

is responsible for reviewing and periodically revising the Career Development Plan for each ~~...~~ Career Employee coming within its cognizance. The plan forecasts the assignments for the individual over a period of years.

Quotas of Rotation Slots
personnel wishes of individual
due weight in promotion to broad Agency experience
as honor to be in a Rotation Slot
only the most qualified individuals.

3cc

CONFIDENTIAL
Security Information

8 December 1953

PROPOSED POLICY ON ROTATION

Rotation of personnel within or between major components of the Agency is governed by recommendations of Career Service Boards on the basis of career planning for individuals. A Career Service Board is responsible for reviewing and periodically revising the Career Development Plan for each Career Employee coming within its cognizance. The plan forecasts the assignments for the individual over a period of years. These assignments are calculated, (a) to place the individual in those assignments most beneficial for the Agency, and (b) to improve progressively the professional ability of the individual so as ultimately to increase his or her value to the Agency.

CONFIDENTIAL
Security Information