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27 May 1952

THE SELECTION AND TRAINING

~~PROFESSIONAL~~ TRAINEES

FOR PROFESSIONAL
POSITIONS

1. With regard to trainees for overt activities, including overt personnel assigned to covert Offices, it is recommended that:

- a. All new personnel recruited to fill professional positions in the Agency be required to go through a training program in order to give them an adequate basic intelligence background. Exceptions may be made for individuals who have had previous high-level intelligence experience.
- b. The present Professional Training Program in the CIA Intelligence School be reorientated and expanded as speedily as possible into a Professional Selection and Training Program to give all new ~~professional~~ personnel a broad yet intensive intelligence training. Specialized training, including language, area and operational training, will be handled in other parts of the training program. *for professional positions*
- c. The curriculum of the CIA Intelligence School, including recommended reading, be revised to cover subjects of particular interest to Offices and be coordinated with TRS to reduce duplication in the curricula.
- d. A selection board to be known as the Professional Selection Panel be established under the direction of the CIA Career Service Board. It would consist of five voting members and three advisory members as follows:
 - (1) Two representatives from the overt Offices.
 - (2) Two representatives from the covert Offices.
 - (3) One representative from a Deputy Director's Office. ~~the Deputy Directors DD/P, DD/A and DD/I~~ *to be successively represented on a rotating basis* ILLEGIB
 - (4) Three advisory representatives, one each from the Personnel Office, the Inspection and Security Office and the Office of Training.

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including medical standards,

or Office Head

for professional positions grades and

the

candidate

The Panel will review selection standards, for and the qualifications of all candidates up to and including the grade GS-11 for overt and semi-covert professional positions in ~~both~~ the overt ~~and~~ covert Offices and will finally approve on behalf of the Agency the selection of all ~~professional~~ personnel in these categories. In case of an adverse finding against an applicant by the Panel, the appropriate Assistant Director may appeal to his Deputy Director, whose decision will be final. The Panel will also, when requested by an Assistant Director, arrange for testing of a ~~prospective employee~~ in the GS-12 - 15 category, ~~review~~ his qualifications and make recommendations to the requesting Office.

- e. Personnel requirements of Offices for professional positions be submitted to the Personnel Office which will inform the Professional Selection Panel and the Office of Training of the estimated intake so that they may plan accordingly. All recruitment will be undertaken against authorized slots in consumer Offices, except that a small number of slots will be set aside for the temporary accommodation of draft-eligible candidates who are brought ~~here~~ for indoctrination before entering the Armed Services. *L into CIA*
- f. The program to establish consultant-contacts in colleges and universities (Project Review Committee Project TRN/ADP-92-52 of 22 October 1951) to recruit undergraduate and graduate students be vigorously implemented and ultimately expanded.
- g. No subsidy be given to university students prior to their CIA employment. No specific substantive guidance be given by the consultant-contacts to undergraduate students. In certain cases, consultant-contacts may suggest that selected graduate students specialize in practical subjects or foreign aspects of their fields which might be useful if they should enter the intelligence field.
- h. Consultant-contacts be briefed regarding the relation between recruiting for overt use in both overt and covert Offices and ~~that~~ for deep-cover activities. *recruiting*
- i. Special security measures be taken to prevent subversive infiltration into the Agency through the trainee system and that I&S Office be given adequate backing in money and personnel to carry out these measures. Consultant-contacts be briefed thoroughly regarding the danger of subversive infiltration into the Agency through the trainee system.

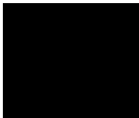
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- j. Approaches by CIA representatives to universities or companies in the United States for the recruitment or training of overt personnel, including overt personnel for the covert Offices, be coordinated with the Contact Division, Office of Operations.
- k. No organized publicity be given the trainee recruiting program and that publicity of any kind regarding any aspects of the Professional Selection and Training Program be discouraged.
- l. All candidates for professional positions in grades up to and including GS-11 be given a one-day battery of tests before final commitments for employment are made; this testing to be given after the applicant has been recommended by recruiters and after PHS and other forms have been reviewed by the Personnel Office.
- m. The testing in l. above be carried out in leading colleges and universities by competent consultants (or by a field unit) and in Washington by a headquarters unit.
- n. The sequence of events in carrying out the Professional Selection and Training Program should be as follows:
 - (1) Statement by Offices and other components of their needs for new personnel to fill professional positions in the GS-5 through GS-11 categories.
 - (2) Locating, contacting and screening of candidates in universities, industries and the Armed Services by the Personnel Office through consultant-contacts or by other recruitment techniques.
 - (3) Pre-security check by I&SO.
 - (4) Testing of candidates [redacted] selected locations in the field and [redacted] in Headquarters.
 - (5) Screening and shopping of candidates to Offices by the Personnel Office.
 - (6) Assessment. (To be carried out, at the option of the obligating Office, between steps 5 and 10).
 - (7) Obligation of slots by Offices.
 - (8) Security investigation initiated by I&SO

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3
Clearance by the Medical Office (to be carried out before steps 5 and 10)

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- 10 (10) Security Clearance.
- 11 (10) ^{Interviews} Review and decision by Professional Selection Panel.
- 12 (11) Notification to candidate by Personnel Office.
- 13 (12) EOD
- 14 (13) Entrance in CIA Intelligence School. ^{to}
- 15 (14) Review of Training record by Professional Selection Panel.
- 16 (15) Assumption of duty status in Office obligating slot. ~~(see~~

2. With regard to trainees for deep-cover activities, it is recommended that:
- a. Recruiting and training of deep-cover candidates be conducted by the covert Offices separately from the Professional Selection and Training Program.
 - b. A focal point be established to coordinate deep-cover recruiting between the covert Offices.
 - c. A focal point be established in the Personnel Office to coordinate overt and semi-covert and deep-cover recruiting in the field in order to avoid confusion and minimize security risk.
 - d. After initial selection of deep-cover candidates, no further overt or obvious CIA contact be made with them.
 - e. Covert training be coordinated with the Professional Selection and Training Program in order to make maximum practicable use of training, curriculum and staff.

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ROTATION

1. The objectives of rotation for the Agency are as follows:
 - a. A more effective and more economical utilization of the Agency's manpower.
 - b. A method of improving the selection and broadening the experience of individuals to serve in key positions.
 - c. The cultivation of an esprit de corps based primarily on the reward-for-merit principle.
2. The objectives of rotation for the individual are as follows:
 - a. Assisting him to do his present job more effectively by:
 - (1) Increasing his knowledge in his field.
 - (2) Providing him with new skills, techniques and methods of performance.
 - (3) Improving his ability to plan his work and to direct and supervise others in it.
 - (4) Increasing his understanding of the necessary relationships of his job to those of collateral and higher echelons of the Agency.
 - b. Preparing him to undertake jobs of increasingly greater responsibility commensurate with his growth potential by:
 - (1) Broadening his understanding of the objectives of the Agency and its mission.
 - (2) Intensifying the development of his planning, managerial and supervisory skills.
 - c. Providing him more opportunity to find the field in which he does best.
 - d. Removing him from a "rut".

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3. In order to provide a terminology that will promote a common understanding of rotation problems, the following definitions have been adopted:

- a. Rotation: The process of systematic designation and reassignment of an individual to various kinds of duty and training for the purpose of improving his capacity to serve the Agency.
- b. Transfer: The process of removing an individual from the rolls of one Office and his concurrent addition to the rolls of another Office. This process is independent of the process of rotation though it may be a consequence thereof.
- c. Exchange: The process of rotating an individual by placing him temporarily under the operational control of another Office in return for another individual similarly attached.
- d. Loan: The process of rotating an individual by placing him temporarily under the operational control of another Office without reciprocity, or of attaching him temporarily to an activity not a part of CIA.
- e. Sponsoring Office: The administrative unit of CIA on whose rolls individuals with rotation assignments are carried and under whose administrative control individuals remain irrespective of where attached.
- f. Receiving Office: The administrative unit to which individuals being rotated are attached and under whose operation control individuals remain until ~~they~~ returned to the Sponsoring Office. *they are*

4. Principles which are concerned in the process of rotation are as follows:

- a. Personnel Covered: In general, any individual who has been in the employ of the Agency for a period of two years is eligible for rotation. Rotation of persons who have been on duty for less than two years would be the exception rather than the rule.
- b. Positions Covered: Any position within the control of the Agency to which the assignment of personnel will serve the objectives of rotation is regarded as covered by these

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principles. These include executive, operational, intelligence, technical, administrative and training positions, either in the field or at headquarters, within the Agency or with other public or private agencies or institutions.

- c. Job Groups Covered: The classes of individuals covered are inclusive rather than exclusive. The professional or technical activity of a given class of individuals may, by its nature, limit the job type groups to which members of such a class will rotate.
- d. Normal Duration of Tour of Duty: Each individual rotation period may vary but will not be less than six months, and will probably average between eighteen and twenty-four months. Thus, a rotation assignment at the National War College will run some ten months while a rotation assignment to a position overseas may well run twenty-four to thirty months.
- e. Degree of Compulsion to Rotate: As a matter of principle, acceptance of a rotation assignment is compulsory for persons who intend to make a career of CIA employment. Any individual or Sponsoring Office, or Receiving Office, may, however, show cause why a rotation assignment shall or shall not be carried out. The reviewing authority (the CIA Career Service Board) shall in such cases make recommendations to the appropriate Deputy Director whose decision shall be final.
- f. Administrative Control: Individuals with rotation assignments will remain on the rolls of the Sponsoring Office and under its administrative control for promotion and transfer purposes. The Sponsoring Office will pay the individual from home office funds at his home office grade.
- g. Operational Control: The individual being rotated will be under the operational control of the Receiving Office for the duration of his tour of duty with that Office, during which period Personnel Evaluation Reports will be prepared by the Receiving Office and forwarded to the Sponsoring Office.

Rotation loan
concerned in rotation (see attached schedule B/E)

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b.

[Redacted]

with their abilities, keeping in mind the purpose of making the specific assignment. "Open" slots will be allocated to Offices to maintain flexibility in [Redacted]

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i. Changes in Grade: Promotions and other changes in grade shall remain under the control of the Sponsoring Office. The eligibility of the individual for promotion shall not be prejudiced or overlooked by reason of his status as an individual being rotated.

where exchange of approximately equivalent personnel is not practical.

j. Duration of Rotational Pattern: It is premature at this time to formulate a policy covering the duration in years during which period the individual is subject to rotation policies, or to attempt to prescribe an arbitrary age limit after which rotation policies will not be applied.

k. Settlement of Disputes: Divergence of views between Offices or between an individual and his Office Career Service Board which cannot be satisfactorily resolved between the parties shall be referred in the first instance to the Secretariat which will review the case and forward its recommendation to the concerned Office Career Service Board (s). In the event the recommendation of the Secretariat is not accepted, the case shall be referred to the CIA Career Service Board for disposition.

l. Policy Governing Rotation within an Office: Intra-Office rotation policy shall be set by the Office Career Service Board within the framework of policies prescribed by the CIA Career Service Board.

m. Policy Governing Rotation between Offices: Within the framework of policies prescribed by the CIA Career Service Board inter-Office rotation will be based largely on a series of bilateral agreements between Offices which [Redacted] set forth in each case the person being rotated, the expected duration of his assignment and any other pertinent facts.

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5. There are two basic types of rotation as follows:

a. Rotation by Exchange

(1) The Exchange procedure authorizes Office Boards to

[Redacted]

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This procedure will be used when the two positions in question are of corresponding responsibility. Respective grades of the position or incumbents need not be exactly the same.

- (2) Individuals being rotated will be under the operational control and supervision of the Receiving Office Board.
- (3) The Receiving Office Board will outline to the individual the responsibilities of the new position.

b. Rotation by loan

(1) The Loan procedure authorizes ^{to recommend his assignment to} ~~an individual~~ ^{an individual} Office Board to recommend the temporary assignment of a candidate to another Office without ~~receiving an individual assignment~~ in return or to outside activities for the purpose of broadening ~~his~~ ^{his} knowledge of his field.

(2) Rotation slots, allocated by quota outlined in Schedule ~~II~~ ^{attached} ~~to~~ ^{to} Office Board ~~S~~ ^S. These slots will be allotted by the CIA Board and will be "open" positions to accommodate any grade. ^{to anyone} Career Service

(3) The Receiving Office Board will outline to the appointee the responsibilities of his new assignment. The appointee is "on loan" to the Receiving Office and will therefore not tie up authorized ~~2/3~~ ^{2/3} position. He will be assigned to a logical unit in the Receiving Office's organizational structure. ^{an}

(h) Appointees will be under the operational control of the Receiving Office Board.

6. Specific questions raised by the DGI in his memorandum of 7 March 1952 and recommendations in response thereto are as follows:

a. Do you recommend limiting overseas duty to any particular number of years?

It is recommended that the Agency not ~~limit~~ ^{limit} total overseas duty to any particular number of years ~~_____~~ ^{that} ~~_____~~ ^{their}

~~_____~~ in accordance with ~~the~~ needs and in consideration of the health and hazard conditions prevailing at various foreign posts, ^{the several Offices concerned} ~~arrive at and recommend a uniform policy.~~

b. Do you recommend bringing all foreign personnel home, say, one year in each four or at any other intervals?

It is recommended that as a policy and in conformity with existing and proposed federal laws all staff personnel serving overseas be brought home at least once every two years ^{for home}

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in conjunction with the Medical Office

- e. Do you recommend moving officers as a matter of policy from Office to Office within the Agency or do you mean from division to division within an Office? CIA

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inter-Office and extra-CIA rotation of the individual to duty or training. At the Agency level, the Career Service Board is empowered to levy requirements on the Office Boards for rotations to prepare them to fill key Agency positions.

- d. At what rank does the rotation by the Career Service Board stop?

The rotation system recommended by this Working Group covers all positions and all ranks without restriction.

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THE HONOR AWARDS PROGRAM

1. An honor award for intelligence service should be distinguished from an incentive award for meritorious suggestion or for outstanding efficiency and economy in administration as well as from longevity recognition for long and faithful service. An incentive awards program is well established in CIA, and a system for recognition of longevity is now being considered. Awards for intelligence service do not exist. It is therefore recommended that:

- a. CIA establish a medal for presentation by the Director of Central Intelligence to any individual associated with CIA, or to any other person, who makes a notable contribution to United States intelligence activities.
- b. The design of the medal incorporate those features of the Agency seal adaptable for use in the medal and that the medal be suspended from a distinctive ribbon employing the colors of the Agency seal.
- c. Units which have contributed outstanding performance be recognized by a personal award to each member of the unit rather than a group award.
- d. There be established an Honor Awards Board, under the jurisdiction of the CIA Career Service Board, which will be responsible for reviewing recommendations concerning any honor awards in CIA, and for forwarding these recommendations to the DCI for his approval.
- e. The CIA Career Service Board give further attention to the problem of creating an Honor Awards Program.

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