

CONFIDENTIAL
SECURITY INFORMATION

SELECTION CRITERIA I-2a

Note Concerning Attachment 1 "Selection for Participation...."

1. The Career Service Committee at its meeting on 17 December 1951 recommended that the members of the Working Groups study and consider Attachment 1 (which follows) in the light of these principles:

a. The "Career Service Program" is actually composed of two basic programs or endeavors. While these two programs should be developed together if possible, it is inevitable that they will be developed at different rates. They are:

1) A program to conduct normal personnel, training and management affairs a little better than we have yet been able to. Inherent in this program are those matters which are basic to any well-managed Personnel Program. Among these matters are:

- a) Recruitment and Placement
 - b) Employee Ratings
 - c) Employee Relations and Counseling
 - d) Normal Indoctrination and Training
 - e) Equitable application of benefits and prerogatives, etc.
- improved*

This program should be equally applied to all (repeat all) staff employees and staff agents of CIA without any distinction as to grade, assignment, length of service, etc.

2) A program to discover and exploit to the fullest, the talents and potentialities of proven employees, e.g. a "Development Program" for the purpose of ensuring to the Agency the best possible use of its available manpower. Useful techniques in this program are:

- a) Rotation
- b) Re-training (i.e. seminar and refresher courses)
- c) Duty assignments with on-the-job training
- d) Extension training, including sabbatical leave, overseas travel, etc.

~~This program might apply only to those employees with two years' service and of grade GS-7 or 9 and above. This "Development Program" will locate and produce the future key executives and administrators of the Agency. In addition to the techniques listed above, the following might apply:~~

- e) The generalist-specialist concept.
- f) National War College, JCS planning duty, Dept. of State policy staff duty, etc.

b. These two programs add up to what we are calling a "Career Service Program".

Revised

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DRAFT
17 December 1951

25X1A9a Notes by [redacted] on General Davison's Memorandum of 14 December 1951

a. 1/16 I believe that the "Career Service Program" that we are concerned with is actually composed of ~~at least three separate~~ ^{two basic} programs or endeavors. Any one of the three may be developed independently of the others. It is possible that, in some respects, they should be developed independently. At any rate, it is inevitable that they will be developed at different rates. These ~~three~~ endeavors are:

a *1* A program to conduct normal personnel, training and management affairs a little better than we have yet been able to. Inherent in this program are those matters which ~~are inherent in~~ ^{are basic to} any well managed Personnel Program. Among them are:

- a*) Employee Ratings
- b*) Employee Relations and Counseling
- c*) Normal Indoctrination and Training
- d*) Equitable application of benefits and prerogatives etc.

This program should be equally applied to all ^(repeat all) staff employees of CIA without any distinction as to grade, assignment, length of service etc.

2) A program to discover and exploit to the fullest, the talents and potentialities of proven employees, e.g. a ~~Development~~ ^{Development} Program" for the purpose of ensuring to the Agency the best possible use of available manpower. Useful techniques here are:

- a) Rotation
- b) Re-training (i.e. seminar and refresher courses)
- c) On-the-job training duty assignments
- d) Extension training including sabbatical leave, overseas travel etc.

This program might apply only to those with two years' service and of grade GS-7 or 9 and above.

c. A program to develop the future key executives and administrators of the Agency, e.g. an "Executive Development Program". Here might be applied;

- e. The generalist-specialist concept.
- f. National War College, JCS planning duty, Dept. of State policy staff duty etc.

This program might apply to only a very small number of persons, probably of grade GS-13-14 or above.

d. There should also be recognized the concept of "indispensable key personnel", i.e. those on whom the Agency would depend in case of an atomic catastrophe. (Such a strictly limited list, exists, I believe.)

g. In my view, all of the above elements, add up to what we are calling a "Career Service Program".