

18 February 1954

MEMORANDUM FOR: CIA Career Service Board

SUBJECT : Multi-Purpose Slots

1. PROBLEM:

To establish some means by which individuals possessing unusual qualifications may be employed or retained by the Central Intelligence Agency, despite the fact that their capabilities cannot currently be fully utilized by any single component of CIA.

2. ASSUMPTIONS:

a. Long-range estimates of personnel requirements based upon anticipated operational needs would indicate the necessity for retaining in the employ of CIA, personnel possessing unusual qualifications or the employment of such personnel when their services become available.

b. Establishment of a block of positions for the purpose of accommodating personnel placed in the category of full time inter-office consultants and specialists is considered by General Counsel to be within the legal authority of the Director of Central Intelligence.

3. FACTS BEARING ON THE PROBLEM:

a. The CIA currently has within its employ individuals who possess unusual qualifications which should not be lost to the national intelligence effort even though such unusual qualifications at present are not being fully utilized within their present assignment.

b. Recent I/O reductions have limited the opportunities of staff and office heads with respect to making appropriate reassignment of such individuals.

c. The Central Intelligence Agency does not at present have any separate block of positions set aside to accommodate personnel in this category.

d. Under the authority of Public Law 110, 81st Congress, the Director of Central Intelligence has the authority to employ personnel to execute the functions and responsibilities of CIA.

e. The establishment of a block of positions for the purpose of accommodating personnel placed in the category of full time inter-office consultants and specialists is considered to be feasible by the Assistant Director for Personnel.

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4. DISCUSSION:

a. [REDACTED] establishes the Office of Personnel and sets forth the functions and responsibilities of this Office.

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b. [REDACTED] establishes the Office of Training and sets forth the functions and responsibilities of this Office.

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c. [REDACTED] establishes the Career Service Program and sets forth the functions and responsibilities of the CIA Career Service Board.

d. Functions of the Office of Personnel, as quoted below, are related to the problem as stated.

"The Assistant Director for Personnel shall:

a. Formulate and recommend policies . . . which shall govern the administration of personnel throughout the Agency.

c. Inspect, review, and evaluate all phases of personnel management activity . . . for adequacy of personnel programs at all levels of the Agency.

f. Provide personnel service for the Agency to include:

(2) Procurement and placement of personnel for all components of the Agency." [REDACTED] paragraph 2.)

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e. Functions of the Office of Training, as quoted below, are related to the problem as stated.

"The Director of Training shall:

a. Formulate and carry out training policies, plans, standards, and programs to increase the capabilities of personnel to serve the Agency.

b. Develop and direct, in coordination with appropriate Offices, training programs in the United States relating to the skills and techniques required in the specialized operational activities specifically charged to the Agency.

h. Direct a comprehensive program for the selection, professional training, and career preparation of junior officer personnel in cooperation with the various Offices of the Agency." [REDACTED] paragraph 2.)

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f. Continued efforts by the Office of Training to identify the specific functions performed by individuals assigned to the various components of CIA for the purpose of developing and conducting realistic training programs has resulted in a centrally located repository of knowledge concerning the detailed responsibilities and functions of the various Offices of CIA which the Office of Training serves.

g. The establishment and administration of the Junior Officer Trainee Program has resulted in a carefully developed set of criteria against which prospective candidates for this program are selected. Experience in this field could be readily applied to the selection of personnel for assignment to Multi-Purpose Slots.

h. Assessment and Evaluation Staff, Office of Training, possesses the capability of aiding in the selection of personnel to be assigned to Multi-Purpose Slots.

i. The facilities of the Office of Training are ideally suited for the administration of Multi-Purpose Slots and, in consideration of the continued daily contacts between this Office and the other components of CIA, acceptable procedures could be readily established for the full utilization of personnel assigned to Multi-Purpose Slots.

j. It is estimated that ten Multi-Purpose Slots would be adequate. Establishment of these Slots within the present CIA personnel ceiling might be accomplished by requesting that three unencumbered Slots be provided from DD/A and DD/P and four from DD/I.

k. A suggested procedure for administering Multi-Purpose Slots is outlined as follows:

Personnel currently employed by CIA.

1. Candidates for reassignment to Multi-Purpose Slots be nominated by appropriate staff and division chiefs and submitted to the Director of Training through the appropriate Assistant Director, Office Head, or DD/P Senior Staff Chief.

2. Individuals so nominated be entered for an immediate assessment program.

3. A panel consisting of representatives of the Director of Training, the Assistant Director for Personnel, and the Office or Staff proposing the candidate be convened to consider appropriate courses of action e.g.,

(a) Additional formal training required by the individual;

(b) On-the-job training which will improve the individual's capabilities and usefulness to CIA;

(c) The Office of Training through its contacts within the various components of CIA to develop a series of part-time

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programs for the full exploitation of the individual's capabilities and qualifications;

(d) At the completion of each succeeding calendar year, reconvene the panel and review the effectiveness of the individual's program and the possibilities for his permanent reassignment within the Agency.

5. CONCLUSIONS:

a. Authorization for Multi-Purpose Slots would provide a practical method of retaining the services of individuals possessing unusual qualifications during periods when their capabilities cannot be fully utilized by any single component of CIA.

b. The skills and unusual qualifications of individuals occupying Multi-Purpose Slots would be available to all components of CIA in direct response to real but non-continuing requirements.

c. The capabilities and flexibility of CIA would be enhanced by retaining the services of individuals possessing unusual qualifications.

d. Multi-Purpose Slots can be established within the present CIA personnel ceiling.

e. The facilities of the Office of Training are well suited for administering the Multi-Purpose Slots.

6. ACTION RECOMMENDED:

a. Approve the conclusions set forth above.

b. Authorize the Director of Training, in coordination with the Assistant Director for Personnel, to develop detailed procedures for administration of Multi-Purpose Slots consistent with these conclusions.

c. Authorize the Director of Training to request the Deputy Director of Central Intelligence to approve the allocation of ten additional Slots to the Office of Training.

d. Recommend to the Assistant Director for Personnel that Multi-Purpose Slots be so established that each may be filled at any level from grade GS-7 to grade GS-15.

e. Fix upon the Director of Training responsibility for administration of Multi-Purpose Slots as here proposed.

MATTHEW SAUND
Director of Training