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28 October 1952

MEMORANDUM FOR: Chairman, CIA Career Service Board
FROM: Assistant Director, Personnel
SUBJECT: CIA Promotion Policy

1. Attached is a proposed statement of CIA promotion policy which is submitted to the Career Service Board for approval.

2. Promotion is only one aspect of the broader problem of placing personnel in assignments which will most effectively utilize and develop their skills. Therefore, this paper has been cast as a part of an overall placement policy statement.

3. In preparing this statement, the Personnel Office considered current promotion practices and policies of the various offices of CIA, of other Government agencies, and of a representative list of private industries. We have tried to adapt the best of those concepts to the special needs of CIA.

4. Throughout the paper, repeated emphasis has been placed on the use of realistic qualification standards in selecting persons for promotion and reassignment. This idea is fundamental. Such standards provide the only practical means I know by which individual's skills can be measured objectively against work requirements. The Personnel Office has been working for some time to develop job requirements throughout the Agency. Progress has been slow. The establishment of working Career Service Boards in the Operating Offices will accelerate the program by stimulating fuller participation of operating officials in developing work requirements for their units.

5. Although the basic concepts contained in the attached paper have been discussed with representatives of Operating Offices, no effort has been made at formal coordination of the paper.

/s/ W. H. H. Morris, Jr.
W. H. H. MORRIS, JR.

Attachment

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PLACEMENT AND PROMOTION POLICY

1. OBJECTIVES

a. An effective placement program for the Agency must rest on sound policies for assignment, reassignment and promotion which aim in a positive way to:

- (1) Attract and retain highly qualified personnel.
- (2) Stimulate maximum utilization of the skills, capacities and training of all personnel.
- (3) Develop and maintain a higher level of individual job performance and satisfaction.
- (4) Insure opportunity for all individuals to develop to a maximum their capacities for service with the Agency.

b. These objectives can be accomplished only by the combined efforts of Operating Offices, working through supervisors and Career Service Boards, and the Personnel Office. Their accomplishment also requires:

- (1) Fair and accurate evaluation of personnel in terms both of current performance and potential for development.
- (2) Realistic qualification requirements applied fairly and objectively to all personnel.

The scope of intelligence activities results in wide differences in the missions and personnel requirements of individual

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Offices. This Agency's method of personnel evaluation must therefore be sufficiently flexible and our qualification requirements sufficiently realistic to recognize the special needs of each Office as well as the overall personnel management objectives of the Agency. This precludes the imposition of precise placement standards for rigid application throughout the Agency, and emphasizes the importance of developing practical qualification requirements for each Office within the framework of Agency policy.

2. POLICY

a. General

Actions to assign, reassign or promote Agency personnel shall be initiated to accomplish the placement objectives outlined above.

b. Reassignment and Promotion from Within

To stimulate maximum utilization and encourage the progressive development of career personnel, vacant positions shall be filled by reassignment or promotion from within the Agency whenever it is possible and practicable to do so. New personnel shall be employed only when they are clearly better qualified than persons available within the Agency.

c. Release for Reassignment or Promotion

When an individual can better serve the Agency in a position in another organizational component, his present organization will

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release him for reassignment or promotion to the new position. No person is indispensable, however inconvenient it may be to replace him. Clerical personnel will be released for reassignment within thirty calendar days whether or not a promotion is involved. Personnel in other classifications will be released within sixty calendar days. Where these periods are insufficient to permit completion of essential assignments, release may be delayed for an additional thirty days on approval of the Assistant Director/Personnel.

d. Individual Development

An individual's reassignment or promotion cannot be dissociated from plans for his long-term service with the Agency. The Assignment of new duties or responsibilities to an individual shall be at a pace consistent with his demonstrated rate of development and shall be compatible with the anticipated course of his future service.

e. Use of Qualification Requirements

Eligibility for reassignment or promotion to a given position shall be determined by an individual's demonstrated capacity to meet the actual requirements of the kind and quality of work to be performed. This determination will be based on an appraisal of the individual's record of service with the Agency in relation to the essential skills, knowledge, experience and personal qualities required without undue emphasis on any single element. Except in the legal and medical professions, no formal

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educational prerequisites shall be established to bar Agency personnel from advancement to any position.

f. Area of Consideration

In filling a vacancy by promotion, reassignment or detail, consideration will be given first to all qualified individuals in the branch or division where the vacancy exists. When no suitably qualified candidates are available, the area of consideration will be extended within the necessary limitations of operational security until all qualified persons in the Office or Agency have been considered. Particular attention should be given to providing the widest possible base in seeking candidates for positions requiring supervisory and executive skills.

3. RESPONSIBILITIES

It is necessary that:

a. Employees

- (1) Understand that the intent of this policy is to provide each individual an opportunity for appropriate consideration and not to guarantee a right to promotion or reassignment;
- (2) Acquire the skills and experience necessary for advancement to positions of greater responsibility.

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b. Supervisors and Operating Offices

- (1) Actively support the objectives of the placement program and observe the procedures developed for its operations;
- (2) Assist the Personnel Office in developing realistic qualification requirements;
- (3) Take positive action to develop personnel under their supervision through evaluation, guidance, and training. This will serve both to increase the effectiveness of personnel in their current assignments and to prepare them for advancement.
- (h) Be alert to discover individuals with unusual ability or potential and give special attention to their utilization and development.

c. Personnel Office

- (1) Provide overall supervision and coordination of the placement program.
- (2) Develop with operating officials realistic qualification requirements which reflect the specific job needs of the Offices and the general personnel standards of the Agency.
- (3) Develop with operating officials realistic objectives and positive plans for the utilization and development of individuals and groups of personnel within the Agency. This

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includes the development of objective standards to insure a desirable degree of uniformity in the progressive advancement of personnel within established career fields.

- (4) Provide continuous evaluation of the effectiveness of the Agency's placement program and, in cooperation with operating officials, make necessary revisions in the program.

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