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31 October 1952

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT: Functional Responsibilities of the Professional Selection Panel

1. During its first four meetings, the Professional Selection Panel gave considerable attention to developing a clear understanding of its functional responsibilities and their relationship to those of the Office of Security, the Medical Office, the Personnel Office, the Office of Training, and Career Service Boards. The Panel has reviewed its functional responsibilities as outlined in the Final Report of the Career Service Committee and the definition of "professional positions" as included in the Executive Secretary's Report approved by the CIA Career Service Board at its first meeting.

2. As a result of these deliberations, the Professional Selection Panel concluded that certain modifications of its basic charter would serve the interest of the Career Service Program. The Panel recommends:

a. That its name be changed to "Intelligence Career Selection Panel". The Panel is of the opinion that this designation would reflect more accurately the purpose of its mission according to the intent of the Director of Central Intelligence and the CIA Career Service Board.

b. That "professional positions" as used in the Final Report of the Career Service Committee be redesignated "intelligence career positions". The Panel believes that this redesignation would emphasize the significance of the intelligence aspects of CIA positions and support the professional intelligence concept.

c. That intelligence career positions be redefined as, "those positions which offer direct opportunity for career service by developing an individual's understanding or skill in the use of intelligence techniques". The Panel considers all positions grade GS-7 and above to fall within this definition and proposes that the Classification and Wage Division of the Personnel Office may, upon consultation with the Panel and the Office concerned, add additional positions at lower grades.

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d. That the following principles be endorsed as being valid as a proper charter for the Panel in carrying out its responsibilities:

(1) Insofar as selection is concerned, the fundamental implication of career is that all individuals are subjected to the same screening process.

(2) The Panel is to give primary attention to the selection of individuals on the basis of their suitability for career employment.

(3) Suitability can and must be determined only on the basis of all available facts, information, and appraisals of an individual.

(4) The Panel should concern itself with:

(a) The initial selection for employment of all candidates for intelligence career positions,

(b) the evaluation of personnel serving trial periods in intelligence career positions to determine their suitability for retention in such positions, and

(c) the selection of employees for assignment in intelligence career positions from other types of positions within the Agency.

3. On the basis of these assumptions, the Panel's approach to its responsibilities would be argued as follows:

a. The primary area of concern for the Selection Panel is that of suitability. Insofar as this is given any consideration under the present system, it is the responsibility of the employing office. However, material valuable to determination of suitability may be, and is being, produced by Personnel, Medical, and Security processes, and by the Office of Training on those people in a trial service period. At the present time there is no effective mechanism for insuring that this material is properly evaluated nor for insuring that the pressure of time or need does not override the implications of such material.

b. The determination of suitability must be on the grounds of successful passage by an applicant of the one-way valves of Security,

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Personnel, and Medical screenings, plus the intangibles variously described as emotional maturity, motivation, security-mindedness, etc. In order to make the determination regarding suitability, the Panel must have the peripheral material produced by the Personnel, Medical, and Security processes, in addition to fundamental evaluations made in the course of those processes. This means that the Panel, in order properly to discharge its responsibilities, must be confident that proper standards exist and are being applied by the offices responsible and must know what the implications are for any individual having passed the one-way screening of these processes. It follows, therefore, that the Panel must have the right of review, through its advisors, of the standards which do exist and the manner in which they are applied, and, finally, the right to recommend changes in, or reorientation of, those standards. Lastly, the Panel must, with the assistance of all components of the Agency, determine what those factors are which comprise suitability and develop standards for evaluating them.

c. In contrast with the above, the present procedure has, consciously or otherwise, these fundamental assumptions:

- (1) The Security process says, in clearing a man, that he is an acceptable risk in the position for which he is being considered;
- (2) the Medical process says that the individual is medically qualified for the job under consideration;
- (3) the Personnel procedure says that the individual is qualified for the proposed duties;
- (4) the employing office makes the determination that the individual is suitable for the particular job they intend to give him.

The total effect of this approach is that nowhere is consideration given to the question of whether the man, on physical, security, and personnel grounds, is qualified and acceptable not for a specific job but for a career in Intelligence. It would seem appropriate, therefore, for the Panel to recommend that in its work with its advisors on standards it attempt to reorient these processes in order that the first assumption discussed above, i.e., that career implies that all be subjected to the same screening, be properly served.



Chairman  
Professional Selection Panel

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