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MINUTES

OF THE

CIA CAREER COUNCIL

27th Meeting, Thursday, 24 May, 1956, 4:00 p.m.  
DCI Conference Room, Administration Building

Presents: Harrison G. Reynolds, D/Pers, Chairman  
 Matthew Baird, D/TR, Member  
 ██████████ COP-DD/P, Alt. for DD/P, Member  
 Lyman B. Kirkpatrick, IG, Member  
 H. Gates Lloyd, ADD/S, Alt. for DD/S, Member  
 ██████████ D/Commo, Member  
 ██████████ SA/DDI/AD, Alt. for DD/I, Member  
 ██████████ Executive Secretary  
 ██████████ Reporter

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GUESTS

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Edwin M. Ashcraft  
John N. Bagnall

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Sherman Kent

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George G. Carey

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Edward R. Saunders

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NO CHANGE IN CLASS.

Sheffield Edwards

Huntington Sheldon

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NEXT REVIEW DATE: 2011

AUTH: HR 70-2

James A. Garrison

DATE: 26/06/81 REVIEWER: 0189

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Otto E. Guthe

John R. Tietjen

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1. The Heads of Career Services and Operating Officials who were meeting with the Council had been provided in advance with copies of the Staff Study, "Career Planning for individuals," that had been approved by the Council on 3 May. The Chairman opened the meeting by requesting opinions, suggestions and criticisms of those assembled on the need, purpose, theory, and practice of career planning in the Agency.

2. Mr. Kirkpatrick discussed the background of the present paper and reviewed the phases through which the Agency has passed in the preceding nine years - 1947-1950, formulation of missions, growth, trial and error; 1950 - 1953 war-time emergency (Korea) and great expansion; 1953 to date,

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stability, establishment of ceilings, refinement of procedures and techniques. He stressed the importance of having "the right man in the right place at the right time." In recognizing that qualifications, aptitudes and interests are deep-seated and often inherent in most people, we must realize that a large group of people in the Agency will have specialized or "narrow" careers, but we do not imply that training and development in those specialities should necessarily be limited. A second relatively small group is composed of those persons who have real aptitudes for senior executive positions. They will require wide experiences and greater knowledge of the basic missions and organization of the Agency in order to effectively carry out their broad responsibilities. A third large and very important group is composed of junior officers, both those who have entered the Agency through the Junior Officer Trainee Program as well as those employees who have been identified through the Junior Career Development Program. It is this group from which it is expected that the majority of the future executives as well as many of the top specialists in the Agency will come. Mr. Kirkpatrick stressed four points concerning the Career Preference Outline: (a) it is a statement of the individual's preferences; (b) it is a tool for supervisors and Career Services to use in long-range planning for the individual; (c) it is a man power potential mechanism for the use of the executive level in the Agency in long range Agency-wide planning; and (d) it is an assurance to each individual that the obligation of the Agency to him as a member of the Career Staff is being given due and careful consideration.

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3. Mr. [REDACTED] explained from a flow chart the steps that would be taken by individuals, supervisors, Career Services, and the Office of Personnel in the development of a particular Career Preference Outline. The system permits the flexibility required by the variations in organization within the several Career Services but ensures that certain standards are met and principles carried out, as follows:

- (a) The Head of Career Service determines priorities and initiates individual planning sequence.
- (b) The individual is counselled by appropriate officials of his Career Service and Operating Component.
- (c) The individual states his "preferences."
- (d) The supervisor comments on the individual's proposals.
- (e) The Career Service reviews the proposals and comments, and discussion is held with the individual.
- (f) The Office of Personnel files the Career Preference Outline in the individual's Official Personnel Folder.

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4. [REDACTED] described career planning in the Communications Career Service. It consists essentially of three steps; the expressed desire of the individual (through the "Home Leave and Reassignment Request") the recommendations of the supervisory chain of command and the action of the Communications Career Service Board which meets two afternoons a week. This method which has been effect for more than two years means that all persons including clerical personnel are considered periodically and by means of it those persons with greatest potential are identified and to them go more rapid

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5. Mr. [REDACTED] described career planning in the FI Career Service and illustrated his remarks with flow charts. The heart of the FI system is a panel of Career Consultants - about 60 senior FI personnel - who in groups of three meet with the individual concerned, the career management officer, the administrative officer and the training officer to review and modify the plans as drafted by the individual with the assistance of his supervisor. Principles regarded as important in the FI system are:

- (a) Priorities for GS-11 and GS-12s who are in Washington
- (b) A span of approximately 5 years
- (c) Knowledge by the individual of the comments and conclusions arrived at with respect to his plan (the final "plan" is shown to the individual)

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6. Mr. [REDACTED] remarked that the career planning pattern in the PP Career Service was approximately the same as in the FI Career Service. He stressed two points; the desirability of using "Career Preference" rather than "Career Plan," and the essentiality of the individual knowing the results of the plan, especially the comments of the supervisor.

7. Mr. Sheldon described a pilot operation, very similar to that proposed by the Career Council, that had been put into effect in OCI about a year and a half ago. About one quarter of the OCI personnel were involved. He felt that formalized procedures would stimulate the program; that even so the present proposal did not get at the root of the matter, namely the necessity for individually "negotiating" each step of the way in implementing a career plan due to the rigid barriers that exist between the components of the Agency. In none of the 68 cases of successfully implemented plans have "official channels" been used. It would seem that more flexibility in the mechanics for the assignment of persons was required as well as a better mechanism providing interchange of information and requirements between Career Services.

8. Mr. Baird reported on career planning in the Office of Training. In the first place it is made clear to every individual that the interests of the Agency as a whole come first, that the interests of the Training Career Service come second and that the interests of the individual come third. Secondly, the career plan is regarded as an effective and essential tool of personnel management by requiring that the completed plan be discussed by the supervisor with the individual concerned. Mr. Baird endorsed the recommendation of Mr. [REDACTED] on the use of a single double-faced page for the Career Preference Outline with attached instructions rather than the form as presented. In this Mr. Carey and [REDACTED] concurred.

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9. Col. [REDACTED] described the OCR career planning system. A number of formal 10-year career plans have been drawn up but in most cases planning is more informally conducted. A method used in OCR (which is almost unique in the Agency) is the "advertising" within the mechanism of the OCR Career Board of vacancies and of persons wishing new assignments. Only if vacancies cannot be filled or assignments found within OCR are they referred to the Office of Personnel for assistance and action. It is after such a review that releases are granted in OCR. During the past year, 135 cases were thus solved internally in OCR.

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10. There was further discussion by Messrs. Kent, [REDACTED] Carey, Saunders, [REDACTED] Bagnall. In summation, it was the consensus that:

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- (a) the Agency wished to have a uniform career planning system.
- (b) the policies and procedures proposed in the Staff Study were sound and met the needs of the Services
- (c) the Services should procede as they had been as long as their actions were consistent with the stated policies and that they should phase into the new procedures and use of the Career Preference Outline as soon as they were available.

11. The Council adjourned at 5:08 p.m.

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Executive Secretary  
CIA Career Council

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