

14 May 1956

MEMORANDUM FOR: Heads of Career Services and Operating Officials

SUBJECT: CIA Career Council Meeting on 24 May to discuss Career Planning for Individuals

1. Heads of Career Services and Operating Officials are invited to attend a special meeting of the CIA Career Council at 4:00 p.m. on 24 May 1956 in the Director's Conference Room in the Administration Building to discuss the Agency's program on career planning for individuals.

2. The attached Staff Study, "Career Planning for Individuals-- Career Preference Outline," which was approved by the CIA Career Council on 3 May 1956, will be the basis for the discussion. Persons attending this meeting will be invited to make comments and suggestions regarding policy and procedural matters pertaining to the establishment and implementation of the Agency's career planning program.

3. In order to make the necessary arrangements, we must know the names of persons who will be attending this special meeting. If you are unable to attend, you are requested to send your Deputy or some other senior official from your Service or component. Please advise Mr. [REDACTED] Executive Secretary of the Career Council, on [REDACTED] or before 22 May if you plan to attend the meeting and, if not, the name of the person who will represent you.

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Harrison G. Reynolds
Chairman, CIA Career Council

Attachments

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A/27

*To his file in lieu of Agenda for
27th CIA Career Council Meeting
24 May 56.*

BACKGROUND
SUMMARY



MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

BKGD SUM DOC??

ROTATION LOAN PROGRAM

CIA CAREER SERVICE PROGRAM

CAREER DEVELOPMENT/ROTATION LOAN SLOTS

[Slots designated for "on/off-job development of CIA employees selected because of high future executive potential (originally known as ROTATION LOAN SLOTS - became CAREER DEVELOPMENT SLOTS 23 June 1953)]

Attached is chronological summary, July 1951-to ^{Aug. 53} date, of action on ROTATION program for DEVELOPING future executive potential in accordance with Agency Career Service Program by the following top-level advisory bodies and subordinate working groups:

CIA Career Service Committee (and Working Committee on ROTATION), 3 July 1951-19 June 1952

CIA Career Service Board (successor to Career Service Committee), 26 August 1952-30 June 1954

CIA Career Service Council (successor to Career Service Board), 2 August 1954-Present

ROTATION LOAN PROGRAM (Later
CAREER DEVELOPMENT PROGRAM)

Record of Progress:

<u>Date</u>	<u>Action</u>	<u>Reference File</u>
3 July 51:	<p>OTR forwarded to DCI thru AD/Pers, its recommendation for establishment of a career corps in CIA, entitled "A Program for the Establishment of a Career Corps in the CIA," prepared in compliance with DCI verbal instructions in Dec. 50. This rpt of 72 pgs and 9 supplementary tables covered the personnel problems of employee selection, testing, training (EOD; language - advanced internal/external, and graduate); evaluation; rotation, and career benefits and job security.</p> <p>/Pgs 1-4, Appendix K, contain "ROTATION Plan for Career Training - Specialists," and Pgs 1-3, Appendix N, contain "ROTATION Plan for Career Training - Generalists."/</p>	Bound booklet labeled "A Program for the Estab. of a Career Corps in CIA" dtd 3 July 51
24 July 51:	<p>After review of above rpt AD/Pers transmitted it to the DCI recommending that he approve the OTR plan in principle.</p> <p>The DCI indicated approval of the OTR plan by indorsement of the AD/Pers memo of transmittal dtd 24 July 51 by:</p> <p>"1. I do so approve.</p> <p>Walter B. Smith"</p> <p>NOTE: Of interest also is the following quotation from the Introduction of above-described rpt:</p> <p>"The intention of establishing a Career Corps within CIA was succinctly stated by General Smith as follows:</p> <p>"I am trying to build up a corps of well qualified men here who are interested in making a career with the Central Intelligence Agency. To effect this, I recently established a training section which functions - as much as I dislike the term - as a sort of career management office."</p> <p>Walter Bedell Smith [REDACTED] 17 March 1951 "</p>	Same as above
7 Aug 51:	<p>The D/D/OTR transmitted complete rpt, as approved by DCI, to DD/P, DD/A, and 10 CIA Ass't. Dirs. for their comments by 29 Aug 51.</p>	Same as above

Date	Action	Reference File
Aug-Oct 51:	In response to above request, comments concerning OTR program were forwarded to the Dir/Trng and are assembled in 2 booklets listed below and currently in the custody of DD/Pers/PD:	Booklets as underscored at left
	<ol style="list-style-type: none"> 1. <u>"Comments and Recommendations by Ass't. Dirs. on 'A Program for the Establishment of a Career Corps in the CIA,' 7 Aug 51"</u> and 2. A summary of the above comments broken down by Career Benefits, Rotation, Employee Evaluation, and Trainee Selection, labeled <u>"Summaries of Comments by Ass't. Dirs. and Office Heads on 'A Program for the Establishment of a Career Corps in the CIA,' 7 Aug 51"</u> 	
24 Sept 51:	The Career Service Committee, appointed by DCI to meet weekly to develop a career program for CIA, held its first meeting 24 Sept 51.	"Final Rpt of the Career Serv. Com., Cpy 1, 13 June 52" INTL Part 2
	A full-time Executive Secretary was appointed to service the Committee.	
	<p>Six Working Groups consisting of Div., Staff Chief, caliber employees were established to carry out the mission of the Career Service Committee as soon as possible and create a basis for planning the Career Service Program and solving various Career Service Problems.</p> <p>✓REF: TAB A, Para 1, Pg 1 of Progress Rpt by Chairman, Career Service Committee, to DCI, dtd 22 Jan 52.7</p>	
15 Oct 51- 11 Feb 52	The 7-member Working Group on ROTATION which met fm 15 Oct 51 to 11 Feb 52 were assigned the following task:	"WG Rotation" Folder

"Problem:

"To recommend to the Career Service Committee a policy regarding intra-Office rotation and extra-CIA rotation; to recommend policies and procedures regarding rotation between overt and covert offices [redacted] to recommend the degree to which the several types of rotation should be centralized or decentralized within CIA; to recommend procedures by which the several types of rotation should be administered, scheduled, and controlled in order to advance the development of the individual and contribute the greatest benefit to CIA and to its component Offices."

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Date	Action	Reference File
18 Dec 51:	Report of Working Group on ROTATION is included in Section VI of a report summarizing activities and tentative conclusions of 6 Working Groups for interchange of ideas and coordination of planning on over-all career planning program. This report compiled by the Exec Secy, entitled "Summary of Proceedings of Working Groups," and dated 18 Dec 51.	"Summary of Proceedings of Working Groups, Dec 18 51" Folder
	Revised contents of this report were included in "Final Rpt of the Career Service Committee," 11 June 52, addressed to DCI, at TAB F of attached "Summary of the CIA Career Service Program."	
	(See 11 June 52 action below)	
22 Jan 52:	Chairman, CIA Career Service Committee forwarded to DCI, 22 Jan 52, "Progress Report," informing DCI of current status of solutions to various Career Service Problems by C S Committee and various (6) Working Groups. The ROTATION Working Group Rpt is at TAB F and ^{also} included in Final Report submitted to and approved by DCI, 13 June 52 (see below).	Part 2, "Final Rpt of Career Service Com., Cpy 1 13 June 52"
30 Jan 52:	Working Group on ROTATION presented Chairman of CIA Career Service Committee its report on "Rotation", in accordance with the direction of the Committee on 15 Oct 51, and recommended that their program "...be implemented immediately and concurrently with or independently of such recommendations as the Committee may adopt as a result of the proposals of the other Working Groups."	"WG Rotation" Folder
	(Contents also included in Final Rpt to DCI, 11 June 52.)	
11 June 52:	Memo fm Chairman, Career Service Committee to DCI, transmitting "Final Report of the Career Service Committee," dtd 11 June 52, recommending that DCI approve rpt and authorize DD(Admin) to implement CIA Career Service Program. DCI approved rpt 13 June 52.	"Final Rpt of the Career Service Committee, 13 June 52, Cpy 1"

At TAB A is "Summary of the CIA Career Service Program" The following sections of the rpt deal with ROTATION:

At TAB B: "ORGANIZATION, RELATIONSHIPS AND FUNCTIONS OF THE CAREER SERVICE BOARDS," Para B. 6, Pg 6, one of the responsibilities of the Career Service Board is listed as follows:

"B. 6. Approve the allocation of Rotation Loan Slots to (Office) Career Service Boards. (See Schedule B)."

AT TAB F: "ROTATION," the rotation program is outlined on Pgs 1-6 as follows:

- Para. 1. Objectives of Rotation for Agency
2. " " " " Individual
3. Definitions of adopted terminology to promote common understanding of rotation problems
4. Principles concerning process of rotation



Date	Action	Reference File
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- 5. Two basic types of rotation:
 - a. ROTATION BY EXCHANGE
 - b. " " LOAN
- 6. Specific ROTATION questions raised by the DCI in his memo of 7 Mar 52 and recommendations in response thereto are as follows:

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.....

"c. Do you recommend moving officers as a matter of policy fm Office to Office w/in the Agency or do you mean from division to division within an office?

" The rotation system recommended provides for intra-Office, inter-Office and extra-CIA rotation of the individual to duty or training. At the Agency level, the CIA Career Service Board is empowered to levy requirements on the Office Boards for individuals to prepare them to fill key Agency positions.

"d. At what rank does the rotation by the Career Service Board stop?

" The rotation system recommended by this Working Group covers all positions and all ranks without restriction.

....."

AT SCHEDULE B: "ROTATION LOAN SLOTS," Pg 26, is list of 50 Rotation Loan Slots available to Offices, by Unit, to be used to effect rotation assignments only when "exchange" rotation is not practical.

/NOTE: TAB F, Pgs 1-6, as outlined above, does contain basic details on ROTATION as approved by DCI 13 June 52.)

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19 June 52:

CIA [redacted] "CIA Career Service Program," was issued 19 June 52, and contained as attachment above-outlined DCI "Final Report of CIA Career Service Committ," dtd 11 June 52, for "information and appropriate action." (This Notice later rescinded by CIA [redacted] 16 June 53.)

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26 Aug 52:

At First Meeting of CIA CAREER SERVICE BOARD, Chairman opened meeting by expressing opinion that work of Career Service Committee over a period of 10 1/2 mos. represented an outstanding contribution by some of the ablest men in the Agency. The DCI, in approving the Final Report of the Career Service Committee, indicated that he is 100 per cent approved the development of a career service and is looking to the CIA Career Service Board to carry forward something

Career Service Board Minutes of First Meeting, 26 Aug 52

Date	Action	Reference File
Cont'd	<p>which, for the long-term future of the Agency, can be one of the most important things to be done. The DCI has also expressed the desire that the Career Service Program be kept flexible and implemented in such a way that new ideas can be exploited if justified and that initial decisions can be quickly reversed if such action is found to be in the interests of the Agency. Since the Agency's real asset is its people, the most important job in this business today is the proper personnel handling and development of people. The problem now, - to quote the statement - is one of implementing '....a Career Service Program that identifies, develops, effectively uses and rewards individuals who have the skills required by CIA; motivates them towards rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who in spite of the program fail to perform as effective members of the organization'</p> <p>The Career Service Board also approved Exec Secys "Rpt of Progress in Activating C S Program for Period 13 June - 15 Aug 52". (No specific mention of ROTATION in report.)</p>	Cont'd
17 Oct 52:	<p>Career Service Board approved "Career Service," dtd 27 Sept 52; fm CPO, CPP, CFI, and CAO to DD/P and approved by DD/P, concerning recommended organization and structure to be created within Clandestine Services for implementing Career Service Program.</p> <p>/REF: Para 9 of Career Service Board Minutes of Second Meeting, 17 Oct 52/</p>	<p>Career Service Board Minutes of Second Meeting, 17 Oct 52</p>
	<p>The Career Service Board also approved "Coordination of Career Service Board Activities," 12 Sept 52, outlining exchange of info between CIA Career Service Board and the various Office Career Service Boards, to be coordinated by Exec Secy of the Career Service Board. Para 2.b. of ref paper specifically states "Within the limitations of operational security, these reports will include tabulations of name, grade, permanent assignment, and temporary assignment of each individual in <u>inter-Office rotation status</u> or <u>in formal extra-CIA training status.</u>"</p> <p>/REF: Career Service Board Minutes of Second Meeting, Para 8/</p>	
19 Nov 52:	<p>CIA Career Service Board postponed discussion of "Problems of the Career Service Program," dtd 17 Nov 52 (Item 5 of Agenda, 3rd Meeting), which made reference to CIA Notice [redacted] issued 19 June 52. The ROTATION problems listed were as follows:</p>	<p>Career Service Board Minutes of Third Meeting, 19 Nov 52</p>
STATINTL	<p>"4. A recording system for rotation assignments and reconsideration on centralization or decentralization of rotation loan slots. (para B, 6, p. 6; Schedule B, p. 26)"</p>	
	<p>Approved For Release 2001/09/04 : CIA-RDP80-01826R000900060022-7</p>	
STATINTL	<p>"12. Revision of Schedule B (allocation of rotation loan slots)." /See Council-approved action on proposed [redacted] 10 Mar 53, next pg. 7- 5.-</p>	

Date	Action	Reference File
15 Jan 53	At its Fourth Meeting the Career Service Board suggested minor future modifications after briefly discussing "Summary of Career Service Activities for the pd 15 Aug to 15 Dec 52," dtd 9 Jan 53, Exec Secy summary of activities of Career Boards, as specified in CIA Notice [REDACTED] "CIA Career Service Program."	Career Service Board Minutes of Fourth Meeting, 15 Jan 53
STATINTL	<u>Para A:</u> Contains reports by various Offices, by Unit, on <u>Inter-Office Rotation</u> and <u>Rotation Loan Slots</u> authorized and used during reporting period.	
	<u>REF:</u> Para 7, Minutes of the Fourth CS Board Meeting, 15 Jan 53/	
10 Mar 53:	Career Service Board approved substance of proposed CIA draft Reg [REDACTED] "CIA Career Service Program," to replace CIA [REDACTED] as a suitable instrument to formalize announcement of principles and organizational structure. Excerpts on ROTATION are quoted below.	Career Service Board Minutes of Fifth Meeting, 10 Mar 53
STATINTL STATINTL	<u>Para B. 5.:</u> Defined method and reasons for ROTATION program as follows:	
	"5. Rotation, a process of systematic designation and redesignation of an individual to various kinds of duty and training for the purpose of improving his capacity to serve his sponsoring organizational component."	
	<u>Para C. 1. b. (5) and (6):</u> Assigned responsibility to CIA Career Service Board for the review of evaluation of personnel contained in the Exec Inventory and their ROTATION for further development, and for approval of allocation of Rotation Loan Slots to (Office) Career Service Boards as follows:	
	"C. Administration of the Program	
	1. CIA Career Service Board	
	
	b. Responsibilities	
	It is the responsibility of the CIA Career Service Board to:	
	
	(5) Review evaluation of pers contained in the Exec Inventory and review rotation programs for their further development.	
	(6) Approve the allocation of Rotation Loan Slots to (Office) Career Service Boards."	

Date	Action	Reference File
Cont'd	<p>Para C. 2. b. (2) (a) and (b) Outlined organization and responsibilities of the Secretariat of the CIA Career Service Board with respect to recommendations to the Board for improvement of CIA Career Service Program, and service functions for the Board and Office Career Service Boards. Sub-paragraphs 2. (a), (b) and (f), quoted below, specifically deal with Rotation Loan Slot responsibilities:</p> <p>"2. The Secretariat of the CIA Career Service Board b. Responsibilities (a) Maintaining master files concerned with Career Service matters on a current basis for the CIA Career Service Board, including... ..records of rotation slot utilization. (b) Assisting (Office) Career Service Boards in effecting rotation appointments. (f) Coordinating with the Office of Training arrangements and needs respecting the CIA Career Service Program." </p>	Cont'd

(The CIA Career Service Board also approved at this meeting, S/Stdy, "Responsibility for Career Planning," dtd 25 Feb 53, by AD(Pers), subj to ratification of an amendment(subsequently concurred in individually by ea member of Board).

(The purpose of the Staff Stdy was "to place responsibility for the career planning for employees of the Agency on a uniform basis." It proposed "extension throughout the Agency of the principles already approved for placing responsibility for career planning for DD/P personnel on the DD/P and the DD/A and established the basic procedures for assigning career planning responsibility for each career employee." The S/Stdy and amend. provided principles for assignment of a career designation to each Agency employee and related to the right of the individual to express his desires respecting the career designation assigned him. The S/Stdy made no specific mention of Rotation Program.)

23 Apr 53:
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CIA Career Service Board reviewed and approved at its 6th Meeting revisions to [REDACTED] which it recommended at the 5th Meeting, 10 Mar 53.

Note: Staff Study, "Sr. Career Development Program," 19 July 56, and [REDACTED] attached to Agenda of 31st Meeting of Career Council, 26 July 56, summarizes progress on this topic. STATINTL