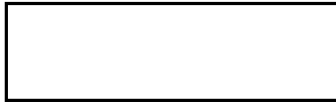


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DDI-1133-74 STAT

15 April 1974

MEMORANDUM FOR: Associate Deputy Director for Intelligence
SUBJECT : Upward Mobility in CRS

1. This memorandum responds to your request for a summary of CRS actions to effect upward mobility among its staff members.

Vacancy Notice System

2. With the exception of short announced periods when the system is terminated because of major office reorganizations or a large number of vacancies in senior positions, CRS has operated a vacancy notice system for grades GS-06 through GS-15 for over ten years. The qualifications for the announced professional vacancies generally require a college degree or equivalent work experience. The latter requirement, if the individual has a demonstrated work performance, is emphasized in selection. The most convincing evidence that the vacancy notice system is providing CRS employees with opportunities to advance are the statistics on the current CRS management structure. CRS has 1 division chief (out of 9), 6 branch chiefs (out of 21) and 8 section chiefs or the equivalent without college degrees and who generally have advanced to their positions on the basis of strong performances in CRS or elsewhere.

Special Training/Selection Programs

3. Utilizing this same vacancy notice system, CRS has implemented two programs to identify promising clerical employees for higher-graded professional and technical positions. In May 1972, a vacancy notice for two GS-09 document analyst positions was announced with applications



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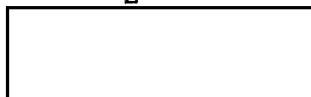
SUBJECT: Upward Mobility in CRS

open to anyone in grades GS-05 and above. Twenty-eight individuals applied--15 GS-05s, 3 GS-06s, 9 GS-07s and 1 GS-08. All were given the PETB and all but two were given a CRS-administered indexing test. On the basis of their performances and their test scores, three individuals were selected--2 GS-05s and 1 GS-06. Two of the three succeeded and are currently in professional positions.

4. A similar program was employed for the selection of computer programmers. In response to a vacancy announcement, 25 clericals expressed interest in becoming computer programmers. Ten of the individuals who applied were interviewed and were given a Brandon programming aptitude test. Three were selected and embarked upon a programming training schedule. All are still in programming positions and have received promotions to higher grades.

External Clerical Training

5. CRS has a very active training program for both its professional and clerical employees. An office-wide draft training policy was issued in July 1972 that defines the responsibilities of CRS managers regarding training and states the training philosophy of the D/CRS. The policy statement covers internal training; clerical, management, and academic training; professional meetings and conferences and so forth. The general thrust of the training policy is that sponsored courses need not be CRS job-related but Agency related. Since the publication of the policy statement, there has been a dramatic increase in external training. As evidence that CRS clerical employees are taking advantage of this liberal training policy, figures on their participation for the academic year 1973-74 are as follows:



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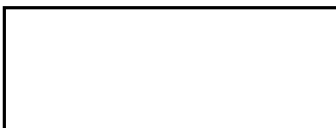
SUBJECT: Upward Mobility in CRS

<u>Training Programs</u>	<u>Sept-Dec 1973</u>		<u>Jan-Mar 1974</u>	
	<u>No. of Students</u>	<u>No. of Courses</u>	<u>No. of Students</u>	<u>No. of Courses</u>
Off Campus	10	10	8	8
Local Universities	4	6	4	10
Other	<u>4</u>	<u>4</u>	<u>8</u>	<u>13</u>
TOTAL	18	20	20	31

In-House Clerical Training

6. CRS has originated several training programs with and without OTR sponsorship to improve clerical skills and to enable employees to move up into higher positions. In 1970 and 1971, at the special request of CRS OTR conducted two four-to-five week special clerical typing courses. The purpose of the course was to give those clerical employees who could not pass the Agency typing test special training in order that they could meet Agency typing standards. Many of these employees had had numerous OTR clerical refresher courses but were unable to pass the typing test at the completion of the regular OTR courses. In the first course out of an enrollment of nine, two qualified and in the second course, out of an enrollment of nine, three qualified. All five of the individuals moved to higher-graded positions as a result of this training. Unfortunately, OTR was unable to continue the course.

7. The Office has several other programs for its clerical employees. One program that was recently begun in FEPAC Division has as its purpose to provide clerical employees in that division with a broader view of all the division programs. Clericals meet once a month for briefings and demonstrations and to participate in discussions on division activities. The Office also has an



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SUBJECT: Upward Mobility in CRS

orientation program for all new employees both clerical and professional. This course is designed to give new employees a basic orientation to CRS programs. The participants are provided briefings by senior personnel within the office. Three sessions have been held to date. Groups average 15 to 20 employees and feedback has been quite favorable.

Upgrading

8. The Office has worked quite closely with the Office of Personnel to identify clerical positions within CRS that should be upgraded based on the responsibilities of the position. In October 1973, 18 GS-04 records clerk positions were upgraded to GS-05. The Office is currently engaged in upgrading selected GS-07 intelligence assistant positions to GS-08. As of this date, 6 GS-07 positions have been upgraded to GS-08.

Black Professionals

9. CRS currently has on board 13 black professional employees. With the exception of the last black professional EOD, 12 of these professionals EODed as clericals and advanced to their positions by virtue of the CRS vacancy notice system and upward mobility training programs.

10. The Office will continue to implement, where needed, additional programs that will improve the caliber of office programs and at the same time permit the growth of its employees both clerical and professional. I feel that the CRS programs are much more successful than a formalized upward mobility program because the CRS programs operate as an integral part of office management. It was because of these successful on-going programs that I rejected the offer of Tom Holmes to establish an office-wide upward mobility program.

[Redacted Signature]

Director, Central Reference Service

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OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	A/DDI Mr. Walsh		
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
Remarks:			
<p>Memo on CRS upward mobility program requested by you during the 16 March meeting on CRS objectives.</p> <div style="text-align:center; font-size: 2em; font-family: cursive;"> File CRS </div>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
D/CRS			
UNCLASSIFIED	CONFIDENTIAL	SECRET	