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DIRECTORATE OF
INTELLIGENCE

*Academic Background and the Intelligence
Career Professional*

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15 November 1967

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15 November 1967

MEMORANDUM FOR: Deputy Director for Intelligence
SUBJECT : Professional Intelligence Recruiting

1. Pursuant to your request, I have explored the academic background of professional personnel in the Intelligence Directorate for indications of its bearing on quality of performance.

2. Basically, I have attempted to answer three questions:

- . Has there been a change in where the intelligence professional goes to school and in how much advanced training he takes?
- . Has the academic background of proven groups of our supervisors or analysts significance as guidance for future recruitment?
- . Have our supervisors noted any appreciable change in the caliber of professionals recruited over the years?

3. My conclusions are based upon a review of schools attended by various cross-sections of the Directorate (see APPENDIX A):

- . All 74 intelligence career supergrades, since by definition they have played through the field and represent the "successful" DDI professional.
- . 36 key office and division chiefs most closely involved with production (OCI, OER, OSR).

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- . 20 midcareer production analysts identified by OCI, OER and OSR as "comers."
- . 33 OSR military production analysts studied by Assessment & Evaluation Staff in March 1966.
- . All 63 Career Trainees in OCI, and 58 Junior Professionals in OCI who entered on duty since 1958.

4. I have also reviewed recent studies by others on qualitative trends in Agency professional staffing (see APPENDIX B).

5. Finally, I have sampled supervisory opinion in the Directorate on the comparative caliber of Junior Professional recruits (see APPENDIX C).

6. My overall conclusion is that there has been a noticeable shift in our recruits away from attending Ivy League schools and a very considerable drop in those holding doctorates.

7. No significance should be drawn from this beyond noting that, in the past, high performance, particularly in the production offices, has been forthcoming from those who have taken graduate work and have matriculated, either as graduate or undergraduates, at schools providing quality instruction.

8. Perhaps more significant is the concern expressed by many supervisors over a higher incidence of mediocrity among male applicants, and the increasing need to compensate for this by recruiting women. While none sounds the alarm, there is too much uneasiness to remain unconcerned.

9. As to recommendations, apart from the obvious exercise of greater care in selection and increasing our knowledge of where quality instruction is available today, it seems to me that we need more inducements to attract the top talent. We need to continue to get those individuals who have prepared themselves for teaching at the university level.

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10. We should also plan our programs with greater recognition of the fact that special skills (language and scientific) may increasingly have to be acquired after entering on duty.

11. Some of our top production analysts might work with the Assessment and Evaluation Staff on devising superior means of testing motivation.

12. The implications for the future of the Directorate of having more women, of higher than average caliber, either increasingly in key jobs, or subordinated to men with less potential than they, should be studied.

13. Finally, I should note that where my findings appear to be inconsistent with the findings of others, the explanation lies in having concentrated in the first instance on our Directorate, secondly on the production offices, and thirdly on OCI, which depends increasingly upon the by and large very successful Career Trainee Program for its recruits.

14. It stands to reason that these results of a few days looking into an important problem should be verified before any changes are initiated.

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Special Advisor

Attachments

- . Summary Report
- . Appendices A, B, C

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ACADEMIC BACKGROUND AND THE
INTELLIGENCE CAREER PROFESSIONAL

PROBLEM

To explore the academic background of professional personnel in the Directorate of Intelligence for indications of its bearing upon the quality of performance.

FINDINGS

General

There has been a noticeable change in schools attended and amount of graduate work taken by intelligence professionals prior to entering on duty. Fewer now attend Ivy League schools, fewer have doctoral degrees, and among those best qualified, more are women.

When compared with the academic backgrounds of key Directorate officials, or selected production analysts (midcareer "comers"), the backgrounds of recent recruits reflect a much lower incidence of attendance at Ivy League schools, either for undergraduate or graduate work. Also reflected is a much lower incidence of doctoral degrees.

Career Trainees (CTs)

STATSPEC

With one exception, no CT among the 92 in OER, OSR, OGBI, NPIC/IAS, CRS, DCS and [REDACTED] holds a PhD or has attended an Ivy League school.

Of the remaining 63 CTs in the Directorate, that is, those in OCI, five CTs have PhD level degrees, all from Ivy League schools, all entering duty prior to 1961.

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46% of the 63 OCI CTs have graduate degrees, and 22% of them have also attended an Ivy League school as undergraduate or graduate students.

The incidence of graduate training and Ivy League attendance is appreciably greater among the OCI CTs entering on duty before 1964 than among those arriving since, 33% greater in the case of graduate training, 5½ times greater in the case of Ivy League attendance.

OCI Junior Professionals (JPs)

OCI JPs, defined as professionals born not earlier than 1938, have entered on duty since 1957. They number 58, of which 25 are also Career Trainees. Only one Ivy League school was attended by this group, Brown, by one CT who entered on duty in 1966.

No member of this group holds a PhD, though 34% of the members earned MA level degrees. Eleven members did not earn any degree, though most have done some college work, and some are studying now.

The incidence of graduate training among the CT members of this group and the non-CTs is about the same (36% versus 33%).

The incidence of graduate training among the OCI JPs entering on duty after 1964 is almost 2½ times higher than among earlier arrivals (about 50% higher in the case of CT members of the group and 400% higher in the case of non-CT members).

Role of Women

Reliance on women professionals has been greater in recent years.

In OCI, in the pre-1964 period, 26 Junior Professionals entered on duty of which five were women; in the post-1964 period, women accounted for ten of the 32 arrivals. The incidence of graduate training in the later group is three times that of the pre-1964 group.

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It is also 50% higher than the incidence of graduate training in OCI male JPs who entered on duty during the same period. Female OCI Junior Professionals who were not CTs have consistently had a higher incidence of graduate work than male members of this group.

Women account for one-fourth of the OCI CTs. This one to four ratio of males to females is the same for both the pre and post 1964 periods. The incidence of graduate training among OCI women CTs has consistently been 50%, while the incidence in OCI male CTs has dropped from 53% in the pre-1964 period to 40% among those entering on duty since.

Other offices, notably OER and CRS, as well as OCI, have noted their increasing dependence upon women recruits to obtain desired quality, and conversely, their acceptance of males with less qualifications than they would like in order to fill positions requiring males.

Opinion of Supervisors

80% of 131 Directorate supervisors queried stated that overall the caliber of the recent recruit is comparable or superior to that of earlier ones (57% comparable; 23% superior). However, many of the comments of these supervisors reflect the malaise voiced by the 20% who found "a noticeable drop in the caliber of Junior Professionals recently recruited."

The concern of these supervisors is with the higher incidence of mediocrity, our not getting the pick of the litter, the preoccupation of a greater proportion with personal advancement and less evidence of being highly motivated.

SIGNIFICANCE OF FINDINGS

It is doubtful that any significant specific indicators can be drawn from apparent correlations among some of the groups studied. The variables

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involved are numerous and themselves changing. Additional data which could be significant has not been considered in this study (e.g. A&E test scores; evaluation of transcripts for class standing; interviews with subjects, their supervisors and their subordinates for personal insights).

Looking at the record, it seems a fact that among those who have attained high position, and also among those who are performing outstandingly, there is a high incidence of graduate training, and, among those who did not take graduate work as well as those who did, there is a high incidence of attendance at "quality" schools (Ivy League, plus such as MIT, Columbia, Penn, California, Stanford).

It is consistent with this inference to note that, apart from what the school does for the man, schools difficult to get into and graduate from serve as an effective screen. And students who pursue graduate studies are likely to have some of the qualities which also make a good Intelligence Directorate professional. However, other important factors, such as motivation, must be left to other devices to ascertain.

Other considerations should be noted. There are many programs and schools not in existence 20 years ago which today offer quality instruction at both undergraduate and graduate levels.

University admittance selection criteria have in many cases changed, and are likely to change more as the results of experimentation in determining what constitutes a potentially good student come in.

The gap between the quality of instruction in Ivy League schools, many other private schools and many state supported schools is less now than formerly. In selected areas it has been sufficiently bridged to be unimportant for Agency selection purposes.

The impact of the draft, the higher incidence of commitment by undergraduates to going on to graduate work and the spotted image of the Agency in the minds of some, virtually preclude our getting all the recruits we need from undergraduate schools of the highest quality.

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It is today not the fashion as it once was, to be attracted to CIA just because it is CIA. We cannot therefore count on our name alone to give us a competitive advantage in the labor market.

In economic terms also we have relatively less to offer now than formerly. Academic salaries and challenges, industrial salaries and fringe benefits, even higher pay in other government departments greatly reduce our attraction for top rate people. Not to mention relative prospects for advancement.

The high incidence of graduate work (including much at the doctoral level) among key Directorate personnel is attributable to our having attracted many people who were teachers or had prepared for teaching careers. As one supervisor, referring to current academic opportunities, has stated it, "were the same money available then, I feel sure many of our best people would not now be working in CIA, in research of political affairs anyway."

By extension, unless we can now attract people trained for academic careers, or in some manner provide their equivalent, this Directorate cannot be assured top quality leadership in the years ahead. The point is, at a time when graduate training is much more prevalent than it was when we got our present crop of key people, we are not getting their current counterparts.

CONCLUSIONS

There has been a noticeable shift in our recruits away from attending Ivy League schools and a very considerable drop in those holding doctorates.

No significance should be drawn from this beyond noting that high performance, in particular in the production offices, has been forthcoming from those who have taken graduate work and have matriculated, either as graduate students or as undergraduates, at schools providing quality instruction.

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Also significant is the concern expressed by many supervisors throughout the Directorate over a higher incidence of mediocrity among male applicants and the increasing need to compensate for this by recruiting women.

RECOMMENDATIONS

Be less concerned about where an individual went to school as long as he has a graduate degree.

Be cautious of where an individual went to school if he has had no graduate work. (This means acquiring greater familiarity with the current caliber of faculties, departments and programs of academic institutions, which information, taken together with the student's academic record will result in better selection).

Seek to increase inducements in order to be more competitive with others seeking top talent.

Consider extending further the OER practice of direct recruitment in cooperation with the Office of Personnel.

Plan our programs taking into greater account the fact that special skills (language and scientific) may increasingly have to be acquired after entering on duty.

Put some of our top analysts to work with the Assessment and Evaluation Staff on devising superior tests, particularly those testing motivation.

Study the implications for the future of the Directorate of having more women, of higher than average caliber, either increasingly in key jobs or subordinated to men with less potential than they.

Attachments

- . Supporting Tables
- . Appendices A, B, C

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COMPARATIVE INCIDENCE OF GRADUATE
TRAINING AND IVY LEAGUE ATTENDANCE
OF VARIOUS CROSS-SECTIONS
OF INTELLIGENCE CAREER PROFESSIONALS

CROSS-SECTION (NUMBER OF SUBJECTS)	INCIDENCE	
	% GRADUATE TRAINING	% IVY LEAGUE ATTENDANCE
Supergrades (74)	70%	25%
Production Supervisors (36)	80%	42%
Production Analysts (20)	50%	40%
Military Analysts (33)	50%	15%
DDI Career Trainees (160)	50%	12%
OCI Career Trainees (63)	46%	22%
OCI Junior Professionals (58)	34%	2%

- NOTES (1) Membership in above groups is not mutually exclusive.
- (2) Figures above reflect only graduate work taken resulting in a degree earned.
- (3) For purposes of this study, Ivy League is defined as Brown, Dartmouth, Harvard, Princeton, Williams and Yale, plus, two women's colleges (Bryn Mawr and Mt. Holyoke) in order to accommodate female professionals who attended them.

COMPARATIVE INCIDENCE OF GRADUATE
TRAINING AND IVY LEAGUE ATTENDANCE
OF INTELLIGENCE CAREER TRAINEES (CTs)

CROSS-SECTION (NUMBER OF SUBJECTS)	INCIDENCE			
	GRADUATE TRAINING		IVY LEAGUE ATTENDANCE	
	NUMBER	%	NUMBER	%
OCI (63)	29	46%	14	22%
OER (18)	11	61%	0	0%
OSR (23)	12	52%	0	0%
OGBI (2)	1	50%	0	0%
NPIC/IAS (6)	2	33%	1	17%
CRS (3)	0	0%	0	0%
DCS (23) STATSPEC	10	44%	0	0%
██████████ (17)	8	47%	1	6%
OTHER (5)	5	100%	3	60%
DDI (160)	78	50%	19	12%

COMPARATIVE INCIDENCE OF GRADUATE TRAINING
OF OCI CAREER TRAINEES (CTs)

CROSS-SECTION (NUMBER OF SUBJECTS)	INCIDENCE OF GRADUATE TRAINING	
	NUMBER	%
OCI Career Trainees (63)	29	46%
. EOD Pre-1964 (32)	17	53%
. EOD Post-1964 (31)	12	40%
OCI Male CTs (47)	21	45%
. EOD Pre-1964 (24)	13	54%
. EOD Post-1964 (23)	8	35%
OCI Female CTs (16)	8	50%
. EOD Pre-1964 (8)	4	50%
. EOD Post-1964 (8)	4	50%

COMPARATIVE INCIDENCE OF GRADUATE TRAINING
OF OCI JUNIOR PROFESSIONALS (JPs)

CROSS-SECTION (NUMBER OF SUBJECTS)	INCIDENCE OF GRADUATE TRAINING	
	NUMBER	%
OCI Junior Professionals (58)	20	34%
. EOD Pre-1964 (26)	5	20%
. EOD Post-1964 (32)	15	47%
OCI Male JPs (43)	13	30%
. EOD Pre-1964 (21)	4	19%
. EOD Post-1964 (22)	9	41%
OCI Female JPs (15)	7	47%
. EOD Pre-1964 (5)	1	20%
. EOD Post-1964 (10)	6	60%

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COMPARATIVE INCIDENCE OF GRADUATE TRAINING
OF CTs AND NON-CTs AMONG
OCI JUNIOR PROFESSIONALS

CROSS-SECTION (NUMBER OF SUBJECTS)	INCIDENCE OF GRADUATE TRAINING	
	NUMBER	%
CTs in JP Group (25)	9	36%
. EOD Pre-1964 (7)	2	28%
. EOD Post-1964 (18)	7	40%
Male CTJP (17)	6	35%
. EOD Pre-1964 (5)	2	40%
. EOD Post-1964 (12)	4	33%
Female CTJP (8)	4	50%
. EOD Pre-1964 (2)	0	0%
. EOD Post-1964 (6)	4	67%
Non-CTs in JP Group (33)	11	33%
. EOD Pre-1964 (19)	3	16%
. EOD Post-1964 (14)	8	64%
Male Non-CTJP (26)	7	27%
. EOD Pre-1964 (16)	2	12%
. EOD Post-1964 (10)	5	50%
Female Non-CTJP (7)	4	57%
. EOD Pre-1964 (3)	1	33%
. EOD Post-1964 (4)	3	75%

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APPENDICES TO REPORT ON
ACADEMIC BACKGROUND
AND THE INTELLIGENCE CAREER PROFESSIONAL

APPENDIX A: ACADEMIC BACKGROUND OF VARIOUS CROSS-
SECTIONS OF CAREER PROFESSIONALS IN
THE DIRECTORATE OF INTELLIGENCE

APPENDIX B: EXCERPTS FROM SELECTED STUDIES ON
QUALITATIVE TRENDS IN AGENCY
PROFESSIONAL STAFFING

APPENDIX C: SAMPLING OF SUPERVISORY OPINION IN
THE DIRECTORATE OF INTELLIGENCE ON
COMPARATIVE CALIBER OF JUNIOR
PROFESSIONAL RECRUITS

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APPENDIX A

ACADEMIC BACKGROUND OF VARIOUS CROSS-SECTIONS OF
INTELLIGENCE CAREER PROFESSIONALS

. DDI Supergrades	1
. Selected DDI Production Supervisors (OCI, OER, OSR)	11
. Selected DDI Production Analysts (OCI, OER, OSR)	12
. Selected Military Production Analysts (OSR)	13
. DDI Career Trainees	14
. Junior Current Intelligence Professionals	18

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ACADEMIC BACKGROUND OF INTELLIGENCE
CAREER SUPERGRADES

This summarizes the results of a review of colleges attended and degrees earned by DDI super-grade personnel. The review was undertaken to see what inferences might be drawn from such data.

Including those assigned to ONE and to other Agency components, DDI has 74 individuals in super-grade status (19 EP and GS-18; 18 GS-17; 37 GS-16).

These 74 individuals attended a total of 79 different colleges and universities, earning a total of 145 degrees from 59 of them.^{1/}

In all they earned 74 degrees at the BA level, 50 at the MA level (including LL.Bs) and 21 at the PhD level (including an MD). In addition, five individuals completed the requirements for doctorals short of submitting a dissertation.^{2/}

Only 27 universities account for all MA and PhD level degrees awarded. The six most attended--Harvard, Yale, Chicago, Columbia, Princeton and Pennsylvania--account for 36 of the 70 graduate degrees earned.

DDI supergrades outperform the DDI average better than two to one in MAs earned, and better than five to one in PhDs earned.

The percent of GS-18s having PhDs is twice that of GS-17s and GS-16s, the latter two having an almost identical record at both the masters and doctoral levels.

None has attained supergrade status without at least a BA. However about 30% of the DDI supergrades did not earn a graduate degree.

Attachments

TABLE I. Number of Degrees Earned by Intelligence Area Supergrades

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- TABLE II. Universities Awarding Either a Graduate Degree or at Least Three Degrees to Intelligence Area Supergrades.
- TABLE III. Distribution by Component of Total Degrees Earned by Intelligence Area Supergrades.
- TABLE IV. Distribution by Component of Highest Degree Earned by Intelligence Area Supergrades
- TABLE V. Distribution by Grade of Highest Degree Earned by Intelligence Area Supergrades
- TABLE VI. Comparative Performance of DDI Supergrades with DDI Area

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NOTES:

1/ 45 of the 59 schools from which degrees were earned are listed in Cass' Selectivity Index. This index covers 464 of the 2,000 undergraduate schools in the U.S. corresponding generally to the 500 school memberships of the College Entrance Examination Board which use the Board's tests in their admissions procedures.

Cass and Birnbaum, Comparative Guide to American Colleges, lists 1,200 schools from which 464 are included in the selectivity index.

The selectivity index is said to be a comparative measure of the scholastic potential of the student body, a rough indicator of the hurdles the student will face in applying for admission, and the level he will meet after matriculation. Four ratings are used: currently 30 colleges are rated "most selective"; 55 "highly selective"; 182 "very selective"; and 207 "selective," leaving some 700 unrated.

2/ Occasionally systematic attempts are made to rate graduate schools. The most recent effort, in 1966, is the American Council on Education report by Allan Cartter, An Assessment of Quality in Graduate Education. The report is very controversial. It nevertheless serves to identify the 40 or so better-than-average to excellent programs or departments in a given major field.

Graduates from these schools can be assumed to have had the advantage of "quality" training. Faculty ratings used are: distinguished (the top nine); strong (the next ten or more); and good or adequate plus (for the remainder of schools listed). Comparable ratings are used for the effectiveness of graduate programs (extremely attractive; attractive; and acceptable plus).

Cartter reports on a total of 106 schools having graduate programs, including 23 of the 27 schools from which DDI supergrades earned advanced degrees.

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TABLE I

NUMBER OF DEGREES EARNED BY
INTELLIGENCE AREA SUPERGRADES

22 individuals earned 1	=	22
34 " " 2	=	68
17 " " 3	=	51
1 " " 4	=	4

| 74 average about 2 degrees | = | 145 |

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TABLE II

UNIVERSITIES AWARDING EITHER A GRADUATE
DEGREE OR AT LEAST THREE DEGREES
TO INTELLIGENCE AREA SUPERGRADES

UNIVERSITY	DEGREES			TOTAL
	BA	MA	PhD	
American U.		2	1	3
Brown	2	1		3
California (Berkeley)	3	1		4
Chicago	4	3	3	10
Clark	1	2		3
Columbia	3	3	1	7
Cornell			1	1
Dartmouth	1	1		2
Duke			1	1
Duquesne	1	1		2
George Washington	2	1		3
Harvard	5	8	5	18
Haverford	3			3
Illinois		1	1	2
Indiana	1	1		2
IAIS (Geneva)			1	1
Iowa	2	1	1	4

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UNIVERSITY	DEGREES			TOTAL
	BA	MA	PhD	
John Hopkins		2		2
MIT			1	1
Michigan	3	2		5
Minnesota	2	2		4
Missouri		1		1
New York U.	1	1	1	3
Oxford			1	1
Pennsylvania		3		3
Princeton	2	2	1	5
Rennselaer		1		1
Syracuse	1	1		2
Tufts/Fletcher	1	1		2
USC	1	1		2
Virginia		1		1
Wisconsin	2	1		3
Yale	5	5	2	12
<hr/>				
33 Universities	46	50	21	117
<hr/>				
26 Universities	28	0	0	28
<hr/>				
TOTAL 59 Universities	74	50	21	145

TABLE III

DISTRIBUTION BY COMPONENT OF
TOTAL DEGREES EARNED BY
INTELLIGENCE AREA SUPERGRADES

COMPONENT	DEGREES			TOTAL
	BA	MA*	PhD	
ODDI	11	7	5	23
OCI	10	7	2	19
OER	7	5	4	16
OSR	3	2		5
OGBI	5	5		10
NPIC/IAS	6	3		9
CRS	4	3	1	8
DCS	3	2		5
STATSPEC ████████	4	1		5
TOTAL DDI	53	35	12	100
ONE	21	15	9	45
INTEL AREA	74	50	21	145

*Includes LL.Bs.

TABLE IV

DISTRIBUTION BY COMPONENT OF HIGHEST DEGREE
EARNED BY INTELLIGENCE
AREA SUPERGRADES

COMPONENT	BA	MA*	PhD	TOTAL
ODDI	4	2	5	11
OCI	4	5	2	11
OER	1	2	4	7
OSR	2	2		4
OGBI		5		5
NPIC/IAS	3	3		6
CRS		2	1	3
STATSPEC DCS	1	2		3
██████████	3	1		4
TOTAL DDI	18	24	12	54
ONE	5**	7	9	21
INTEL AREA	23	31	21	75

*Includes LL.Bs.
**Includes two flag rank officer graduates of Annapolis and West Point

TABLE V

DISTRIBUTION BY GRADE OF HIGHEST DEGREE
EARNED BY INTELLIGENCE AREA
SUPERGRADES

GRADE	DEGREES			TOTAL
	BA	MA*	PhD	
GS-16	13	16	8	37
GS-17	6	8	4	18
GS-18 plus EP	3	7	9	19
TOTAL	22	31	21	74

*Includes LL.Bs.

TABLE VI

COMPARATIVE PERFORMANCE OF DDI
SUPERGRADES WITH DDI AREA

DEGREES	DDI*	SUPERGRADES	
		DDI	DDI + ONE
BA	81%	100%	100%
MA**	30%	64%	65%
PhD	5%	23%	29%

*Source: DDI Factbook (Fall 1965) listing
 [redacted] professionals in the DDI ex ONE.

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**Includes LL.Bs.

ACADEMIC BACKGROUND OF THIRTY-SIX
DDI PRODUCTION SUPERVISORS

Thirty-six senior professional production supervisors were selected from ODDI (2), OCI (17), OER (10), and OSR (7). Grades varied from GS-14 to EP-4 (1 EP-4, 2 GS-18, 4 GS-17, 11 GS-16, 16 GS-15, and 2 GS-14).

An examination of the schools attended and degrees earned shows that:

- . The 36 supervisors earned a total of 72 degrees from 34 different schools (35 BA; 27 MA level; 11 PhD). One supervisor, GS-15, has no degree (prior military career).
- . Schools most attended were: Harvard, by 6; Princeton, by 4; Yale, by 3; Brown, by 2; Chicago, by 3; Minn., by 2; Columbia, by 3; Am. U., by 2; Fletcher, by 2; and 18 others by each of the remaining supervisors.
- . The schools attended for graduate work were: American U., Brown, Calif., Chicago, Columbia, Cornell, Dartmouth, G - W, Georgetown, Harvard, SAIS, Michigan State, MIT, Minnesota, Penn., Princeton, Syracuse, Fletcher, USC, Virginia, Wesleyan, Yale.
- . Six Ivy League schools were attended (Brown, Dartmouth, Harvard, Princeton, Williams, and Yale).
- . Eight state universities were attended.
- . The group contains one former Career Trainee.
- . The group contains one female, a GS-15, in OER.

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ACADEMIC BACKGROUND OF TWENTY SELECTED
DDI PRODUCTION MIDCAREERISTS

Twenty professional midcareerists were selected by three DDI production offices on the basis of their outstanding performances (OCI - 7, OER - 6, OSR - 7), and without regard for their academic backgrounds. Grades varied from GS-12 to GS-14 (1 GS-14; 15 GS-13; 4 GS-12).

An examination of the schools attended and degrees earned shows that:

- . The 20 analysts earned a total of 33 degrees from 25 different institutions (21 BA; 10 MA level; 2 PhD level).
- . Schools most attended were: Yale, by 3 analysts; Harvard, by 2; California, by 2; New York U., by 2; Stanford, by 2; and 19 others by each of the remaining analysts.
- . The schools attended for graduate work were: Boston College; Boston U.; MIT; Missouri; Nebraska; NYU; Penn U; SMU; Stanford; Tulsa; and U. Va.
- . Five Ivy League schools were attended (Brown, Dartmouth, Harvard, Princeton and Yale).
- . Nine State Universities were attended.
- . The group contains five former Career Trainees.
- . Several are now enrolled in graduate courses at local universities.

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ACADEMIC BACKGROUND OF THIRTY-THREE
SELECTED MILITARY RESEARCH ANALYSTS

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These thirty-three analysts are the OSR personnel who were extensively tested by the A&E Staff as part of the study conducted by [REDACTED] in March 1966. Extensive test data are therefore available on this group which [REDACTED] described as "...a high group in terms of measured intellectual abilities."

An examination of the schools attended and degrees earned shows that:

- . The 33 analysts earned a total of 49 degrees from 36 different schools (32 BA; 17 MA level; none at the PhD level).
- . Schools most attended were: Washington U, by 4; Harvard, by 3; Clark, by 2; Dartmouth, by 2; Georgia, by 2; Kentucky, by 2; Montana State, by 2; Minnesota, by 2; and 22 others by each of the remaining analysts.
- . The schools attended for graduate work were: Clark, Cincinnati, California, Dartmouth, Georgia, George Peabody, Indiana, Kentucky, Montana State, Minnesota, Pittsburgh, and Washington U.
- . Four Ivy League schools were attended (Dartmouth, Harvard, Princeton, Yale).
- . Ten state universities were attended.
- . The group contains two former Career Trainees.
- . No females are in this group, these having been excluded from [REDACTED] test.

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ACADEMIC BACKGROUND OF CTs
IN THE DDI

Former Career Trainees constitute about 6% of the professional and technical personnel in the DDI. The CT is likely to loom more importantly in the future. DDI professional personnel requirements for FY 1968 are 341, of which 55, or 16%, are planned as CTs.

The proportion of CTs in various offices varies considerably, and the impact of the CT program upon an office will therefore vary greatly also. In OCI, for example, the CT program is now virtually the sole source of new professional blood.

There are now some 160 former CTs in different DDI positions, assigned as follows:

<u>Component</u>	<u>Number of CTs</u>	<u>% Prof/Tech Pers</u>
OCI	63	25%
OSR	23	16%
DCS	23	14%
OER	18	7%
██████████	17	4%
STATSPEC	17	4%
OGBI	2	2%
CRS	3	1%
NPIC/IAS	6	Under 1%
	<u>155</u>	
Other (e.g. ONE)	5	
	<u>160</u>	

Below are notes, by component, on the academic background of their CTs.

OCI

63 CTs attended 63 different schools and earned 98 degrees (63 BA, 30 MA level, 5 PhD level [4 PhD plus an LL.M]).

- . Schools most attended were: Harvard, by 6; Fletcher, by 3; Columbia, by 3; Oberlin, by 3; Princeton, by 3.
- . Graduate work was taken at 21 different schools. Those most attended for graduate work were: Harvard, by 4; Fletcher, by 3; Columbia, by 3.
- . Five Ivy League schools were attended (Brown, Harvard, Princeton, Yale, Bryn Mawr).
- . 18 state universities were attended.
- . Of the 63 CTs, 16 are female.
- . All four PhD degrees taken by OCI CTs were awarded by Ivy League schools (Harvard, Brown, Yale, Bryn Mawr).
- . No CT having a PhD has EOD'd in OCI after 1956.
- . Of the 29 CTs holding 35 graduate degrees, eight are women holding 12 graduate degrees, including one PhD who EOD'd in 1952.
- . One-half the OCI CTs EOD'd prior to 1964, the other half since. The earlier group contains eight women, or 25%. The latter group also contains eight women.

OSR

- . 22 CTs earned 33 degrees at 28 schools (22 BA, 11 MA).
- . No CT earned a degree at an Ivy League school.
- . Degrees were earned at 11 state universities.

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. Three CTs took their graduate work at the same school attended as undergraduate.

. There are no females among the OSR CTs.

DCS

. 23 CTs earned 34 degrees at 27 different schools (23 BA, 11 MA level).

. No CT earned a degree at an Ivy League school.

. Four CTs took their graduate work at the same school attended as undergraduate.

. Of the 23 CTs, one is a female.

OER

. 18 CTs earned 29 degrees at 25 different schools (18 BA, 11 MA).

. No CT earned a degree from an Ivy League school.

. Degrees were earned at 7 state universities.

. Two CTs took their graduate work at the same school attended as undergraduate.

. Of the 18 CTs, two are female.

 STATSPEC

. 17 CTs earned 26 degrees at 22 schools (17 BA, 8 MA, 1 PhD).

. One CT earned a degree at an Ivy League school (PhD from Yale).

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- . One CT took his graduate work and undergraduate work at the same school.
- . Of the 17 CTs, four are female.

OGBI

- . Two male CTs earned three degrees at two different schools (BA was earned at G - W, a BA and MA at Illinois).

CRS

- . Three CTs earned two degrees at two different schools (BAs from Le Moyne College and Davidson College).
- . One of the CTs earning a degree is female.

NPIC/IAS

- . Five male CTs earned seven degrees at six schools (5 BA, 2 MA), including BA and MA from MIT.

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ACADEMIC BACKGROUND OF 58 OCI
JUNIOR PROFESSIONALS

OCI Junior Professionals (JPs), for purposes of this exercise, have been defined as those professionals who were born in 1938 or later. It also happens that this group EOD'd in 1958 or since. This group purposely includes those CTs which meet the conditions.

The group of JPs numbers 58, of which 25 are CTs. They vary in grade from GS-7 to GS-12, depending upon length of service and educational qualifications. Of the 58 JPs, 15 are female, of which nine are CTs.

Twenty-five or approaching one-half of the 58 EOD'd prior to 1964. Of the 15 female JPs, five EOD'd prior to 1964 and ten since. Of the 25 CTs who are also JPs, seven EOD'd prior to 1964 and 18 since.

An examination of the schools attended by the JPs and the degrees earned shows that:

- . Of the 58 JPs, 47 earned degrees at 51 different schools (11 have no degree, 47 BA, 21 MA, no PhD).
- . 26 earned one degree, 19 earned two degrees, and two earned three.
- . Schools most attended were: Georgetown, by 4; Johns Hopkins/SAIS, by 4; Michigan, by 3.
- . Schools attended for graduate work number 13 (Chicago, Columbia, Florida, Fordham, Georgetown, Indiana, Johns Hopkins/SAIS, Louisiana State, Michigan, Nebraska, Tufts/Fletcher, USC, and Rochester.
- . One Ivy League school was attended, Brown, by a CT who EOD'd in 1966.
- . 13 state universities were attended.

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APPENDIX B

WHAT OTHERS HAVE SAID

- . Plans & Review Staff,
Office of Personnel 1
- . Inspector General 5
- . Assessment & Evaluation Staff,
Office of Medical Services 6
- . Career Training Program,
Office of Training 8

WHAT OTHERS HAVE SAID

I.

A study of ten years of Career Trainee classes (1951 - 60) was conducted by the Plans and Review Staff, Office of Personnel, to "establish an expected attrition rate and possibly a pattern of background qualifications of the successful Career Trainee."

A total of 318 former Career Trainees (those still in CIA, out of the 619 brought in) were studied, varying in grade from GS-11 to GS-16. Of these 52 were in the DDI.

The following excerpts are pertinent to the present inquiry:

"Identification of Success Factor

As shown in the above table, 47 of the 318 former CTs achieved grade GS-14 or better, this being an arbitrary success point for purposes of this study. A review of the files of these individuals does not indicate any immediate pattern which might be used as a recruiting or placement aid. Success appears to be more a function of time. The only thing that the 47 had in common was their years of service. In educational background, and in previous experience, they varied so widely as to preclude profiling. The academic field of History led in frequency for both the total number and the total at GS-14 and above but by an insignificant margin, with Political Science and Government a close second. Economics was the third leading field of academic concentration as shown in Tab 3. Although the state of CT records was such that first assignment could not always be identified, most of the 47 had started off at a high organizational level. Evidently the factor of visibility had some bearing on success achieved."

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"Conclusions:

a. Psychological research in depth would be required to establish any pattern of the successful CT if indeed it exists. The study only scratched the surface of this subject.

b. The CT, formerly JOT Program, has produced good people who have stayed with us at about an average rate. It was learned that we can expect approximately 50% attrition after five years. We also established that it takes an input of 100 Career Trainees to fill 37 midcareer positions ten years later. There was little appreciable difference between CT and non-CT retention. These comparisons, which were not envisioned in the original purpose of the study, might very well be an area of further inquiry.

c. There is a difference in promotion rates between the Directorates which may not necessarily be a 'bad thing.' Possibly this difference reflects the planned nature of the Clandestine Services' personnel system and the job vacancy nature of the Intelligence Directorate's system. The difference represents another area of inquiry which might be taken particularly from the standpoint of artificial restraints on the promotion of younger people.

d. The study suggests many other studies. However, at this time we are making no recommendations. At a future date, there are two areas which might be investigated, although the state of CT records is such as to make research extremely difficult. The relationship of CT to non-CT professional input is becoming an increasingly acute matter in a stabilized agency where vacancies equate largely to losses. The relative value of the CT Program to the direct hire method as a source for professional staff is a comparison piece. These two problems will be placed in our suspense file for attention when time and staff are available."

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REFERENCE:

25X1A

Office of Personnel Study of First Ten Years of Career Training Classes, 1 Aug 67 (forwarded by [REDACTED] to Dir Pers under cover of memo dated 3 Aug 67.

II.

Prepared as a contribution to the above study, but an effort that stands on its own feet, is the Russell Shaw report on the same midcareer ex-Career Trainees based on data compiled from an Office of Computer Services listing dated 31 December 1966.

The purpose of this study was "to review available information on the midcareer ex-Career Trainee to see if any meaningful patterns emerge which may be related to the management succession problem or to recruitment selection."

Shaw's general conclusions are that:

"adequate records on ex-CTs do not exist.... The real contributing factors to success are simply not recorded. Therefore, it was not possible to develop any rationale or defense of them. It is, however, safe to say that to date:

A. The ex-CTs have not 'played through' the professional group of Agency employees.

B. Female ex-CTs have a poor attrition and promotion record.

C. It takes an input of 100 CTs to fill 37 midcareer positions."

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Excerpt from pp. 2 - 3 of Tab B:

"G. High School and College

A review of high school and college locations show that 45% are in the Northeast, 30% in the Midwest, and the remaining 25% evenly distributed among the other states. The following percentages may reflect a consistency in the recruitment pattern.

<u>Institution</u>	<u>CSCS</u>	<u>Other Career Services</u>
Private High School	20%	19%
State Universities	33%	42%
Ivy League Schools	24%	20%

There is no pattern of success due to the section of the country or to school attended.

"H. Academic Discipline

Tab B (3) lists the ex-CTs baccalaureate major and the number of GS-14s and above. With the exception of ORR and Support careerists, there is no pattern of success. Half of the ORR ex-CTs majored in economics. All but one are in the 55% success for ORR. Half of the Support careerists majored in Public/Business Administration. Only one of them is in the 50% success for DDS.

"I. Graduate and Undergraduate Degrees

Twenty-eight percent of the CSCS and 54% of the other Career Services' ex-CTs have graduate degrees. Almost all of the DDI ex-CTs on the GS-15 and GS-16 levels have graduate degrees. For the remaining ex-CTs, there is no apparent pattern of success."

REFERENCE:

25X1A

Office of Personnel [REDACTED] Report on Midcareer Ex-Career Trainees (based on data compiled from OCS/DDS&T listing no. 180) dated 31 Dec 66.

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III.

The Inspector General recently surveyed the Career Training Program. The survey team specifically reviewed the process for screening and selecting junior professionals, and the careers of CTs.

Included is a finding that CIA should stay away from undergraduate campuses where men not having had military training flourish (p. 23).

More pertinent to this inquiry:

"The team took a random sample of ex-CTs who are now on duty at the GS-12 level and reviewed their files to see if there were a correlation between background and on-job performance. We considered age at EOD, college or colleges attended, major academic fields, class standing, honors received, scholarships, own contribution to college expenses, environment and geographic area lived in, training record, A&E record, promotion progress, interim and permanent assignment, military experience and language qualification. Analysis of these factors did not develop a pattern which would permit us to state that firm prediction could be made about the potential success, failure, or mediocrity of any given individual of certain qualifications as opposed to another with different qualifications. The file review did establish that the quality of the personnel entering the Agency as CTs is high and that the CT recruitment and selection process is an effective mechanism for providing the Agency with high caliber personnel."

REFERENCE:

Inspector General's Survey of the Career Training Program, April 1967.

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IV.

The Assessment and Evaluation Staff, Office of Medical Services, has made two studies on predicting analyst performance. The 1958 study covers 40 analysts engaged in economic research; the 1967 study covers 35 analysts engaged in military-economic research

The main conclusion of these studies is that the results are helpful to screen out potentially poor performers among applicants for positions as research analysts.

"Although several of the variables were included with little expectation that they would be related to success as an analyst, the lack of validity of others is worth noting. The broad area of previous experience and training--educational level, major, related experience, EOD grade--is apparently irrelevant within the ranges represented in this sample. Educational level at time of EOD, as given in testing records, shows a general increase from that reported at time of application, but again no significant relationship with success on the job. The lack of relationship between EOD grade and rating is of interest in comparison with the significant relationship between rating and grade at time of rating, reported in the Criterion Analysis section above. It provides additional indication that the higher-rated analysts have been promoted out of their entry grades while the lower-rated analysts have remained behind.

"Relationships of personal history characteristics to tenure were analyzed on every variable for which there were sufficient cases in the categories. There were no significant relationships."

REFERENCE:

Assessment and Evaluation Staff Report,
"Predicting Performance of ERA Research
Analysts," 9 Apr 58.

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Excerpts from Summary of 1967 study:

"1. Scores of a group of MRA analysts on the intellectual tests and the questionnaires on attitudes, interests and temperament included in AES's professional test batteries were analyzed and compared with rated performance of the MRAs in order to describe the group and to determine the relationship between test variables and performance....

"2. The MRA analysts are a high caliber group in terms of measured intellectual abilities....

"3. On the average, the interests, attitudes and temperament characteristics of the MRA analysts are similar to those of Agency men in general.

"4. Rated performance in MRA correlates positively with verbal and non-verbal intellectual ability, with a need for recognition, with temperament characteristics of being quick and physically active, and with a variety of measured vocational interests--the most salient relationships here being negative ones with jobs filled by people having higher than ordinary artistic interests. The relationship of interest to performance is opposite in important respects to that found in the ERA group. We note that the results may be chance, or may reflect a significant difference in the two jobs, with MRA work being more rewarding for people with business and physical science interests, and ERA more rewarding to people with fine arts interests."

REFERENCE:

25X1A

Assessment and Evaluation Staff Report [REDACTED]
[REDACTED] "Test and Job Performance of Military
Research Analysts," Mar 66.

25X1A

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V.

The Career Training Staff (OTR) and the Assessment and Evaluation Staff (OMS) are constantly studying the test scores of Career Trainees. This is done for the purpose of comparing the quality of classes, and to identify possible guides to help select, train and place the CTs.

In July 1966, A&E reported the results of an effort to determine the comparative quality of CT classes since 1958 as measured by the battery of professional tests taken by all CTs:

"From 1958 to 1962, there was no significant variation in the average scores for each successive class. They averaged uniformly high, within a range indicated below:

"In 1962 a slight drop appeared in 2 of the 7 measures listed in paragraph 1 above, namely the vocabulary and reading comprehension scores, and this drop was reflected in a lowering by about a half-step of the composite box score on intellectual ability. Since 1962 the average for each successive class has remained level with no significant variation.

"The range within which this variation has occurred is a very high range compared with the Agency professional population and with U.S. population as a whole. All classes, in terms of their average test scores, fall among the top 25% of Agency professionals. Measured against the population as a whole they would range between the 93rd and the 96th percentiles. Measured in terms of IQ, the range would be from about 123 to 128.

"The main conclusion is that A&E has no statistical evidence that there is or has been a significant decline in quality. One possible explanation of the measurable area of decline with respect to verbal skills is related to the

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growth in size of the Program. In 1962 occurred the first expansion of the Program. It is suggested by A&E that numerical growth has meant the selection of increasing numbers to meet specialized as well as general requirements. Applicants with technical or otherwise specialized backgrounds tend to score somewhat lower on the verbal measures."

Chief, Career Training Program, reports no significant change in the composition of his classes based upon schools attended. He feels CT classes now reflect the college density of any geographic area.

In a memorandum to D/OTR dated 1 August 1966, he reported the record of the previous two years: 446 trainees with 576 degrees had attended 208 institutions. Of the total degrees earned 64, or 11%, were from Ivy League schools (defined in this instance as Brown, Columbia, Cornell, Dartmouth, Harvard, MIT, Penn, Princeton, Tufts, Wesleyan, Williams and Yale).

Another 58, or 10%, were from other "quality" schools (California, Chicago, Johns Hopkins, Michigan, Stanford, Wisconsin). In addition six were from West Point and two from Annapolis.

More recently on 13 October 1967, C/CTP reported to D/OTR on the composition of five classes totaling 378 CTs. Of these 39, or 10+, attended Ivy League schools, and 55, or 15%, attended other "quality" schools. As he puts it:

"These figures suggest

- (a) that about 25% of our trainees attend what are generally considered to be the top schools;
- (b) we are getting a good geographic representation; and,
- (c) the number by state or region are generally proportionate to the distribution of colleges and universities."

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The most recent findings of OTR on qualitative trends in Agency professional staffing are reflected in C/CTP's memo for D/OTR dated 3 November 1967. The purpose of that sampling was:

"to indicate the number of CT's in relation to total professional manpower; to compare, in terms of numbers and schools attended, classes which entered in 1957, 1962 and 1967; and to show the schools attended by students in the last five classes who earned Outstanding and Strong in various training courses."

The general conclusions reached by C/CTP were:

"a. Classes have increased significantly in size and are filling a greater variety of Agency-wide requirements than was the case a few years ago. We are drawing from a correspondingly greater variety of sources, which results in some decrease in the percentage of trainees who come from any particular region or group of schools. Overall, the composition of classes is generally proportionate to the distribution of colleges and universities.

"b. In terms of performance in training, there appears to be no correlation between schools attended and the achievement of superior ratings in CTP courses.

"c. Career Trainees constitute a small percentage, currently 11%, of the Agency's total professional work force. Any qualitative assessment of professional manpower must, therefore, include some analysis of the other 89%.

"d. Some analysis of post-training performance on the job is needed, as a qualitative measure and as a source of guidance for selection of professional employees."

APPENDIX C

OPINION OF THE SUPERVISORS

. Composite of Questionnaire Sent to 140 DDI Supervisors	1
. Recapitulation of Returns by DDI Offices	2
. Selected Comments by Respondents	4

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OFFICIAL USE ONLY

Date: October 1967

SUMMARY

Based upon your experience and observation, what is your impression of the calibre of the junior professionals recruited in recent years (say within the last two or three) compared to those brought in earlier (say five or more years ago)?

- 30 1/ Recent recruits are superior to earlier ones.
- 74 2/ The calibre of recent recruits is about the same as earlier ones.
- 27 3/ There has been a noticeable drop in the calibre of junior professionals recently recruited.
- 9 I have no basis for comparing these.

Typical Comment (any information which would shed light on how and why you arrived at the above judgment, and how valid you consider it to be):

- 1/ They are well-rounded and clearly reflect the superior instruction being given in today's universities.
- 2/ While well-rounded academically, and often quite bright, they often are not the best of the current crop, and often seem more preoccupied with rapid advancement than with professional growth.
- 3/ Whereas earlier the caliber of recruits was almost uniformly high, there is now a higher incidence of mediocrity, as well as, a decrease in the amount of graduate work completed.

RESPONDENT (optional)

140 DDI SUPERVISORS, MAINLY
AT BRANCH AND DIVISION LEVEL.

OFFICIAL USE ONLY

SAMPLING OF SUPERVISORY OPINION
ON CALIBER OF JUNIOR PROFESSIONALS
RECENTLY RECRUITED COMPARED
TO EARLIER RECRUITS

COMPONENT	NUMBER OF RATINGS			TOTAL
	SUPERIOR	COMPARABLE	WEAKER	
OCI	3	17	4	24
OER	5	8	9	22
OSR	5	7		12
OGBI	4	6		10
CRS	4	11	3	18
STATSPEC [REDACTED]	8	9	7	24
DCS		3	4	7
NPIC/IAS	1	13		14
TOTAL	30	74	27	131

NOTES: Query posed: Based upon your experience and observation, what is your impression of the caliber of the junior professionals recruited in recent years (say within the last two or three) compared to those brought in earlier (say five or more years ago)?

Superior = Recent recruits are superior to earlier ones.

Comparable = The caliber of recent recruits is about the same as earlier ones.

Weaker = There has been a noticeable drop
in the caliber of junior profes-
sionals recently recruited.

140 queries were sent, all were returned,
of which nine indicated no basis for
comparison.

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SELECTED COMMENTS FROM SUPERVISORS
RESPONDING TO QUESTIONNAIRE ON COMPARATIVE
CALIBER OF RECENT AND EARLIER
JUNIOR PROFESSIONAL RECRUITS

I. Among those who consider the caliber of recent recruits about the same as earlier ones:

"Very hard question to answer. Of the relatively small number of CT's and other junior types with whom I have had much experience, one (who is on the upper border of the category) excelled, few have been total flops, some did badly in this division but (I gather) have performed acceptably elsewhere, some did well here but moved on at their own request anyhow. Summing up, I would say that the junior professionals I have seen performed satisfactorily (most of them) but not brilliantly (again, most of them); I don't think this is very different from what it has been, but I'm not sure." [OCI Branch Chief]

"In terms of being able to fill our recruiting needs with high quality personnel over the years...the calibre of the JOT professionals available to and hired by the Division has remained consistently high. The number of potential candidates, however, has declined, either because of initial recruiting policy or a basic change in the interests of the candidates." [OCI Division Chief]

"Like all surveys based on restricted answers to little boxes, I'm sure that this one will provide a distorted picture of the situation. Although I have marked 'about the same' this is hardly the whole story. I feel that as far as OCI is concerned the quality is about the same as before, but this is mostly because the criteria for selection has been kept rather high and efforts have been made to see to it that the quality of new recruits is the same. To do this has required considerably more effort than ever before. The overall quality of applicants seems to me to have dropped considerably. Many more folders must be reviewed to find the few that can qualify. The overall quality of CTs has always seemed to me to have dropped in the past few years. In addition, the number of good men candidates has fallen; most of our good prospects today are women (or perhaps it is fairer to say that far more of the good prospects than ever before are women).

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"This seems to me to be a result of a complex of problems that have arisen, with two main ingredients clearly leading the others. First, it is easier to get good jobs in the academic world and in various research organizations for very good pay now than it was ten, or even, five years ago. Consequently many who would have entered government research (and this includes CIA) previously now are able to stay in the academic or related research spheres. One must also add the factor of available scholarship and other money which enables a good young student to finish his academic training (through the PhD) now which was not available ten years ago. Were the same money available then, I feel quite sure that many of our best people would not now be working in CIA, in research of political affairs anyway.

"Second, there is the development of a regrettable, but very real, 'public image.' Many of our best people are those with inquiring, critical minds, with a deep interest in political affairs, and a non-conformist view of current affairs. They tended to the unconventional in their younger days; a reflection of the cast of mind which makes them in fact valuable. Today, younger men of this cast of mind are very reluctant to join CIA. Knowing very little about the agency and its work, they nevertheless have developed strong feelings against it. The youngsters we get now seem to me to be somewhat more stolid, less vibrant, more easy to fit into (and finding themselves more comfortable in) an 'establishment' mold. While they are well grounded academically and often quite bright, they are not the best of the current crop.

"In sum, I am pessimistic about the future. I feel it will become more and more difficult to keep the quality up. One should not simply accept the judgment that the quality is now 'about the same,' and therefore feel complacent. Planning for the future must take into consideration the factors listed above to meet the challenges ahead." [OCI Area Chief]

"Caliber of junior female analysts (GS-7 to 9, BA or MA level) has remained as high, if not higher; male analysts slightly lower. Caliber of the GS-11 to 12, PhD level has fallen during 1962-66 compared to 1953-61."

[OER Branch Chief]

"...the calibre of recent recruits at the B.A. level generally is lower than in earlier years as they now are more frequently fresh out of college with little or no previous work or military experience. Because of the lack of maturing experience, they find it more difficult, and are less willing, to adjust to the rigorous demands of research and writing. Recruits at the graduate level, however, usually are superior to earlier recruits at this level largely because of the improved quality of graduate training in recent years." [OER Division Chief]

"The 'X' in the lower portion of the above block is intentional. Based on my review of all files of applicants placed in process for OER (and the former ORR) over the past 6-8 years, I believe the calibre of junior professional personnel assigned to this Office has been slightly lower in recent years. It is my feeling that we have been and are processing a number of applicants that we probably would have passed up several years back. I attribute this in large part to the need to process a greater number of applicants to meet our total staffing requirements which in turn has made it necessary to exercise a lesser degree of selectivity in our employment review process. Also bearing on this general impression is the fact that there are fewer graduate level applicants from which to choose and, consequently, we have been forced to employ a relatively larger number of B.A. level analysts than was the case in the late 1950s and early 1960s. In my judgment, this is a clear reflection of the increased competition from industry and the academic community for the type of applicant sought by this Office." [OER Staff Chief]

"Though the calibre of recent recruits is about the same as earlier ones, there seems to be a distinct difference in attitude and outlook. They are dedicated and loyal employees, however, the old esprit de corps is noticeably lacking among the juniors, possibly due to the increase in the size of the organization. The juniors also seem to be preoccupied with rapid promotion and are more aggressive in letting this be known, even though in the eyes of their supervisors they may not be deserving of promotion at the time. This may be a reflection of today's high cost of living. This judgment is based on many years of supervisory experience and observation of trends among government employees. I consider its validity to be reasonably high." [OSR Division Chief]

"We feel the folders of the men are not as good as those we were getting five years ago while those of the women remain about the same." [NPIC Division Chief]

"My judgment is based on personal observation of on-the-job performances from 1953 to present, and a period recently (mid-1962 to early 1965) when I reviewed files and conducted interviews for all division job applicants. I can detect no major improvement or deterioration; if any trends are discernible, recent applicants have been better qualified in the academic sense, but not as well-motivated as earlier recruits." [CRS Branch Chief]

"I have not considered as a reflection of calibre what subjectively seems to me a new attitude amongst some recent recruits. Several recent recruits seemed to feel that they should immediately be given important responsibilities, agency financed schooling, and that the CRS is a way station to entry into the CT program as the only way to gain advancement in the agency."
[CRS Branch Chief]

"I base my judgment on sustained first-hand observation of the translations and summaries of Russian-language material of 14 junior professionals, four of whom were recruited five or more years ago, two four years ago, and eight within the last three years. Half of each group performed at the level of 'Strong' or above. One professional of the first group and one of the last performed at the 'Adequate' level." [Redacted] Branch Chief]

STATSPEC

"I would have to say the calibre is about the same. I certainly would not say it has improved, but I would not nominate the third category 'a noticeable drop in calibre.' Possibly we need a more sophisticated individual today but it seems many of the CT's we get today lack certain intangibles and lack in ability to get along with others. They require more polishing and more training. Their motivations appear to have changed. We have gotten some excellent men recently but we also have gotten a surprisingly large number of mediocre ones." [DCS Division Chief]

II. Among those who consider the caliber of recent recruits superior to earlier ones:

"Recruits nowadays seem to me a little better trained for intelligence work than those a few years ago-- primarily as a result of better JOT courses and orientation courses. Their academic background and general intelligence level seems about same as before."

[OCI Division Chief]

"Recent recruits are better prepared, more sophisticated and have more initiative and strength of purpose. They become 'producers' much sooner and the quality of their product, on the average, is better. Competition in the market place, unwarranted adverse publicity, and the long period of time it takes to check out and notify prospective applicants, all militate against obtaining as many of the best possible professionals as desired."

[OER Branch Chief]

"This rating is confined to my observation of the juniors working in the two Divisions of OER with which I have been associated. I would note that the paper qualifications of recent juniors are not as good as those of the earlier recruits. I suspect that their better performance and attitude reflects a sense of personal involvement in work that is topical, important and bearing a visible relationship to current policy issues."

[OER Area Chief]

"In general the recruits who came into the MRA of ORR in the 1960-63 time period did not work out well. Most are now gone. Recent employees both from the Career Trainee Program and the ORR recruiting program are most impressive. It remains to be seen how well they stick."

[OSR Division Chief]

"Recent recruits clearly reflect the superior instruction being given in the geography departments of U.S. universities and colleges." [OGBI Division Chief]

"With a few exceptions, I would say that editorial trainees brought on board during the past year (September 1966 to the present) are of higher caliber than those who came in during the preceding two years (beginning September 1964, when I returned to Headquarters from

overseas). In the latter group I am thinking both of those still with us and a number who did not make the grade; but in this group, too, there are some promising editors. Comparing the first group (within the past year) with those who EOD between 1960 and mid-1964, I would also say that the caliber is proportionately higher; i.e., the most recent group has a better good-fair-poor ratio." [REDACTED] Branch Chief]

STATSPEC

"A larger number of recent applicants evidenced an adequate knowledge in languages, including Chinese and Arabic. In earlier years, we had very few applicants with languages and we had to train them inhouse--it was more costly, especially when some left us after a year of training.

"Recent applicants are well educated and did not mind working hard--although they often leave to return to school and study for an advanced degree. In general, recent recruits are less patient and want to advance faster--they know about the availability of jobs and have less reason to stick it out.

"I think the recent recruits show more purposefulness and know what they want while earlier ones often took the job with the Agency because they had nothing else to do. I understand by earlier applicants those who entered on duty approximately 3-8 years ago. Those who entered more than eight years ago were well motivated and showed strong potentials which they usually fulfilled." [REDACTED] Acting Division Chief]

STATSPEC

"The above judgment is based on approximately six years total experience in recruiting, hiring and training editors. Periods compared were 1956-59 and 1964-67. I consider it as valid as any judgment of people can be. There were exceptions good and bad in both periods, but the more recent group appears more promising. Educational qualifications appear to be higher, and careful selection has ensured recruitment of editors with high motivation and willingness to accept the inconvenience and challenge of overseas assignment. I have been particularly well impressed with recent CT's." [REDACTED] Area Deputy Chief]

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III. Among those who consider the caliber of recent recruits to have dropped noticeably:

"I have indeed been personally concerned for some time (and am glad of the opportunity to record it here) over this matter. It has seemed to me that, overall, this Office now has many fewer really bright, capable, promising junior professionals--and conversely more weak links--than was the case five or ten years ago. Specifically, I believe there has been a decline, in general, in the calibre of personnel obtained from the CTP, now our primary source of new people. Whereas our earlier experience with much more limited numbers of such personnel was almost uniformly satisfactory, our 'problem ratio' has certainly risen sharply since the program has been expanded and begun to rely heavily on internal recruiting."
[OCI Branch Chief]

"One measure is that I have not seen among those recently available for placement a single candidate I would regard as outstanding since the CT program gave us Messrs. X and X two years ago." [OCI Division Chief]

"I have been interviewing CTs and reviewing their folders as a division chief for the last three years after ten years out to staff. Prior to that I had some personal experience with the earlier JOTs who served under me as branch chief. During my time on staff assignments I had occasion to work closely with some JOTs and CTs who came into OCI during those years. The same holds true for certain officers who were recruited directly by OCI i.e. not through the CT system.

"I know the tricks that time can play with memory and the subjective bias of any old fogey such as myself when asked to compare the horrible present with the golden days of yesteryear. I do, however, feel that the percentage of good people coming through the CT system and available for DDI recruitment is quite small. There have been times in the last two years when I was badly hurting for new people. The CT program would serve up 2, 3 or 4 out of a given class who were interested in working for WE/OCI and I could not, in whatever objectivity I possess, bring myself to the conclusion that having these people would be good for them, good for OCI or good for the overall agency interest.

"As far as statistics go I currently have on board five people who were recruited in the last 3 1/2 years through the CT system. One is already superior by any OCI standard, another displays excellent potential, two others are average, the last has just arrived so that it is a bit too early to tell. To get these five I had to pass over about thirty other CT's who in my judgment did not measure up to snuff.

"I have one person recruited directly out of graduate school who is going like a house afire and two others in process. These latter two are veteran foreign service officers from the Department of State who for one reason or another are dissatisfied. They are good on paper and in interviews but I am keeping my fingers crossed. To get these I processed about thirty files carefully culled for me from the personnel bank.

"In conclusion, I do not think, based on my limited experience, that we are getting the same type of people applying that used to apply. It seems to me in the earlier days of the CT program those coming to us looking for jobs were for the most part all good. This is no longer the case."

[OCI Division Chief]

"I do not know many juniors brought in 5 + years ago well enough to make such comparisons.

"Generally, however, I think the calibre of new recruits shows a steady decline. I think the situation has been critical for years. There is no comparison between the calibre of people being brought in today, for instance, and the calibre of people who EOD in the early 50s. One measure is the shortage or virtual absence in recent years of graduates from Ivy League and other of the better universities--we are recruiting second rate people, today, from third rate schools." [OCI Area Chief]

SECRET

"We have received fewer recruits with higher degrees than in the past, also fewer with foreign language competence. Even among those with equal education, I feel there has been a slight decrease in quality. We seem to be somewhat less selective than in the past." [OER Branch Chief]

"A few years ago we recruited people who had completed an MA or perhaps all but the dissertation for a PhD. They had completed military service or were not likely to be drafted. Often they had had some industrial or teaching experience, were interested in a career in intelligence, and stayed on the job long enough to gain some experience and to be of some value.

"Now we get an occasional MA but more frequently new BAs. The MAs are as well qualified academically as the MAs of a few years ago, and some of the new BAs are bright and potentially valuable employees. Usually neither the MA nor the BA has had any military, industrial or teaching experience. Few are thinking in terms of an intelligence career. Because qualified applicants are scarce, we interview and sometimes hire new BAs whose academic records are not very good and who would not have been put in process a few years ago. Most of our new recruits are draft vulnerable and leave for military service or for an assignment that will postpone military service before they have gained enough experience to be very valuable.

"Others stay in the Agency only long enough to join a military reserve unit and then depart for additional academic training. With occasional exceptions we train new recruits and get little pay-off in work eventually performed. However good the potential of recent recruits, the on-the-job capability of our junior professionals is not as good as it was a few years ago, because they do not bring experience to the job and they do not stay long enough to acquire it." [OER Branch Chief]

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"My experience includes 10 years as a Branch Chief, Deputy Division Chief, and Division Chief as well as several years as a special OER (OER) recruiter; in addition, I interview almost every candidate for my component when they come to Headquarters for testing. There is not so large a proportion of first-rate young people (especially males) as there used to be. Furthermore, our recruiting instructions have over the years called for less and less strict standards. I would call the drop 'noticeable' but not fatal." [OER Division Chief]

"The drop in the calibre of junior professions results from OER hiring more analysts at the BS level who have had very little graduate experience, research experience, or job experience of any sort. As a result they need more close supervision by their Branch Chiefs. In some instances, their initial progress is slow. Some will never make good researchers and the Office should not delay facing up to such problems. On the other hand, based on the volume and quality of the work the Office is producing, we are receiving a good volume of bright, imaginative recruits who are assuming increased responsibilities speedily and effectively." [OER Division Chief]

"My overall impression is that, while we are getting an adequate flow of juniors who can develop into useful journeymen, we are not attracting the outstanding bright young people we did several years ago. These were never many in number in any one year." [OER Deputy Director]

"The educational background and intellectual ability of new junior professionals probably equal that of earlier recruits; but the attitude of the recently recruited toward their jobs is noticeably irresponsible and it is reflected in the quality of their work."
[CRS Indexing Staff Assistant]

"...while recent female recruits are as good, if not better than earlier ones from the standpoint of academic accomplishment, e.g. grades and area study, the recent female recruit frequently suffers from disenchantment with her job (not challenging enough, promotion rate too slow, etc.) far sooner than her earlier counterpart.

"...it is apparent that those files [on male candidates] available for this Office's consideration are not as strong as those of previous years. Grades and professional test results are generally poorer. Frequently, we have recruited the best of these people simply because they are males. The best applicant files are reserved for CTP or the production offices which require advanced degrees, area specialization, etc., with this Office taking those with bachelor degrees only, those who are draft eligible, or who have a military obligation to fulfill. Again, early disillusionment with the CRS position is the rule, with many of our male recruits seeking interviews with CTP representatives or trying to get into the DDP, etc. as soon as they learn of the existence of these activities."

[CRS Professional Personnel Officer]

"I have had nine COTs work directly for me and in the last several years have had the responsibility once removed for about an equal number of young professionals. The first two of this group go back about five-six years and with two exceptions I would consider them superior to those who followed them. Based on the above personal experience I feel that there has been a small, but noticeable, drop in the calibre of junior professionals recently recruited." [DCS Division Chief]

"Attributable at least in part to the fact that DCS during the period of cut was known to be unable to promote or in some cases even accept junior officers and the rumors that were current for a couple of years that it was to be down graded and absorbed by the Clandestine Services."

[DCS Deputy Director]

"Members of the CT classes which I have interviewed have impressed me by and large as conservative generalists with little imagination or specialized training which would point to more than a mediocre career in the Agency. They have in general seemed to display little of the awareness of world developments which one would normally expect of a young intelligence officer; judgments expressed in many of their papers were dull, prosaic, or just wrong. There are exceptions of course, but I feel the Agency is frequently getting a second-class product from the universities, the type of student who cannot qualify for

the Foreign Service, does not have the aptitude to continue his education, and is uncertain about the career he should choose. Perhaps many CT candidates, while they are in this ambivalent state about their careers, are recruited into the Agency almost by default. Once this uninspired generalist is brought into the Agency, much is done to inspire him, but I feel the Office of Training should have a better product to train in the first place." [redacted] Division Chief] STATSPEC

STATSPEC. "I review all applicant folders for professional Russian linguists being considered in [redacted] (previously [redacted] Our need for linguists who are also scientifically trained (in chemistry, biology, earth sciences, etc.) has not been met at all. Applicants referred to this division have had, for the most part, only the expected college training in languages; some have majored in language and literature; but not since 1963 have we received on board a person with a science degree and the requisite language competence. I have seen only one such applicant/referral in the past two years." STATSPEC

"In the past two years eight new employees were brought on board: one of them was previously employed by CIA and is excellent; two of them were recruited as clericals (despite university degrees), but were later directed into the professional ranks*; two were transferred from OCR components to become language trainees, since we had vacancies to be filled some way or other; three were brought on board as a result of an [redacted] expression of interest at the time of initial referral." STATSPEC

(* Both of these persons are excellent. One came to us via Office of Personnel initiative--referral from the clerical assignment pool after her full qualifications were assessed. The other came to us after first having been assigned to ONE as a clerical, then having expressed dissatisfaction with the low-demand job she held.)

STATSPEC "Six of the eight persons are female. One of the two men has subsequently been transferred to non-linguistic work. One of trainees has asked for reassignment to non-linguistic work and her case is being processed at present; her new assignment will be her third in slightly over one year." [redacted] Division Chief]

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"I must caution that the impression noted above is just that--an impression--and possibly even somewhat dated. This view has been formed as a supervisor who has seen a considerable number of EOD's in the past few years, and has been influenced by a two-week TDY as a field recruiter and by the impressions of others who have made similar field recruiting trips. I have also observed, at least in components where I served in the past, that we seemed to be having difficulty attracting qualified males--this could indicate that in terms of offering an advantageous program of advancement and career opportunities, and in terms of starting salaries, we have not kept pace with the competitive and lively labor market in private life or even elsewhere in the Government."

STATSPEC [REDACTED] Area Deputy Chief]

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