

20 APR 1974

A SYSTEM TO IDENTIFY OCCUPATIONAL  
AFFINITY GROUPS IN THE AGENCY

REFERENCE: PASG Memo of 30 November 1973 to DCI

BACKGROUND

Paragraph 8 of referent memorandum directs attention towards ascertaining the feasibility of establishing a computerized system for identifying employee groups having common functions or occupational specialties, i.e., along the lines of a modified Military Occupational Specialty (MOS) System, to:

- a. facilitate quick access to machine stored information about employees with certain qualifications or combination of qualifications, and
- b. permit useful statistical comparisons of individuals in affinity groupings irrespective of location.

Hopefully, the advantages sought by this concept could be achieved by modifying the existing programs relating to the Agency's Occupational Code and Qualifications Records Systems. In this respect, however, referent memorandum recognized the separate and distinct operations of the Agency's Occupational Code System and the Qualifications Record System and the incompatibility and inadequacies of the systems as presently constituted to serve as a fully integrated vehicle to achieve the purposes desired. Similarly, the experience of an early coding structure (mid-1950's) which actually incorporated MOS codes disclosed serious shortcomings to the use. Independent series definitions and updatings by the military services created vexing problems, inconvenience, and confusion in search and retrieval operations. These same incompatibilities which are the result of the different applications of systems among the services are attendant today. Therefore, in determining the feasibility of establishing a system to accomplish the purposes noted above, interest was concentrated on use of the Qualifications Records System.

STAFF AND PROPOSAL

The Qualifications Record System can be utilized to develop and establish "Affinity Groups" which identify employees having common

functions, specialties, or qualifications. Conceivably such an arrangement could enable optimal consideration of qualified personnel in response to special requirements of common concern and also, for examining the interchangeability of individuals at given levels of skill, an attribute of the MOS system. Fundamental to this position, however, is the condition that the "Affinity Group" be determined by and based on clearly stated requirements -- the real needs -- in terms of the human knowledge and activity (experience) needed or desired to meet a particular situation or requirement. Given this data and approach, application of the Qualifications Record System could assist in accomplishing a review of all Agency employees deemed to have the desired skill level within a designated "Affinity Group," and presumably be suitable for effectively accommodating various demands.

Tab A and B illustrate hypothetical creation of two (2) "Affinity Groups" which are titled, "Geography/Cartography" and "Computer Science" by selection of specialization codes contained in the Qualifications Record System which were determined to best represent the areas of human knowledge and activity believed necessary or essential for meeting requirements in these functional areas. A listing was obtained from computer tabulations which show employees, regardless of location, who are coded as having substantive knowledge and experience in the special areas intentionally selected for these "Affinity Groups."

Obviously, not all the employees listed need or should be included in the final "Affinity Group." In fact, the size of the initial indexing can be controlled and restricted by citing limiting factors in addition to the specialization codes, e.g., grades, age, education, extent of experience, overseas duty, etc. Caution should, however, be exercised, lest the limitations exclude candidates who might otherwise prove suitable. In the attached hypothesized "Affinity Groups" the additional limiting factor was simply Grade GS-14 and higher.

For purposes of developing the "family" of jobs which could comprise the two (2) "Affinity Groups" at Tabs A and B, reference was made to the Agency's Occupational Code System and selections were taken from its basic and subdivision occupational series. In this context, use of the occupational groupings found in Agency Occupational Code System provided a type of natural association in terms of common functions. However, the paramount aspect in constructing the "Affinity Group" remains careful selection of specialization codes -- areas of human knowledge and activity -- from the Qualifications Record System which are most pertinent to the requirements, and in this manner insure full disclosure of possible qualified candidates.

The process described to this point produces an initial listing of employees who can be considered when forming an "Affinity Group" (see Listings attached to Tabs A and B). The next essential step is the establishment of specific and defined criteria which will enable the assignment of skill levels within the "Affinity Group". Skill levels which could be adopted are: High-Intermediate-Acceptable-Unacceptable. The standards applicable to each skill level must be determined and assigned to the employees by designated officials who are competent and sufficiently imbued with the knowledge and purposes of the particular "Affinity Group". To effectively assign the skill level, it may be necessary for the designated officials to examine official personnel folders as well as review the data provided in the initial listings.

When the "Affinity Group" has been formed and each member has been assigned a skill level, the Qualifications Record System can be appropriately modified by the addition of designated codes which will represent "Affinity Group" and skill level data. The modification would permit computer input and tabulation call-up of the data pertaining to the established groups. Name listings or statistics for comparison or other purposes could be obtained relevant to group and skill levels, grades, locations, etc., and thereby greatly assist in management considerations and determinations with respect to assignments, training needs, and recruitment justification.

SUMMARY AND RECOMMENDATIONS

It is anticipated that the specialization codes currently contained in the Qualifications Record System will adequately respond to requirements necessary or desired in forming an "Affinity Group". If necessary, however, a specialization code can be revised or a new one devised to accommodate a requirement. The proposal described above does necessitate the services of officials of competence to determine the areas and purposes of affinity groupings, the associate qualifying requisites, and conveyance of membership. This is considered essential to insure a relevance and validity of purpose. Personnel of the Qualifications Analysis Branch are, of course, available to assist in the structuring and implementation of the proposal. It is, therefore, recommended that the objectives of paragraph 1. a and b above be accomplished by utilization and modification of the Qualifications Record System as cited above.

 STATINTL

Chief, Control Division

Attachments

TAB A

AFFINITY GROUP: Geography/Cartography

Family	Agency Occup. Code
Geographer-Cartography	0150.02
Intel Officer - Cartography	0150.03
Intel Officer - Geography	0150.04
Cartographer	1370.01
Photogrammetric Analyst	1370.02
Photogrammetric Technician	1370.04
Cartographic Technician	1371.01

QAB Specialization Fields	QAB Specialization Codes
Geography	JP <del>00</del> -JP68
Geography, General	JP <del>00</del>
Desert Geography	JP <del>04</del>
Economic Geography	JP <del>06</del>
Military Geography	JP1 <del>0</del>
Physical Geography	JP12
Tropical Geography	JP18
Urban Geography	JP20
Latin American Geography	JP22
Mid East Geography etc.	JP28
Western Hemisphere Geography etc.	JP68
Cartography, General	JV <del>00</del>
Cadastral Surveying	JV <del>02</del>
Hydrography	JV12
Photomapping	JV18
Topographic Drafting	JV26
Computer mapping etc.	JV31
Cartographic Illustration	JV76

SAMPLE OF ADDITION TO QUALIFICATION CODE TO DESIGNATE AFFINITY GROUP SKILL LEVEL:

----GEOGRAPHY/CARTOGRAPHY AFFINITY GROUP

- HIGH
- INTERMEDIATE
- ACCEPTABLE
- UNACCEPTABLE

TAB B

AFFINITY GROUP: Computer Science

Family	Agency Occup. Code
Computer Science Advisor	1520.03
Computer Systems Administrator	0330.01
Computer Systems Manager	0330.02
Computer Operations Manager	0330.03
Computer Operations Supervisor	0332.01
Computer Operator	0332.02
Peripheral Equip Operator Supvrs.	0332.05
Peripheral Equip Operator	0332.06
Computer Systems Analyst	0334.01
Computer Programmer	0334.02
Computer Specialist	0334.03
Computer Equipment Specialist	0334.04
Computer Systems Analyst-Programmer	0334.05
Systems Programmer	0334.06

QAB Specialization Fields	QAB Specialization Codes
Computer Science	HA20
EDP/ADP Systems	FD20
Systems Analysis/Design	FD22
EDP/ADP Programmer	FD24
EDP/ADP Peripheral Equipment	FD32

SAMPLE OF ADDITION TO QUALIFICATION CODE TO DESIGNATE AFFINITY GROUP SKILL LEVELS:

----COMPUTER SCIENCE AFFINITY GROUP

- HIGH
- INTERMEDIATE
- ACCEPTABLE
- UNACCEPTABLE

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PLKS 74-4837

74-4837

10 DEC 1974


MEMORANDUM FOR: Executive Officer to the Deputy Director for Administration  
SUBJECT : Occupational Affinity Groups

1. This is in response to your request pertinent to MAG interest in the status of the identification of occupational affinity groups within the Agency.

2. As you fully appreciate, Agency Career Services have been engaged in developing and implementing many new elements in their personnel management programs. Considerable work and action is required by the Career Services if they are to meet their sixteen personnel management responsibilities. Most face a major challenge in ensuring that meaningful career development and management programs are implemented.

3. Career Services must sort their professional positions as they prepare occupational ladders preliminary to any joint effort to discuss the affinity relationship between an occupational category of one Career Service with that of another. Following a determination by each Career Service as to any intra-Career Service occupational affinity grouping, Career Service representatives can then pursue the objective of identifying inter-Career Service affinity groups. In my memorandum of 7 May 1974, to the Secretary, CIA Management Committee, I asked the Committee to solicit the cooperation of the Deputy Directors to identify representatives to assist in pursuit of this objective.

4. Early in 1975 a major report is to be made to the Director informing him of the status of the implementation of the recommendations approved in the PASG Report. Subsequent to the preparation of that report I expect to determine the readiness of the Career Services to participate in identifying occupational affinity groups. Career Services should move toward implementation of the key recommendations in the PASG Report prior to committing their resources to this rather difficult task.

  
F. W. M. Janney  
Director of Personnel

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