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17 June 1966

Mr. Bannerman:

The attached memorandum for the Director of Personnel was prepared by [redacted] and me as a result of your request made at a recent noon staff meeting. Mr. Warfield strongly opposes the memorandum. In view of the fact that the Office of Personnel is now heavily burdened with such matters as reorganization, installation of the skill bank, progress reporting and similar efforts, I recommend that we hold off on the attached memo until some of the existing work now under way has been completed.

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[redacted]

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Att: DD/S 66-3088

Banner - Hold off until we get thru the next several months

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GROUP 1
Excluded from automatic
downgrading and
declassification

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DD/S REGISTRY

FILE Personnel 15

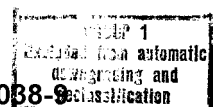
DD/S 66-3088

MEMORANDUM FOR: Director of Personnel

SUBJECT : Recruiting

REFERENCE : Memo to DD/S fr DD/Pers/RP dated 7 June 1966,
subj: Commissioned Reserve (Clerical Recruiting)

1. The reference indicated that information was being provided which requires no action by the Deputy Director for Support. I believe, however, that it does require action if it is intended that plans previously approved by the Director of Personnel and the Deputy Director for Support are to be abandoned.
2. You will recall during recent hearings on the Combined Program Call I asked that the Office of Personnel consider the use of Correspondents, as well as Office of Security and OO personnel, to enlarge its recruitment network. The Office of Personnel responded negatively in a memorandum dated 17 May 1966, but offered no evidence as to the depth and extent of its examinations with the other Offices concerned.
3. Before considering the reversal of my memorandum of 4 August 1965, subject: Commissioned Reserve (Clerical Recruiting), I believe it would be well for all of us to look rather closely at the alternatives involved in such action. It seems to me that a systematic examination of this problem should be based upon the following:
 - a. Cost comparisons of the various alternatives available for recruitment activities, i.e., a cost-utility analysis for each method which could be used, indicating the cost on the one hand as compared with the benefits on the other hand.
 - b. An examination of sources in order to focus on the question of whether or not Agency recruiting efforts are dispersed in profitable locations.



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c. Practical methods of leveling out the recruitment workload in order to avoid peaks now so characteristic of the clerical recruitment effort.

d. What past experience has indicated, both qualitatively and quantitatively, in terms of methods of recruitment.

I would appreciate receiving from you by 15 July 1966 an analysis of the alternative methods of achieving your recruitment objectives.

R. L. Bannerman
Deputy Director
for Support

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