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ROUTING AND RECORD SHEET

INSPECTOR GENERAL

SUBJECT: (Optional)

June Monthly Recruitment Report

FROM:

James N. Glerum
Director of Personnel

EXTENSION

NO.

DATE

8 JUN 1983

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TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Attached is the requested status report. It brings you up to date in general on changes since the IG report. It also will serve as background for brief monthly progress reports to follow.

James N. Glerum

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8 JUN 1983

MEMORANDUM FOR: Deputy Director of Central Intelligence
VIA: Executive Director
FROM: James N. Glerum
Director of Personnel
SUBJECT: June Monthly Recruitment Report

1. Due to the vital importance that the recruitment and processing of new employees plays in the Agency, particularly during this rebuilding period, I would like to provide a monthly report on this activity. The first report centers heavily on the Inspector General's review of applicant processing and the changes in the system that took place subsequent to the review.

2. The following are modifications in the applicant processing system resulting directly or indirectly from the 1982 Inspector General's Report:

- o We have completed our revision of the Agency application forms which will reduce the amount of information required by 30%. ✓
- o Effective 6 June, hiring components can obtain Professional Applicant Test Battery (PATB) evaluations directly from Psychological Services Division, eliminating OP as the middle man. ✓
- o We have established a series of approved "in-grade" hiring levels that will eliminate component certification in certain occupations.
- o All applicants are contacted by OP's security screening unit by telephone prior to being placed in process. This process screens out about (12%) of all applicants who would otherwise require a field investigation and polygraph.

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- o We have developed a post-EOD survey of all new hires and are providing a quarterly report of our findings to those involved in the applicant process to assist in improving our system.
- o We have relaxed our requirement to have fully completed application forms at the early stage of employment consideration and of requiring updated forms if the applicant desires to reapply within one year. This will speed up applicant consideration.
- o The positions of the Processing Assistants, who represent the main contact with applicants during the processing, have been upgraded to GS-8, which is expected to provide improved continuity and experience in this activity.
- o We have established an after-hours telephone contact system to speed up communications with applicants who are difficult to locate during the day.
- o Personnel within Recruitment and Placement who deal directly with the public are now specifically evaluated on their Performance Appraisal Report in that responsibility.

3. In addition to those changes sparked by the I. G. review, the following is a list of additional initiatives:

- o We are in the middle of a nationwide advertising program for Career Trainees that starts with applicants being given an upfront Professional Applicant Test Battery (PATB) and follows with interviews for those who show promise. This concept will save time and will reduce the number of unsuccessful interviews.
- o We have initiated greater use of telephone interviews for outlying applicants to speed up response and contact time by the recruiters.

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- o We are controlling the number of non-critical applicants placed in the processing system each week to maintain an even flow and reduce the demand on investigative and polygraph resources.
- o The Office of Personnel now has a specific block of medical and polygraph appointments which permits scheduling and rescheduling without the need for constant contact with OMS and OS. We expect to computerize this scheduling process in the future. 25X1
- o We have established a new, more competitive general entry-level salary scale which recognizes higher starting pay for M.A. and Ph.D. candidates, and offers greater flexibility to managers in setting beginning salaries. It also recognizes the differences in the competitive high-tech occupations. 25X1
- o We have eliminated two field recruiter positions and will reduce one more in January as a result of territorial assessment production evaluations.

4. With the firm decision that the Agency would not exceed OMB and Congressional ceiling limits, it has been necessary to exercise tight control over all new Agency hires. The Office of Personnel provides bi-weekly reports that reflect attrition and internal accessions and project a month-by-month hiring allotment for each Directorate to exercise its own priorities among occupations. Although unpopular as any control would be, it does provide a framework for Directorates to plan a regulated hiring program. It is expected that these controls will need to be extended into the next fiscal year. 25X1

5. As of 31 May, the Office of Personnel fully cleared professional/technical and clerical applicants who cannot be scheduled to enter on duty because of full-time equivalency and ceiling constraints. Since 1 October 1982, the Agency has hired professional/technical and clerical employees against an overall FY-83 target of new hires. With four months left in the fiscal year, 82% of the FY-83 hiring goal are either employed or are fully cleared and ready to come on board. 25X1
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6. The Review Unit, which is a part of Recruitment Divisions's Headquarters complement, is responsible for reviewing incoming recruiter cases, as well as for screening the 800-1000 unsolicited resumes that are received in RD each week. With regard to this latter function, the review of resumes and resulting contact with the applicant (without field recruiter assistance) by RU personnel resulted in [] professional and technicals entering on duty in FY-82. So far in FY-83, RU has been credited with [] professional and technical EODs.

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7. Increased emphasis on Career Trainee recruitment during the first eight months of FY-83 has produced an average of [] cases each month (75% from the Office of Personnel and 25% from DDO and the CT Task Force). This average of [] each month compares with an average of [] CT cases each month in the previous three years. This two-fold increase in cases is eventually expected to produce a sufficient number of CT EODs.

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✓ James N. Glerum

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