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21 March 1983

INSPECTOR GENERAL

83-222

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Executive Director

FROM: Director of Central Intelligence

SUBJECT: Recruitment

1. We need a thorough and top reevaluation of our recruiting system and methods. We are in a bad position, having asked for and obtained support to rebuild clandestine HUMINT capability, acting and sometimes testifying as though it has been proceeding on schedule, and now find it necessary to acknowledge that it has fallen behind rather badly. This particularly annoys me because I have regularly raised this issue at Tuesday morning staff meetings and received a reassuring answer that recruiting is ahead of schedule, never getting a breakdown reflecting that the effort was falling behind in critical areas. I also raised at these meetings from time to time whether generalized personnel recruiters are effective in attracting the kind of people we need for our specialized career service.

2. I want to know where we stand in these respects: First, I want to have a breakdown of each CT class during 1981, 1982 and 1983--how many operations officers, [redacted] etc. Then I want to know what happened to them--how many went to each geographic division, [redacted] how many were absorbed in task forces, etc. I want to know what each geographic division received from each class, how much on the average, how much during each time period, how the rate of flunking out has varied over the last five years or so. I want to look at the production of the personnel recruiters and get their production broken down by types of recruits.

3. In visiting stations [redacted] I had a series of talks to a few Intel Analysts. I would like to know how many IAs we have functioning today and how many of them have become case officers or virtually case officers. Then, I want to take a hard look at the whole organization and see where we can convert less productive slots to operations slots and how to do it, i.e., divisions which perhaps could have lower priority, etc. Most important of all, we must find a way to engage experienced operations officers in attracting new young men and women to this career. I think the record confirms the instinct I have expressed before that personnel officer types are not likely to do too well at this. We have to activate dedicated people in the organization to do more spotting and selling on the side, so to speak. We may need to spring a few more operations officers loose to help in this cause--require [redacted] officers to spend some fragment of their time hustling for recruits.

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4. Finally, I want to reach out to take in more young men between the ages of 27-32, give or take a year or two, who have proven themselves by doing something and can be persuaded to come to us. How has our CT recruiting broken down between fresh off campus and people with varying levels and kinds of actual experience? To get more action we need [redacted] and military liaison people to intensify this effort.

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5. I've asked [redacted] to take action on this memo and pull together information on recruitment.

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William J. Casey

cc: SA/DCI/IA

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