

**CONFIDENTIAL**

4 May 1970

MEMORANDUM FOR: Deputy Director of Personnel  
- for Recruitment and Placement

SUBJECT : The Information of Possible Interest  
to the Task Force on Academic Relations

1. Attached is a copy of a report by a Study Group on Recruitment that was commissioned by the Executive Director-Comptroller in 1968 to review the then-current Agency recruitment policy and methods. Portions of that study still remain today standard procedure in college recruiting especially as they relate to a) recruitment relations vis-a-vis college placement officials and faculty members and b) coordinated recruitment, wherein representatives of specific Agency components accompany recruiters during their visits to campuses.

2. In addition to the Report we can make a few general observations on both of the above items.

3. In FY 68 Recruitment Division called at 450 colleges and universities. During the present fiscal year that figure is now in the vicinity of 180 with particular emphasis having been given to some 116 major colleges and universities which are considered as being of such excellent quality that particular emphasis should be given to them. It can be noted here that the greater number of those 116 schools are the same schools where we have experienced the most difficulty from militant students.

4. Cooperation in our coordinating recruitment effort took on various forms over the past two fiscal years. At our request numerous components in the Agency identified faculty members with whom they have had

**CONFIDENTIAL**

Page 2, The Information of Possible Interest to the  
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various dealings over the years and invited us to make contact with these faculty members as potential recruitment sources. Among those who did offer this information was the Office of Communications, the Office of Logistics, ORD, OSI, ELINT, OBGI, and OER. During Fiscal Year 70 only OER carried out a full program of accompanying particular recruiters to particular schools (a copy of their schedule is attached). OSI, when invited to organize a similar program, declined to participate because a) they did not feel their impending requirements would justify the program and, b) they experienced satisfaction with the type of scientific intelligence trainee our recruiters had been identifying for them. OBGI, continuing their practice of not accompanying ~~recruiters~~, continued to make independent campus visits to known and cooperative geographers in the academic world. They would give us advanced notice of their itinerary and we provided them with literature and applications preaddressed to the Recruitment Office nearest their contacts. This proved a rather fruitful approach.

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Chief, Recruitment Division

MEMORANDUM FOR: Director of Personnel

SUBJECT : Report of Study Group on Recruitment

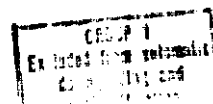
1. Pursuant to your request which was based on a suggestion from the Executive Director-Comptroller, a study group met during the period of 29-31 January 1968 to review current Agency recruiting policies and methods. Members of the group from the Office of Personnel were

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Intelligence. The latter were present frequently during the sessions and participated fully.

2. The remarks made to the group by the Deputy Director for Support at the initial session established the objectives toward which the ensuing discussions were directed. Mr. Bannerman stated that as the Agency's future depended entirely upon the quality and caliber of its personnel, the group should examine our present methods of recruiting to determine whether they are the most effective means of obtaining the high quality needed. Mr. Bannerman suggested that the group explore how recruiters might spend a greater portion of their time interviewing on a more selective basis rather than utilizing the current "shotgun" approach. He added that the group should also feel free to recommend discontinuance of any methods presently in use which are cumbersome or unproductive.

3. Prior to considering methods for facilitating recruiter access to high quality prospects, the group considered the general question of whether or not our recruiters should continue to recruit on campuses at all.



Page 2, Report of Study Group on Recruitment\*

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This question has arisen in various quarters because of anti-Agency demonstrations which have occurred during recent months on several campuses. It was the unanimous recommendation of the group, including Messrs. [redacted] that we continue campus recruiting as it provides access to the major source of highly qualified professional personnel.

4. The group next reviewed the Agency's present policy of not recruiting on campuses at which extensive publicity, militant demonstrations, or demands for confrontations might occur. The consensus was that this policy is appropriate as a temporary measure. It is recommended, however, that recruiters be permitted to return to the "outlawed" campuses as soon as their "climates" permit. This recommendation is based upon the assumption that Placement officials cannot be expected to cooperate by sending applicant resumes to off-campus locations (as some have done) over an extended period. If this were the case, our recruiters would not have direct access to the considerable numbers of qualified prospects at the major institutions involved.

5. Although no drastic changes in our present recruiting methods are recommended, the group believes that the measures discussed below will insure greater selectivity. These suggestions are considered to be especially appropriate at this time of ceiling limitations and the return of a substantial number of Agency personnel from overseas.

6. Present schedules call for our [redacted] professional recruiters to visit over 440 colleges and universities, both large and small, between October and March. This extensive number is a holdover from former times when it was necessary for recruiters to exhaust every source in their territories to meet the Agency's rising manpower needs. In the group's opinion, this is the propitious time for recruiters to narrow down the number of institutions visited so that they can concentrate on those which have proven to be most productive qualitywise. Fewer schools to visit will allow recruiters more time for interviewing the outstanding prospects. Under current schedules, because of the pressure of time, interviews are often limited to thirty minutes. Perhaps of even greater benefit will be the opportunities for our recruiters to establish

25X1

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Page 3, Report of Study Group on Recruitment

and cultivate more effective rapport with additional faculty members and school administrators. This, in turn, can result in increased cooperation from these officials in identifying and referring outstanding prospects.

25X1 7. Headquarters can assist recruiters in determining which schools in their areas are most productive. Messrs. [redacted] stated their willingness to furnish lists of those institutions which have been most effective in producing the numbers and types of personnel in which they are interested. Statistics are also readily available from the Office of Personnel's Qualification Analysis Branch which give the numbers and kinds of degrees held by all present Staff employees and identify the institutions at which the degrees were attained. It was also brought to the attention of the group that the Assessment and Evaluation Staff of the Office of Medical Services is presently making a study of Career Trainees. Among other things, this study will be concerned with the quality of performance of these individuals and will examine the relationship which may exist between job performance and educational institutions attended.

8. Of the schools to be visited regularly, it is expected that universities will constitute the major source of qualified candidates because of greater diversification and numbers of graduate students. There are, however, a number of smaller colleges and technical schools which have proved to be excellent sources of well-qualified applicants. These institutions should not be overlooked. Examples are as follows:

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9. Although suggesting that recruiters discontinue calling on the less productive schools, the group is not recommending that they be completely eliminated from our sphere of interest. It is recognized that it is quite possible for individual outstanding prospects to come from any school. It is also possible that personnel

CONFIDENTIAL

Page 4, Report of Study Group on Recruitment

requirements in the future may necessitate rescheduling visits to these schools on a regular basis. Fearing these factors in mind, it is the group's recommendation that we maintain contact with these institutions through the following measures:

- a. Keep them supplied with our brochures.
- b. Maintain contact through correspondence with Placement officials and faculty acquaintances.
- c. Recruiter visits when in the area.
- d. See that Placement offices have a supply of our pre-addressed resume cards.
- e. Advertise when appropriate in their campus newspapers.

10. Every campus recruiter has long desired a system which would permit him to pre-screen applicants prior to interview. Such a system would enable recruiters to eliminate from their schedules those applicants who were clearly not qualified. They would then be able to devote full attention to the qualified applicants. Such a system has yet to be inaugurated. Placement officials are responsible for scheduling students for interviews. As these officials are primarily interested in satisfying the individual student's wishes, they often schedule applicants who do not have the necessary qualifications for the positions which the recruiter is seeking to fill. The group could provide no panacea for this problem but suggests that the following measures could serve to increase the numbers of qualified students directed to our recruiters:

- a. Basically, it is still up to our recruiters to do all they can to make certain that the Placement officials are clearly aware of the qualifications we require. In addition, recruiters should make a practice of commending Placement officials whenever fully qualified candidates are scheduled. They should also endeavor, in a polite way, to impress upon these officials that it is for their benefit, as well as the applicants', to do so.

CONFIDENTIAL

Page 5, Report of Study Group on Recruitment

- b. A practice which has been used effectively by some of our recruiters is that of placing notices on the bulletin boards of the various Departments; e.g., Economics, Engineering, Geography, etc. in which the Agency has interest. (See Tab A.) These notices describe our interests and degree requirements in the various disciplines; indicate the dates the recruiter will be on campus; and request that interested and qualified students sign up for interview through the Placement Office. This last stipulation is very important and necessary in maintaining good working relations with the Placement officials concerned!
- c. The letter appearing herein as Tab B is also an excellent example of the method used by one of our recruiters to stress again to Placement Directors (just prior to visiting their campuses) the qualifications he is seeking in applicants. The letter also points out that the Agency does not make a practice of requesting military deferments; that applicants must be U. S. citizens; and that we have a four to five months processing time. This knowledge can be important and helpful to Placement officials when counseling students prior to scheduling them for interviews.
- d. From time to time, Agency representatives (other than recruiters) visit college and university departments on matters of professional interest to their respective components. These individuals frequently become aware of outstanding graduate students who may be interested in Agency employment. In a number of such instances, these students have been referred to our recruiters for interview. It is suggested that this practice be continued and expanded by the various components whenever appropriate. Messrs. [redacted] [redacted] indicated, during the group discussions, that they would cooperate fully in this respect.

25X1

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Page 6, Report of Study Group on Recruitment

11. The preceding paragraphs pertain to recruiting at colleges and institutions. The members of the study group also devoted some time to discussing other recruitment sources. Increased emphasis has been placed upon these sources recently because of student demonstrations which have resulted in our withdrawal from some campuses. Although a number of our recruiters are already using and producing excellent results from some of the courses of action listed below, some are not. It is primarily for this reason that these suggestions are offered.

- a. Young officers, and sometimes enlisted men, who are leaving the services upon completion of their military obligations have frequently proven to be excellent prospects for Agency employment. The vast majority of the officers are college graduates often with advanced degrees. In addition, they have the maturity gained through their military experience; they are willing to accept responsibility; and they have had leadership training and experience. A number of young enlisted men also have similar qualifications. Also, many of them have had technical training and experience; e.g., communications, electronics, etc. of interest to the Agency. It is suggested that recruiters having major military bases in their areas establish liaison with appropriate officials on these bases (Chiefs of Staff, Personnel Officers, G-2/OSI representatives, etc.) so that young officers and selected enlisted men leaving service may be identified and contacted. When discussing this matter with the military officials, it is very important that recruiters emphasize that we are interested only in those individuals who have voluntarily elected not to remain in the service.
- b. The preceding paragraph suggests a method for contacting service personnel prior to leaving the service. For contacting such personnel after leaving, some recruiters have found Selective Service files an excellent source. It is suggested that recruiters who have not done so explore this possibility in their areas.

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Page 7, Report of Study Group on Recruitment

- c. It is recommended that each recruiter become acquainted with the CSC Regional College Relations representative in their areas. These representatives can arrange for recruiters to get on the mailing list for "File Viewing Days". This will provide leads to individuals who have passed the Federal Service Entrance Examination (FSEE) and possibly those who have passed the Management Intern examination.
- d. Professional Society conventions often provide an excellent opportunity for access to highly qualified prospects in fields of interest to the Agency. Frequently these Conventions offer a placement service which affords opportunities for members seeking employment to be interviewed by recruiters from Government and Industry. Permission to participate usually requires prior approval from the Secretaries of the Societies. Recruiters should be aware of the Professional Society Conventions of interest to the Agency which are scheduled for their territories. This information can usually be obtained from local Chambers of Commerce and our DCS offices.

12. The subject of a nationally advertised and administered professional qualifications test for the Agency, similar perhaps to the Foreign Service Examination of the Federal Service Entrance Examination, has long been advocated by several recruiters. This subject was discussed by the study group as an alternative to our present Professional Applicant Test Battery (PATB). In addition to being used at Headquarters, the PATB is employed in the field at 109 locations in the United States as the "Federal Career Development Program Examination" (FCDP), a testing system ostensibly used by many Federal Agencies. In fact, CIA is the sole sponsor and user of this examination. This system offers considerable flexibility in that the recruiter, having identified professional applicants who appear worthy of serious consideration, can personally arrange for them to be tested at one of the locations in his territory. In many instances it is convenient for the applicant. For example, a person interviewed in New York would be tested at Columbia University. On the other hand, in some of the

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Page 8, Report of Study Group on Recruitment

southern and western states getting to the test site can be a great personal inconvenience for the applicant; i.e., an applicant interviewed at South Western Missouri State College at Springfield, Missouri, must travel more than 175 miles to Kansas City, or 220 miles to St. Louis, or 165 miles to Tulsa to take the test.

13. The make up of our professional applicant test battery (PATB or PCDF - the term is interchangeable) contains both intellectual measures and personality assessment devices. It takes not less than eight hours to complete the test battery. While some applicants have noted that they were impressed with the depth of testing and therefore appreciated the extreme selectivity of the Agency, others have complained of the sheer burden of it. A great portion of our applicants for professional positions are college or university students at the senior or graduate level who over the past fifteen years have been tested "til hell won't have it".

14. Using the present method, then, we test only those people whom we have already interviewed and in whom we would have interest if they did well in the tests. On the other hand, the rationale of a "National" test is that the Agency would publicly advertise that tests would be given at certain locations on certain dates during the year. Those interested in taking the test would apply for such. The tests would then be corrected and our recruiters would pursue only those who did well. Presumably, if this test were given adequate publicity, there would be so many applicants taking the test that many would have done well, and we would have as many or more good candidates from which to choose than by our present procedure. The study group considered the alternatives, including the fact that, at this point in time, yet another National test would be unwelcome in the already burgeoning collection of tests that are given nationally\*. The study group recommends that a serious review be made of the Federal Service Entrance Examination,

\*CEEB

SAT

Graduate Record

Foreign Service

FSEE

National Law; to name but a few

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## Page 9, Report of Study Group on Recruitment

which is administered by the United States Civil Service Commission at over 600 locations throughout the United States nine times a year. (See Tab C.) While the FSEE measures only intellectual capabilities, perhaps as an initial screening device for Agency consideration this should be sufficient. Were it to be established that the norms of the FSEE had correlations with the intellectual portions of the FCDP; then it would be possible for the recruiter to either direct a likely applicant to the next FSEE examination to be given at a location known by the recruiter or, if the applicant had already taken the FSEE, to learn from the Civil Service Commission how well the applicant did. Were this system adopted, our present 109 testing facilities could be discontinued at considerable savings. Operating components considering applicants would have to be re-educated to consider applicants on an intellectual basis with personality consideration held in abeyance until such time as the applicant came to Headquarters for further interviews.

15. Although a discussion of "Agency Image" was not within the purview of this study group, the subject was brought up frequently during the discussions. There is, of course, a correlation between our image and recruiting. In general the better the image, the easier the recruitment task. The members of the group are fully aware that CIA's image is of great importance and concern to all Agency employees. The group also recognizes the desirability of avoiding publicity and the difficulties inherent in attempting to counter unfavorable publicity. However, because of the important influence the Agency's image has on our entire recruitment program, the group recommends that a panel of senior officials be appointed to look into courses of action which might be adopted to improve CIA's image. The following are examples of programs which the group believes would benefit both the Agency's image and recruitment effort if adopted:

- a. Invite Placement Directors and graduate school advisors from selected colleges and universities for a briefing at Headquarters on a one-time basis. Recruiters should be permitted to recommend the individuals whom they consider would be of most value to recruitment efforts in their respective territories.
- b. Initiate a program for selected faculty members to spend a sabbatical year with the Agency.

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Page 10, Report of Study Group on Recruitment

- c. If feasible, the distribution to colleges and universities of unclassified Agency surveys and studies, maps, charts, etc. should be increased. This has been mentioned frequently by the University Consultants during briefings at Headquarters.
- d. It was mentioned during the discussions that we may be losing a number of consultants because our fee is \$50 per day. This is not competitive with consultant fees of Industry or other Government departments and agencies.

16. Each of the individuals who participated in this study group are of the opinion that it was a very worthwhile undertaking. It is hoped that the suggestions contained herein will prove likewise. In conclusion, the undersigned wishes to express sincere appreciation to Messrs. [redacted] and Weber and the recruiters for their cooperation and participation in the discussions.

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[redacted]  
Chief, Recruitment Division  
Chairman



C I A

A Central Intelligence Agency representative will be on campus on \_\_\_\_\_

Appointment for interview may be made through: \_\_\_\_\_

CIA is interested in the below discipline:

Library Science

MS

\* BS's with high academic records will be considered.

**DUTIES:** Reference; acquisition; cataloging. Maintenance of a large collection of foreign and domestic publications and documents in support of intelligence research. Interest in machine retrieval systems is desirable.

**QUALIFICATIONS:** U. S. Citizenship; rigid medical and background screening; willingness to work in the Washington, D. C., area.

**BENEFITS:** Starting Salaries: \_\_\_\_\_ Normal government retirement, vacation, medical and health programs. Opportunities for further education.



C I A

A Central Intelligence Agency representative will be on campus on \_\_\_\_\_

Appointment for interview may be made through: \_\_\_\_\_

CIA is interested in the below disciplines:

Electronics Engineering    BS    MS    PhD

Mechanical Engineering    BS    MS    PhD

DUTIES: Applied engineering; research, design development of technical devices, equipment and systems in support of intelligence work; research and analysis of the performance capabilities of foreign devices, equipment and systems.

QUALIFICATIONS: U. S. Citizenship; rigid medical and background screening; willingness to travel.

BENEFITS: Starting Salaries: \_\_\_\_\_ Normal government retirement, vacation, medical and health programs. Opportunities for further education.

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This letter is written to offer meaningful guidelines pertinent to my forthcoming visit to your campus on 29 February 1968. You may want your person in charge of sign-ups to read the letter. I would suggest the letter be xeroxed and placed on the sign-up board for interested persons to read.

The personnel needs of Central Intelligence Agency are broad enough to include essentially all degree patterns. The constraints in our employment program are seldom imposed by discipline but rather by level of study, timing of application and status of military obligation.

The thrust of our recruiting program centers on the candidate for a graduate degree. Exceptions are the fields of economics, electrical engineering, physics, geology, and candidates for secretarial positions. Persons desiring an interview should understand that service with CIA is not equivalent to completing military service. Very significant to the interviewee is the four to five month processing time for CIA employment. U. S. citizenship, of course, is required.

I hope this letter and our literature will assist in profitable interviews with your fine students.

Sincerely yours,

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Central Intelligence Agency

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Enclosures

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4 May 1970

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Page 2, The Information of Possible Interest to the  
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