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Director of Training

8 March 1951

William J. Morgan

Division of Psychology

1. It is proposed that a Division of Psychology be established in the Office of the Director of Training. The purpose of this Division would be to:

a. Assist in the selection of the most competent Agency personnel, especially those who are to be employed on a career basis. This would be done by the Aptitude Appraisal Branch, using both objective tests and assessment techniques.

b. Assist in the most effective guidance and job placement of personnel within the Agency so that aptitudes and skills are not wasted. This would be done by the Training Evaluation Branch with the assistance of the Aptitude Appraisal Branch.

c. Develop selection and training procedures, tests of aptitudes, and tests of objective achievement which are needed by the Office of Training. This would be done by the Test Research Branch.

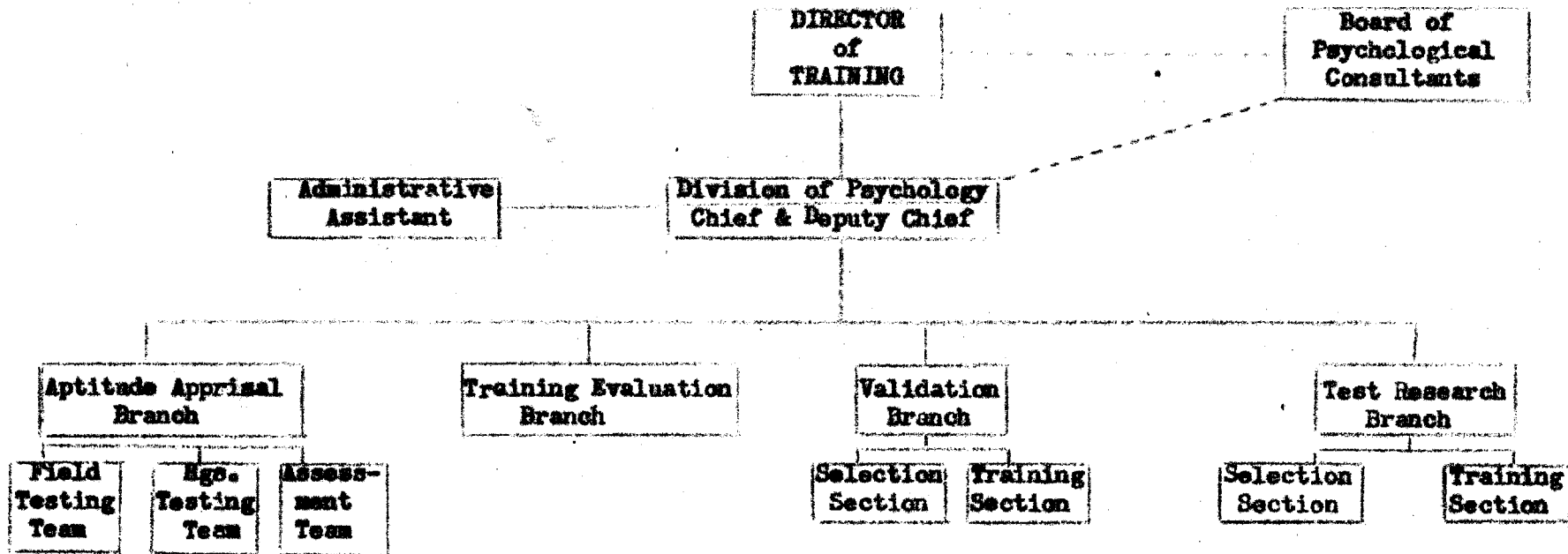
d. Provide validity studies of selection and training procedures so that time is not wasted on ineffective procedures and techniques. This would be done by the Validation Branch.

e. Members of the Division of Psychology would serve as instructors, when needed, in the training courses, and they would also carry out such other duties as the Director of Training would assign. They might, for example, serve as training consultants on scientific psychological topics to staff and division chiefs of CIA.

2. The Organization Chart for the Division of Psychology is given in Figure No. 1, page 2.

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ORGANIZATION CHART
DIVISION OF PSYCHOLOGY

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3. a. Board of Psychological Consultants. It is recommended that a five-man Board of Psychological Consultants be recruited from the business world and universities. A five-man Board would probably insure that at least three men would be available for a two or three day consultant session once each month. This Board would serve as an advisory council to the Director of Training on problems arising from the development, procedures, and objectives of the Division of Psychology.

b. Aptitude Appraisal Branch. The Aptitude Appraisal Branch would have three teams carrying out two functions; namely, assessment and objective testing. The objective testing would be handled by two teams--the Field Testing Team and the Headquarters Testing Team.

(1). Field Testing Team. The Field Testing Team would scour the country, particularly the universities, testing likely candidates for the career programs or for other crucial CIA needs. The Field Testing Team would utilize, when available, data accumulated by the Educational Testing Service. It would also analyze school and testing records of universities in order to save testing time. Among other things this Team could be used to explain and interpret the career programs and help to pick "spotters" for the programs.

(2). Headquarters Testing Team. The Headquarters Testing Team would give selected batteries of tests, depending upon grade level, to all applicants or employees in training who had not been previously tested by either the Field Testing Team or by the Assessment Team. The information obtained by the Headquarters Testing Team would be used by the Evaluation Branch in the guidance of the student through his training courses and also for the student's best placement in the Agency.

(3). Assessment Team. The Assessment Team would conduct assessments primarily of extremely promising career employees before employment or of students in training whose difficulties in training could not be solved by the instructors or by an interpretation of training and testing records by the Evaluation Branch.

c. The Training Evaluation Branch. The Training Evaluation Branch would be primarily responsible for systematizing the final course evaluations of students and interpreting such evaluations to staff and division chiefs. The Evaluation Branch would also be responsible for training instructors in the accurate observation and reporting of evaluation data.

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(d). The Validation Branch. The Validation Branch would have two main areas of responsibility--selection and training. This branch would determine the effectiveness, through validation studies, of selection and training procedures and techniques.

(e). Test Research Branch. The Test Research Branch would have both a Selection Section and a Training Section. The Selection Section would develop tests needed by the Aptitude Appraisal Branch, including test of intelligence, interests, attitudes, social skills, temperament, and other factors related to job success. The Training Section would develop primarily tests for the measurement of attitudes or knowledge, and tests of skills obtained by the student in training courses. It is important to emphasize that standard selection and training tests already published do not meet CIA needs. Some of them can be modified and adapted but most selection and training tests must be developed to meet specific CIA training needs.

4. TABLE OF ORGANIZATION.

<u>NUMBER</u>	<u>TITLE</u>	<u>GRADE</u>
5	Consulting Psychologists	Per diem, as determined by Agency standards
<u>OFFICE OF CHIEF, DIVISION OF PSYCHOLOGY</u>		
1	Chief, Division of Psychology	GS-15
1	Deputy Chief, Division of Psychology	GS-14
1	Administrative Assistant, Division of Psychology	GS-9
1	Secretary (Stenographer)	GS-7
<u>APTITUDE APPRAISAL BRANCH</u>		
1	Senior Psychologist: Chief, Aptitude Appraisal Branch	GS-14
<u>FIELD TESTING TEAM</u>		
1	Psychologist	GS-13
1	Junior Psychologist and Test Administrator	GS-12
1	Statistical Assistant	GS-7
1	Scoring Assistant	GS-5
1	Clerk - Stenographer	GS-5
<u>HEADQUARTERS TESTING TEAM</u>		
1	Psychologist	GS-13
1	Junior Psychologist and Test Administrator	GS-12
1	Statistical Assistant	GS-7
1	Scoring Assistant	GS-5
1	Clerk - Stenographer	GS-5

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Assessment Team

2	Psychologists	GS-13
1	Junior Psychologist and Situation Testing Assistant	GS-12
1	Scoring Assistant	GS-5
1	Clerk - Stenographer	GS-5

TRAINING EVALUATION BRANCH

1	Psychologist	GS-13
1	Junior Psychologist	GS-12
1	Clerk - Stenographer	GS-5

VALIDATION BRANCH

1	Senior Psychologist: Chief, Validation Branch	GS-14
1	Clerk - Stenographer	GS-5

Selection Section

1	Psychologist	GS-13
1	Junior Psychologist and Statistician	GS-12

Training Section

1	Psychologist	GS-13
1	Junior Psychologist and Statistician	GS-12

TEST RESEARCH BRANCH

1	Senior Psychologist: Chief, Test Research Branch	GS-14
1	Clerk - Stenographer	GS-5

Selection Section

1	Psychologist	GS-13
1	Test Item Writer	GS-9

Training Section

1	Psychologist	GS-13
1	Test Item Writer	GS-9

TOTAL

Part-time Consulting Psychologists on per diem basis	5
Psychological and Technical Specialists	24
Administrative and scoring assistants and clerical personnel	11

TOTAL 40

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5. Phasing. It is suggested that the phasing, in order of priority, be as follows:

- a. Headquarters Testing Team
- b. Training Evaluation Branch
- c. Test Research Branch
- d. Validation Branch
- e. Field Testing Team
- f. Assessment Team

6. The Board of Consultants should be assembled as soon as possible so that the recommendations can play an important part in the modification and improvement of the programs of the Division of Psychology.

7. The Board of Consultants and units (a), (b), and (c) of paragraph 5 should be recruited by 1 July 1951, and units (d), (e), and (f) should be recruited by 31 December 1951.

8. The suggestions contained in this memorandum are for purposes of discussion and are not intended to be at all final.



W. J. MORGAN /

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