

*Testy, Morgan***Office Memorandum • UNITED STATES GOVERNMENT**

TO : Director of Training

DATE: 4 June 1951

FROM : William J. Morgan

SUBJECT: University of Wisconsin Recruiting Trip

1. [ ] while on a recruiting trip to the University of Minnesota, tried out an experiment which proved highly successful. After he had done the preliminary screening of applicants at the University and had given them the Otis Group Intelligence Test, he phoned the OSI representatives, for whom he was recruiting, and informed them that he had good candidates picked out. These OSI representatives went out to Minnesota, conducted the final interviews, and signed up the students then and there without wasting time getting them to Washington -- and thus taking no chances on losing them. [ ] suggested, and you approved, an analogous program to take care of the O/TR trainee candidates and possible O/TR staff applicants whom [ ] had lined up at the University of Wisconsin.

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2. I arrived at noon, Wednesday, May 16th. [ ] had preceeded me and he had made all schedule arrangements for interviews and testing. Unfortunately, some fifteen O/TR trainee candidates had already been lost to us because they had signed up with other agencies and companies. [ ] stated that the best trainee candidates were no longer available.

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3. We began interviewing on Wednesday afternoon; tested Wednesday night; interviewed all day Thursday; tested Thursday night; and interviewed again all day Friday. Generally, a half hour was allotted in interviewing. Most of the students had been briefed previously and sold on CIA by [ ] so that the interview time was devoted to substantive questioning about the candidates rather than to inspirational remarks about CIA by the interviewer.

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4. The testing schedule included:

a. A one page biographic data sheet which contained space for military and intelligence training and experience, overseas residence, and language skills.

b. A one-half hour test of logical reasoning which has norms for college graduates.

c. A twenty-minute test of verbal intelligence which has norms for college graduates.

d. A "Written Interview Questionnaire" which contains questions intended to elicit work preferences, job attitudes, patriotic zeal, motivations, etc.

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5. On the bases of class standing and test scores (and extreme specialization of interest and skills) it was obvious that, in spite of high character and personality attributes, very few of the candidates were suitable for O/TR trainee slots. However, quite a few of them were suitable for other Agency positions. A summary of my rating of the candidates in terms of CIA jobs is given in Table I.

Table I

<u>No. of Candidates</u>	<u>Rating</u>
2	Superior
16	Excellent
8	Satisfactory
8	Mediocre
5	Poor
Total <u>39</u>	

6. Candidates who received Superior, Excellent, and Satisfactory ratings were recommended for CIA jobs; those who received Mediocre and Poor ratings were not recommended. Table II is a summary of the CIA units for which the candidates were recommended.

Table II

<u>No. of Candidates</u>	<u>Units for which Recommended</u>
5	O/TR
9	O/SO and/or O/PC
3	TRD
7	Administration & Services (e.g. - Security, Personnel)
1	Other CIA units
Total <u>25</u>	

Twenty-six candidates received ratings of either Superior, Excellent, or Satisfactory, but one candidate who received a Satisfactory rating was not interested at this time for a job in CIA which explains the total of twenty-five rather than twenty-six. Table II is a summary of only the primary CIA unit recommendations. Thirteen candidates were recommended for two or more CIA units. Of the five men recommended for O/TR, it is likely that two are better suited for TRD assignments. Of the twenty-five men, five were recommended for GS-5 slots; ten for GS-7's; five for GS-9's and five for GS-11's.

7. In spite of the fact that the trip was not lucrative in terms of specific O/TR interests, I believe that it will pay dividends for CIA as a whole. As the result of observations made by me on this trip, I should like to make a number of suggestions. I believe that  would be able to expand and improve on these ideas:

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a. In order for CIA to get top-notch students from colleges and universities it is necessary to embark on a highly aggressive recruiting campaign. We need more [ ] who are intimately familiar with higher institutions of learning so that the best men can be readily spotted with the help of college authorities. Once spotted they must be sold a CIA bill of goods as [ ] so effectively did at the University of Wisconsin. Your idea of having at least one man as a CIA spotter at each college needs to be implemented on a large scale. Such spotters need to be men, preferably, with military and intelligence experience. If they do not have intelligence experience we could set up a brief indoctrination and training course for them, possibly by having them called to active duty as officers for a couple of weeks. Moreover, the training and indoctrination program, even for men who have had intelligence experience, should include a wide familiarization with present CIA needs. In my own case, I found myself favoring TRD, O/SO, O/PC in my judgements simply because I am more familiar with those units.

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b. Before these men are contracted for, the CIA spotter's judgement should be confirmed by an independent interview, by a CIA employee working in one of the operational or administrative units, depending, of course, on the job assignments under consideration. I believe that I could be of assistance in designing a standardized yet comprehensive interview procedure which would make it possible for an inexperienced interviewer to cover the necessary ground quickly.

c. Before the final decision for employment is reached, the candidate should be tested\*. Whenever possible, the testing should be done before the final interview is given. If that is not possible, then the testing should be carried out while the interview is in process. In the spring of 1950 I wrote out a proposal for training mobile testing teams which would cover the country working hand in glove with the personnel recruiters. I still think it is a good idea. Three such small teams could be of tremendous assistance to CIA in getting high calibre personnel. Until such time as these teams are activated, I would be glad, within the time available to me, to direct a project of setting up relevant testing kits which some personnel recruiters could be trained to give and score.

\*On the Wisconsin trip I found that a graduate student in languages fell below the twentieth percentile in both the logical reasoning and the verbal intelligence tests, and yet he was about to receive a Fullbright Fellowship.

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d. Lastly, when the decision is made that an applicant should be hired by CIA, then immediate action should be taken to place that person on our payroll if (a) he is likely to be lost to us through delay in getting him cleared, or (b) if he would suffer financially by waiting for clearance. Men and women who are about to be graduated from college are generally hard pressed financially. Many of the men at Wisconsin told me that in spite of their desire to join CIA, they might find it necessary to accept other employment (often signing definite commitments) because of the delay in clearance. In the case of college graduates, I think it would be advisable to make it SOP to give them an UTG/A slot unless they themselves want a delay in employment to finish their studies or tidy up their personal affairs.



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