Approved For Release 2006/01/30 : CIA-RDP61-00391R000100400007-9

[redacted]

8 December 1955

Proposed Career Development Program
of the
Coordination Area, ORR

POLICY AND OBJECTIVES

The purpose of the CIA Career Program is "to establish personnel management practices which will develop people to the fullest extent to meet present and anticipated personnel needs of the Agency and to encourage their long-term service with the Agency." 1/ The personnel management policy of CIA contemplates "a progressive program that identifies, develops, effectively uses, and rewards individuals who have qualifications required by the Agency, motivates them toward rendering maximum service to the Agency and eliminates from the service, in an equitable manner, those who fail to perform as effective members of the Agency." 1/

The present paper seeks to implement the CIA Career Program by fixing the respective responsibilities of employees and their supervisors, outlining career patterns, and providing for guidance to Area personnel in order that they may continually increase their effective value to the Agency and their own sense of job satisfaction and personal growth.

ASSUMPTIONS

The principal assumptions underlying the Coordination Area's Career Development Program are:

a. Essential policies and principles for the promotion of employees, transfer of individuals from clerical to professional status, programs for the Career Council, Career Service, and Career Staff, and the Junior Career Development and Junior Officer Trainee Programs have been promulgated by the Agency and ORR.

b. Adequate entrance-on-duty induction, indoctrination, and orientation programs have been instituted by the Agency and ORR.

25X1

1. CIA Regulation [redacted] The CIA Career Council and the Career Services, 25 June 1954.

[redacted]

Approved For Release 2006/01/30 : CIA-RDP61-00391R000100400007-9
This CIA regulation has been declassified.

Approved For Release 2006/01/30 : CIA-RDP61-00391R000100400007-9

RESPONSIBILITIES

not entirely

The development of individuals is an integral part of good management; consequently career development is the responsibility of all supervisors. From the level of a junior analyst, giving direction to the work of a clerical assistant, to the Ch/C, responsible for the Coordination Area, it is expected that all supervisors will assist employees in mastering their tasks and tactfully discuss with them methods of self-improvement. The importance of supervision to the success of the Career Development Program cannot be overemphasized. The President of the American Management Association has stated that, ". . . the point of greatest (possible) return is the relationship that exists between supervisor and supervised at all organizational levels from day to day. . . . More attention should be paid to making this relationship constructive at all levels than to any other activity."

Implicit in career development is the responsibility of each employee to develop his own potential both on-the-job and through available opportunities for special types of training.

The adequacy and effective administration of planned career development in the Coordination Area is the responsibility of the Area Chief. This responsibility is delegated to the Division Chief as the focal point of the program, charged with its effective execution.

AREA CAREER PATTERNS

The Coordination Area includes those components of ORR responsible for programs which are interdepartmental in nature. In practice, the Area fills both a line and staff function. Being responsible for interdepartmental support activities the Area acts as a staff arm of the AD/RR; it also includes a number of basic line activities.

Employees of the Area can be thought of, for purposes of career planning, as falling into the following five groups:

1. General support (clerk-typist, secretarial and administrative assistant), GS-3 through GS-7.

2. Specialized technician (photographic equipment specialist), GS-5 through GS-11.

3. Junior professional (intelligence assistant, collator, preliminary analyst), GS-5 through GS-9.

Approved For Release 2006/01/30 : CIA-RDP61-00391R000100400007-9

Approved For Release 2006/01/30 : CIA-RDP61-00391R000100400007-9

[redacted]

4. Intermediate professional (analyst, preliminary coordinator), GS-7 through GS-12.

5. Senior professional (economist, coordinator, administrator), GS-13 through GS-16.

It will be noted that there is no natural continuum for positions throughout these five groupings. The general support and specialized technician positions are based on acquired technical skills in the field of stenography or photography. The junior professionals are in large measure engaged in collating activities on the basis of general education, interest in the activity, and on-the-job experience.

Both the intermediate and senior professional positions require the attainment of a level of graduate training in the fields of economics, international trade, industrial analysis, or statistics. The senior professionals, in addition, require a broad substantive background, maturity of judgment and supervisory ability, not only in the direction of personnel, but in the programming of intelligence research support and the guidance of interdepartmental efforts.

Within each of the five position groupings an employees can expect to advance to the more senior grades, given adequate attention to performance and on-the-job development. The transfer from one group to another is dependent, in fair measure, on factors of external training as well as on-the-job development.

A definite similarity exists between components of the Coordination Area and the Research Area of ORR. This suggests that career development could proceed on lateral or rotational lines within the economic components of ORR. Some individuals will have career possibilities in other DD/I or DD/P offices.

The major emphasis in career development will be within the respective divisions on the basis of on-the-job instructional support and substantive experience, with opportunities, as appropriate, for external training and rotational assignments.

It should be understood by all personnel that the Career Development Program of the Coordination Area is not a scheme for rapid promotion of employees. It is a system which envisions the planned development of individuals, by means of formal instruction, experience, and training; first to handle their present jobs better and then to assume greater responsibilities. Furthermore, the career development for even the ablest and best prepared individuals must necessarily be adjusted in accordance with the changing needs of the Area, Office and Agency.

[redacted]

Approved For Release 2006/01/30 : CIA-RDP61-00391R000100400007-9

Approved For Release 2006/01/30 : CIA-RDP61-00391R000100400007-9

[redacted]

AREA CAREER DEVELOPMENT PROGRAM

The Area Career Development Program shall consist of the following activities and procedures:

1. Annual review of the classification and detailed job description for each of the positions in the Area in order to periodically evaluate the standard of competence required. (Procedures for conducting this review are outlined in Annex A.)

why not for individuals? 2. Identification of external training requirements for different position levels within the Area. (See Annex B -- a first draft has been prepared.)

3. Guide instructions to supervisors as the principals charged with a continuing responsibility for career development. (See Annex C -- draft instructions are in preparation.)

4. ~~Semi-annual~~ Continuous career counseling interviews within the divisions for each employee to explore the ways in which he might improve his performance or reasonably extend his experience. It is envisioned that these interviews will lead to the development of a career program for most employees, outlining measures for development in the current position and preparation for the next possible step in a logical succession or advancement. The individual career program would be dependent on the particular demonstrated ability and indicated potential of the employee. (Procedures for the counseling interviews and the records to be maintained of individual career programs are set forth in Annex D.)

5. Semi-annual review by the Area Chief of the progress of career development and special career development potentials or problems.

[redacted]

Approved For Release 2006/01/30 : CIA-RDP61-00391R000100400007-9