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Executive Registry

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**OFFICE OF THE DIRECTOR**

Action Memorandum No. A-388

Date 25 June 1964

**TO :**  
Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

**SUBJECT :**  
Midcareer Training Program

**REFERENCE:**  
A. Headquarters Notice  dated 29 March 1963, same subject  
B. Action Memorandum No. A-336 dated 18 December 1963, same subject

1. Reference Action Memorandum delegated responsibility to the Chairman of the CIA Training Selection Board for recommending to the Executive Director procedures whereby the Midcareer Training Program will be effective on a continuing basis. It also requested the Board to play an important part in the direction and monitoring of the Program.

2. Recent progress reports on this Program to the Chairman of the Training Selection Board from the Deputy Directors made it clear that there are wide differences of opinion both on eligibility criteria and procedures to be followed among the Career Services throughout the Agency. In some instances there appears to be reluctance to prepare individually tailored midcareer programs for the individuals selected for the Program.

3. So that the Program can go forward with a common and understandable base from which all elements of the Agency can work, I am herewith setting forth ground rules for Career Services to follow. In addition, I have appended to this memorandum a glossary explaining and defining some of the more frequently used terms.

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4. If they have not already done so, each Career Service, utilizing whatever means best suits its own circumstances, will thoughtfully and meaningfully examine and evaluate all of its GS-13 personnel. In the early stages of the Midcareer Training Program I recommend that young recently promoted grade GS-14 personnel also be included in this examination. If an individual has demonstrated potential to be promoted eventually to grade GS-15 or higher and if he is 35-45 years of age, he should be selected for the Midcareer Training Program. Immediately upon selection a midcareer developmental program of not more than five years will be prepared for each individual.

5. In conjunction with the Midcareer Training Program there has also been established the Midcareer Executive Development Course (formerly the Midcareer Course). All employees who have been selected for the Midcareer Training Program are eligible for the Midcareer Executive Development Course. However, the course can only accommodate 90 students a year out of the approximately [redacted] in the Agency. Selection for the course therefore will be from those GS-13's who have clearly demonstrated the potential for promotion to GS-15 and above and who most likely will be assigned to executive or managerial responsibility at the senior levels.

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6. After all qualified personnel have been selected for the Midcareer Training Program there will remain a sizeable number of grade GS-13 employees who have not met the eligibility criteria. It should be clearly understood that these individuals are not precluded from further job-related training or promotion. And just as clearly, it should be understood that selection for the Program does not guarantee promotion.

7. Individuals selected for the Program will of course know they have been selected because they participate in developing their own midcareer program; individuals not selected will be told they have not been selected and why not. At the time of annual review Career Services may reverse previous decisions on selections or non-selections for the Program if current information on the individuals concerned dictates such action.

8. The Chairman, Training Selection Board, is fully conversant with my views on this Program and should be called upon for assistance or advice as needed. I expect him to keep me fully informed on the progress

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of the Midcareer Training Program within the Career Services throughout the Agency. If the Career Services feel that the actions outlined above pose any problem for them I would like to have them discussed with me personally.

(signed) Lyman B. Kirkpatrick

**Lyman B. Kirkpatrick**  
**Executive Director**

**Attachment: Glossary**

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GLOSSARY

1. Midcareer

- That midpoint \* in age and grade when the head of the individual's Career Service determines that the employee has demonstrated the potential to be promoted eventually to GS-15 or higher. The employee is then called a Midcareerist. An individual, on the other hand, who meets age and grade requirements but who will not, according to the best estimate of the head of his Career Service, be promoted to grade GS-15 or higher, is not at his midcareer, and therefore is not a Midcareerist.

2. Midcareer Training Program - The Midcareer Training Program is the formal Agency program to identify and develop employees at grade GS-13 (or 14) within a prescribed age range who have demonstrated the potential to be promoted eventually to grade GS-15 or higher. Employees who have been selected for the Midcareer Training Program are Midcareerists. An integral part of the selection process is the development and formalization of a midcareer training program for each individual selected to be completed in not more than five years. This individual midcareer program or plan will be discussed in detail with the employee concerned and will consist of planned assignments, and internal and/or external training which best meet the career objectives that have been determined by the head of his Career Service.

\* In calculating the true midpoint in an individual's career in the CIA, two dimensions must be examined: age and grade. Assuming that an individual enters on duty in his early twenties and retires in his early sixties, the mid-age point is about 40 years. The normal mid-grade point between grades GS-5 and GS-18 for professional employees is GS-13.

3. Midcareer Executive Development Training Course (formerly the Midcareer Course) - That formal training course developed by the Director of Training in accordance with [ ] to provide generalist training in an effort to prepare individuals to assume broader administrative and executive positions in the future. The Course will constitute an integral part of every midcareer program for the Midcareerist who has been identified for future executive posts, providing sufficient spaces are available. 25X1