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Executive Registry
68-3840/1

DD/S 68-4605

11 SEP 1968

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Annual Conference of Professional Recruiters

REFERENCE : Memo dtd 9 Aug 68 for DCI fr DD/S, same subj

Attached are suggested items to be included in your talk to our professional recruiters on 17 September 1968. The recruiters have noted subjects on which they would appreciate having your comments. In the attached we have included suggested questions and some background language from which you may formulate a comment.

25X1

John W. Coffey
Acting Deputy Director
for Support

Att

cc: Deputy Director of Central Intelligence

MORI/CDF

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TALK TO AGENCY PERSONNEL RECRUITERS

Tuesday, 17 September 1968

1500 - 1515 Hours

DD/S Conference Room (7D34)

1. STANDING AND STATURE OF THE AGENCY

WHAT IS THE AGENCY'S STANDING IN OFFICIAL AND PUBLIC CIRCLES? DID DISCLOSURE SUCH AS NATIONAL STUDENTS ASSOCIATION CONNECTIONS CAUSE ANY SERIOUS DAMAGE TO THE AGENCY? HAS THE AGENCY'S PERFORMANCE IN RECENT CRISES STRENGTHENED ITS POSITION WITH THE EXECUTIVE AND LEGISLATIVE BRANCHES OF THE GOVERNMENT?

2. AGENCY IMAGE

WOULD YOU RESTATE YOUR POLICY POSITION WITH RESPECT TO CAMPUS RECRUITMENT CHALLENGES? DOES THE AGENCY HAVE A PUBLIC RELATIONS PROGRAM AND, IF SO, DO THE RECRUITERS HAVE A ROLE IN IT?

IT APPEARS THAT CIA WILL CONTINUE TO BE A TARGET, REAL OR SYMBOLIC, FOR DISSIDENT ELEMENTS ON THE CAMPUS. LAST YEAR INCIDENTS OCCURRED AT 77 INSTITUTIONS; WE CANCELLED OUR RECRUITMENT PLANS IN 42 OF THESE CASES. WE DO NOT WANT THE AGENCY TO SERVE AS A FOCAL POINT FOR DEMONSTRATIONS; WE DO NOT WANT TO BE PLACED IN THE POSITION OF ALLEGEDLY CAUSING FRICTION

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GROUP 1
Excluded from automatic downgrading and declassification

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BETWEEN STUDENTS AND THE ADMINISTRATIVE AUTHORITY OF THE UNIVERSITY OR COLLEGE. AND THE RESULTANT PUBLICITY INEVITABLY EXACERBATES THE SITUATION.

WE MUST, THEREFORE, MANAGE OUR UNIVERSITY RELATIONSHIPS, PARTICULARLY IN THE FIELD OF RECRUITMENT, IN SOPHISTICATED AND UNOBTRUSIVE WAYS WHICH WILL MAINTAIN OUR ACCESS BUT AVOID CONFRONTATIONS.

IT HAS BEEN SAID THAT GOOD PUBLIC RELATIONS MEANS EXCELLENT PERFORMANCE PUBLICLY APPRECIATED. WE MUST LIMIT OUR DISCUSSIONS ABOUT OUR PERFORMANCE AND MINIMIZE OUR DIRECT EFFORTS TO GAIN PUBLIC APPRECIATION.

3. MISSIONS AND FUNCTIONS

DO YOU FORESEE ANY CHANGES IN AGENCY MISSIONS AND FUNCTIONS OR SIZE WHICH ARE LIKELY TO ALTER RECRUITMENT AND RECRUITMENT PLANNING?

MAJOR CHANGES IN THE MISSION OR FUNCTIONS OF THE AGENCY CAN HAVE AN IMMEDIATE EFFECT ON RECRUITMENT OBJECTIVES AND PRIORITIES. ANY EXPANSION IN SCIENTIFIC AND TECHNICAL FIELDS, OR SHIFTS IN ACTIVITIES OF THE CLANDESTINE SERVICES, WILL BE REFLECTED IN THE REQUIREMENTS FOR PEOPLE.

4. PERSONNEL MANAGEMENT

WOULD YOU COMMENT ON THE MANAGEMENT BY THE AGENCY OF ITS PEOPLE TO ENSURE DEVELOPMENT AND RETENTION?

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WE ARE CONCERNED WITH THE QUALITY OF PERSONNEL ENTERING ON DUTY WITH THE AGENCY. WE MUST DO THE VERY BEST JOB POSSIBLE TO TRAIN AND UTILIZE PEOPLE ALREADY ON BOARD. THIS AGENCY DEPENDS ON PEOPLE -- THE VERY BEST THAT WE CAN FIND. BUT WE OWE THEM THE OPPORTUNITY TO ENGAGE IN FRUITFUL AND MEANINGFUL JOBS, TO DEVELOP THEIR TALENTS AND TO HAVE THE OPPORTUNITY TO PROGRESS.

RECENT STUDIES BY THE INSPECTOR GENERAL AND THE COMMITTEE ON PROFESSIONAL MANPOWER INDICATE THAT OUR RECRUITING STAFF, OVER THE YEARS, HAS DONE A VERY CREDITABLE JOB OF BRINGING INTO THE AGENCY THE KINDS OF PEOPLE WE NEED. THESE STUDIES ALSO POINT OUT, HOWEVER, THAT WE HAVE DONE LESS WELL IN THE SUBSEQUENT ASSIGNMENT AND UTILIZATION OF OUR PEOPLE, PARTICULARLY THE JUNIOR PROFESSIONALS.

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