aem-1804

COMMITTEE ON PROFESSIONAL MANPOWER
DD/S&T - DFChamberlain

I. Introduction

An ad hoc Committee on ιProfessional Manpower was formed
via a memo from the Executive Director - Comptroller to the
four Deputy Directors, dated 13 December 1967 and attached as
Tab A.   The Committee is to submit a final report by
29 February 1968.

The Committee membership is as follows:

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DD/S	-	John Richardson, Chairman
DD/P	-	
DD/I	-	Paul Borel
DDS&T	-	Donald F. Chamberlain

The Committee was directed to "examine the recent input
of professional officer personnel with respect to the quality
of these officers in relationship to near and long-range
Agency manpower needs."   In carrying out this study the Committee
was directed to review such questions as:

(1)   Sources of new officer personnel
(2)   Qualitative standards applied in their
selection
(3)   Adequacy of these standards
(4)   Are these standards being maintained
(5)   Measures being taken to provide for the
continuing development of professional officer personnel
(6)   Action if any, necessary to improve the
Agency's competitive position with respect to attracting
and retaining highly qualified personnel.

The Committee obtained the information contained in its
report via use of pertinent special studies, extensive use of
a questionnaire, briefings by selected senior officers, and
special interviews.

In attempting to set some limits on its explorations, the
Committee decided to focus major attention on junior personnel

**DD/S&T
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recruited in five fiscal years (FY 63 through FY 67). Some comparison, however, has been made via supervisory comments concerning the quality of personnel recruited in the five years previous to FY 63. Also, although the Committee recognized an interest on the part of the Executive Director - Comptroller in all recent professional hirings, because of the importance of the CT program in overall Agency recruitment and because of the probable impact of junior professionals generally on the long range leadership problem, the Committee decided to devote most of its attention to these "junior" professionals.

It was generally agreed that "junior" professionals would include those in the GS-7 through GS-12 ranks. In DD/S&T's case, however, because of the considerable number of personnel hired at GS-13's and GS-14's, many of whom are young enough to have an impact on the long range leadership problem, the DD/S&T survey also includes these grades.

In order to simplify subsequent discussions on an Office basis, the following symbols have been used for the various Offices in DD/S&T:

FMSAC	–	Foreign Missile and Space Analyses Center
OCS	–	Office of Computer Services
OEL	–	Office of ELINT
ORD	–	Office of Research and Development
OSA	–	Office of Special Activities
OSI	–	Office of Scientific Intelligence
OSP	–	Office of Special Projects

II. Conclusions

A. As a young Directorate, with several new Offices, the DD/S&T has been growing slowly but continuously since its formation. This growth rate, if continued in the future, when coupled with anticipated personnel losses, results in an average demand for [ ] new employees per year. This number, when compared to the total non-military professional TO [ ] (as of FY '68) indicates that in any given 5-10 year period, enough newcomers enter on duty such that they are bound to have a definite impact on the overall technical competence and leadership capabilities of the DD/S&T and its various Offices.

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B. The system which has evolved in the DD/S&T for establishing both junior and senior professional position standards appears satisfactory, at least in the sense that use of these standards has resulted in the recruitment of new employees who, as a class, enjoy a very favorable performance rating from their supervisors.

C. DD/S&T recruitment of new personnel is an area in which its various Offices have expended a very considerable effort. With regard to hiring junior professionals, the Directorate primarily undertakes to support the recruitment effort of the O/P. In the senior professional field it does most of its own recruiting, or at least provides the initial leads to the O/P.

D. In the period FY '63 through '67, the DD/S&T recruitment program has resulted in the following rather surprising distribution of new employees:

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It would appear from this distribution that the DD/S&T draws most of its senior technical and supervisory personnel from the outside, rather than via promotions from within the junior ranks.

E. Conclusion D is also supported by data obtained from three DD/S&T Offices (OSI, OEL, FMSAC) which have existed in one form or other for 18 years. Their supervisory pattern is thus rather set, and looks about as follows:
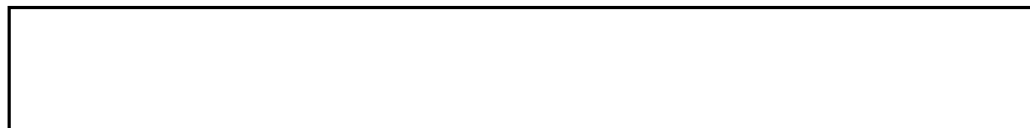
25X

Comparison of data in Conclusions D and E does indicate the difficulty junior professionals have in moving up the ladder, in competition with the more experienced personnel hired from the outside.

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F. Individuals hired at these senior levels are young enough so that they will be in competition for DD/S&T managerial positions for many years to come. The average age of the 12-14 group, for example, is only 35 years.

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H. One third of all new employees have advanced degrees, and of these, almost half came from the 36 schools in the nation which have the highest graduate school rating in science and technology. This is judged to be a very satisfactory percentage.

J. Ratings from supervisors covering employees with advanced degrees from both ranked and unranked graduate schools show that a very distinct edge in performance goes to those who come from the 36 ranked schools.

K. The overall recruitment record of the past several years strongly indicates that with few exceptions the Directorate is able to hire the quantity and quality of personnel necessary to carry out its mission. The few exceptions are very senior positions where we have been unable to meet industrial competition.

L. The DD/S&T does not plan a detailed career development program for each of its employees, but does review the performance and rate all employees at least once a year, and examines carefully its nominees for the various senior schools and for overseas or other special assignments. It also makes a distinct effort to identify "comers".

M. The overall attrition rate of the Directorate is difficult to ascertain because of reorganizations, TO growth, newness of several offices, shifts in responsibilities, etc. What data we have suggests it is below general government averages.

N. A major reason for professional personnel leaving the DD/S&T is the lack of adequate technical challenge; this problem may become worse rather than better in the future.

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O.   The Agency Mid Career Course, as presently constituted, is not a useful tool for aiding in the development of many of the DD/S&T's most competent personnel.

III.   Discussion

A.   Professional Manpower Requirements

(1)   This problem divides itself into two parts:

a.   How does the DD/S&T establish the qualitative requirements (statement of position qualifications or standards) for its various positions?

b.   How many individuals does the DD/S&T need in a given year to fill its anticipated vacancies, taking into account estimated attrition and proposed TO increases or decreases?

(2)   Qualitative Requirements

Although there are variations from Office to Office, in general position standards in the DD/S&T are set about as follows:

a.   Junior Professionals

Immediate supervisors (Branch Chiefs, usually) develop the position standards for the personnel they supervise.   These are approved (perhaps with modifications) by the Division Chief concerned and in most but not all cases by the Office Director, prior to transmittal to the Office of Personnel.   The standards are based on evaluations of the responsibilities of a given position and a determination of the capabilities (academic background; industrial experience; special analytical, writing, programming experience or other skills, etc.) required to carry out these responsibilities.   In two offices, (OEL, OCS) the Office Career Service Panels review these standards as part of their Office's procedures.   In the case of OCS, largely because many of the positions are similar to outside

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positions in the computer field in industry and business, OCS uses both in-house experience and the standards set by these outside groups to establish its own requirements. In the other Offices, because of the uniqueness of their functions as compared to business, industry and other government departments, there appears to be relatively little impact by these outside groups on the establishing of Office position standards.

b. Senior Professionals (GS-15's, super-grades).

The number of these positions of course is much smaller than in the junior area and they usually require either highly specialized and often quite advanced scientific and technical talents, or are important supervisory spots. Therefore the qualifications for these positions are given detailed examination by the Division Chief or Program Director concerned and by both Deputy Directors and Directors of each office. Most of the position standards at these levels are not transmitted to the O/P, for reasons discussed in the section III C.

In attempting to provide data from which to answer such questions as whether our position standards, once established, are adequate, and also whether these standards have tended to vary over a period of time, up or down, questionnaires were sent to each Office Director (Tab B).

With regard to the adequacy of current standards, all Offices believe that, with few exceptions, their individual position standards, although high, do define reasonably well the qualifications they believe are needed to accomplish their respective missions. In certain cases it was pointed out that these high standards have in part been responsible for their inability to hire an acceptable individual. There is a general feeling that the Offices would rather not fill the position if it meant accepting someone not capable of carrying out the job satisfactorily.

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The answer to whether these position
standards have gone up or down in the past varies
more on an office by office basis.   A summary of
each follows:

ORD — It reported some change in
emphasis despite its short period of existence.
In its first year or so ORD concentrated on
recruiting very senior people, largely through
its own efforts, as Division Chiefs and for senior
technical positions.   Later ORD shifted toward a
broader mix, including the selection of younger
individuals with less experience to fill lower
rated positions.. Position standards were set high
and as a result some positions have not been filled
to date.   ORD has existed for too short a time to
do much altering of its position requirements.

OEL — This Office feels that its mission
has steadily increased in complexity over the past
five years and as a result its position standards
have also increased significantly.

OSI — In 1963 OSI made a major revision
in its position standards, increasing its efforts
to find outstanding engineers and scientists, and
largely dropping any effort to find generalists with
good intelligence backgrounds but little or no S&T.
In other words, the new position requirements placed
a premium on scientific and technical skills rather
than on intelligence experience.   Standards for cer-
tain senior analytical positions were increased also
with the advent of the Scientific Pay Schedule (SPS)
positions.   Even though OSI has not always been able
to fill all of its positions, it has not lowered its
position standards because of this problem.

OSP — This Office feels that even though
it is very new, its position requirements have risen
somewhat recently, as a result of having fewer vacan-
cies and thus an ability to concentrate more effort
and attention on these vacant positions.

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FMSAC - It feels its position standards have remained about the same since its formation several years ago.

OCS - In one sense it believes that its position standards have gone up as its computer and related equipment has become more complex. However, because of inability to meet industrial competition it has lowered its recruiting standards, pointing toward the selection of capable individuals without specific computer training. It is providing formal in-house training for these individuals to overcome this problem.

OSA - It has relatively few DD/S&T careerists and believes that its standards are high and have not changed much in recent years.

(3) Quantitative Requirements

Accurate estimates for the number of personnel at different grade levels which the DD/S&T expects to acquire in subsequent years by external recruitment are difficult to obtain. Such figures must be based on anticipated annual attrition plus planned TO increases or decreases. Because many of the DD/S&T offices are comparatively new and are still in their initial growth phase, or just completing it, and some may experience a number of TO changes in the future as things shake down, accurate projections are difficult to make. These offices have also had insufficient experience to provide any realistic data on attrition rates.

The O/P has made some estimates of anticipated rates of attrition in the DD/S&T in grades GS-12 through 18 in the next ten years. These figures have been extrapolated to cover all professional grades, and then were combined with projected future increases and/or decreases in the TO's of the various offices in the DD/S&T, leading to the following average figures:

a). DD/S&T professional TO FY '68 (not counting military assignees in OSA)   770

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b). Average professional growth in numbers projected in current draft of the Combined Program Call over the period FY '69 through '74.

c). Average anticipated attrition over the period FY '69 through '74.

d). Average annual personnel requirements.

The magnitude of our average annual recruitment requirement, 116, indicates that the DD/S&T must recruit enough individuals each year such that without question the number and quality of these newcomers in any five-ten year period will have a definite impact on the overall technical competence and leadership capabilities of the DD/S&T and its various Offices.

B.   Professional Manpower Sources

1.   The data discussed below came from these general sources:

(a)   Answers to a questionnaire sent to period FY '63 through '67, in grades GS-5 through 14 (Tab C).   These ☐ individuals are hereinafter referred to as the "group studied."

(b)   A university ranking (graduate level only) compiled from a report by the American Council on Education, entitled "An Assessment of Quality in Graduate Education."   The University ranking list is given as Tab D.

(c)   A listing prepared by the DD/S&T Personnel Officer of those individuals EOD'ing in the DD/S&T in CY 1967.

2.   Distribution of EOD grades in group studied:

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Whether this sample is statistically mean-
ingful is not clear, but the figures do indicate
interesting relationships. Advanced degree holders
show a small but distinct superiority in rating over
the overall group studied. Advanced degree holders
from ranked schools show a very distinct superiority
over advanced degree holders from unranked schools.
Likewise, although the few (3) "Outstanding" ratings
were not given to PhD holders but to MS's, the PhD
holders from ranked schools clearly outrate the PhD
holders from unranked schools. These figures do
indicate that the DD/S&T should continue and even in-
crease its very active efforts to recruit advanced
degree holders from the 36 schools having the best
graduate programs, nationwide.

7. A final question reviewed in this section
appears of minor importance to the DD/S&T but should
be looked at in order for our results to be comparable
with results in other directorate reports. This deals
with the question of supervisors providing rankings on
four broad manpower input sources: CT Program, direct
recruitment, lateral transfer and promotion from sub-
professional ranks. Previous figures cited have shown
that 93% of DD/S&T new professionals came from the
universities, business and industry, other government
agencies or the military. Thus there can be little
doubt about how supervisors would rank the above sources,
inasmuch as "direct recruitment" includes all of these
major categories. In any case, the figures based on
25X1   rankings from [ ] supervisors are as follows:

Percentage Who Ranked Source As:

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These figures clearly bear out the above comments.

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C.   Professional Manpower Selection

1.   Having set up position standards, the question
is, how does the DD/S&T recruit against them and how
successful has it been.   There are some partial answers
to these questions in the previous section, but a number
of points have not been looked at.   First, there is a
clear distinction made in all Offices of the DD/S&T in
establishing procedures for the recruitment of junior
professionals, who for this purpose probably do not go
above a GS-13, and senior professionals, largely GS-14,
15, SG's and SPS's.   As was indicated in Section III A,
standards for junior professionals, once established,
are transmitted to the O/P as targets for recruiting,
assuming there are Office vacancies at the appropriate
grade levels.   Most offices, with the exception of OCS
and OSI, do not additionally do much more than review
junior applicant folders, interview applicants brought
in, and make recommendations or not re hiring.   OCS has
done extra work in cooperation with the O/P in attempt-
ing to meet industrial competition for programmers, etc.
It has had to adjust standards and provide extensive in-
house training in order to acquire ultimately the trained
talent it needs.   OSI, on the other hand, with substantial
support from individuals in other DD/S&T Offices, has
worked in the field with recruiters, especially on days
devoted to science and/or engineering recruitment.   In
FY '67, the DD/S&T made about 47 such trips, of which OSI
was involved in 24.   So far in FY '68, with smaller recruit-
ment needs, OSI personnel have worked with sixteen of the
eighteen field recruiters, against a plan to work at least
once with all of them.   OSI has also participated actively
in discussions with field recruiters during headquarters
visits.   Additionally, it has as have other Offices in the
DD/S&T worked actively with the Office of Security and the
Office of Medical Services in order to achieve expeditious
handling of key recruits, and has even paid the visitation
expenses of key recruits in order to expedite overall
handling.   In general it can be concluded as a result of
experience in FY '66-'68 that by actively working with the
O/P, the DD/S&T can recruit the junior professionals it
needs, in the quality and quantity required to fill its

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vacancies at the junior grade levels. The O/P, incidentally, and its field recruiters, must be given major credit for this generally satisfactory situation.

2. The problem of recruiting senior profession- als, from Grades GS-14 through the SG's and SPS's, is a much more difficult one, and in general is undertaken directly by DD/S&T personnel. In the main such recruit- ing has been done via friends and associates in business, industry, the universities, and research foundations. Of course some recruiting in this area has been under- taken by the O/P, and its total contribution including necessary processing has been significant. On the other hand, the initial leads to these kind of personnel have most often come from DD/S&T efforts. A general look at this senior group tends to indicate that the DD/S&T has been quite successful in its recruiting efforts, but important vacancies exist, and only the current ceiling on the SG-SPS total has made it appear that the DD/S&T has reached its quota. One scheme that perhaps deserves special mention was an attempt over a 3 or 4 year period on the part of OSI-FMSAC

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Present ceilings have terminated this approach, but at some time in the future it might well be tried again.

In general, recruits for all senior positions in the DD/S&T are measured in terms of their university training, technical and managerial experience, personality, performance record, recommendations from associates and extensive personal interviews at all levels, against the stated position requirements. It appears true that as a directorate we have been reasonably careful about hiring individuals in this category, and our current assessment is that in the main, few individuals with less than sat- isfactory competence have been brought on board. It does appear that the DD/S&T will always need to recruit some individuals from the outside who are highly talented in specialized fields, at these higher grades, and that it would be undesirable from the competitive as well as from the specialized knowledge viewpoint, to attempt to fill all our senior positions by promotion from within.

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D. Professional Manpower Development

1. In many ways this is the most important problem the DD/S&T faces in its efforts to obtain and hold competent personnel. It does not appear, however, realistic to make any major attempt to plan for each individual a laid-out 20 year plan for his development. In the main our basic problem is to provide a challenge to each individual commensurate with his scientific, technical and managerial abilities.

The DD/S&T himself takes considerable interest in the more promising individuals in his Directorate. He reviews all Fitness Reports on individuals who receive an "Outstanding" rating. He personally interviews all individuals who enter the DD/S&T Development Course, both before they begin the Course and after they have completed it. This Course is intended to train annually 12 or so of the brightest young (relatively) individuals from the various Offices of the DD/S&T, in order to fit them ultimately for a broadened DD/S&T career, as opposed to a narrower career entirely within a given Office. The DD/S&T also passes on all nominees for the Mid Career Course and for the senior schools.

Senior responsibility under the DD/S&T for surveillance of its personnel rests with its Career Service Board, made up of all of its Office Directors and the ADD/S&T. The Board reviews the performance and potential and competitively rates all of the Directorates' GS-15s, SGs, and SPSs, on a quarterly basis. The only exceptions to this review are the members of the Board itself and their alternates (Office Deputy Directors). These reviews are for the purpose of identifying comers, establishing relative promotion rankings, denoting possible candidates for new assignments and new responsibilities, identifying possible senior school representatives (including the Mid Career Course) and selecting personnel for possible overseas or out of the area assignments. Wherever such activities require DD/S&T action, the Board makes its recommendation to the DD/S&T for his decision.

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Under the general cognizance of the DD/S&T
Career Service Board, each Office has a Career Service
Panel, chaired by either its Office Director or Deputy
Director. These Panels perform functions similar to
those of the DD/S&T Career Service Board, for person-
nel GS-14 and under. All personnel in these grades are
discussed and rated at least once a year. This review
involves discussions concerning the ratings in the
latest fitness report, as well as Division Chief evalu-
ations which may upon occasion, vary from that given.
in the Fitness Reports. In most offices either the
Director or the Deputy Director reviews these ratings
and also all Fitness Reports.

2. Special mention should be made of the fact
that, for a variety of reasons, the Agency Mid Career
Course, as presently constituted, is not a useful tool
for development of many of DD/S&T's most competent
personnel. It is certainly clear, from data presented
earlier, that many of the DD/S&T's best personnel are
recruited at grade levels such that by the time they
have finished their necessary three year hitch, their
grade level prevents many of them from being assigned
to the course. As a result the DD/S&T is consistently
submitting less than its best candidates for this course.
This problem will be overcome somewhat by the availability
in the future of more personnel in the proper grade levels
in such Offices as OSP and ORD, as these Offices come of
age, but the basic problem will still exist as long as the
present ground rules are in vogue. The course was clearly
designed for other directorates than the DD/S&T.

3. In many areas, career development in the DD/S&T
consists primarily of tackling increasingly difficult
technical tasks. A major problem exists in ensuring that
such tasks are available in numbers sufficient to chal-
lenge our manpower. It seems quite clear that many, pos-
sibly most, of DD/S&T personnel engaged in R&D are not in
the Agency to make intelligence a career, but to make R&D
a career. If a suitable technical challenge does not
exist, many of them including often the most experienced,
will leave. There is further discussion on this point in
the next section, which deals with the problem of attrition.

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4. Faced as it is with tasks of ever-increasing complexity, it is of interest to the DD/S&T to determine if the quality of its manpower is improving. Attempts were made to solicit the views of the ▯ individuals who currently supervise the FY '63-'67 group studied, asking them to compare the performance of this group with that of the previous five-year cadre. In general, supervisors from OSP and ORD have not been in the Agency long enough to be able to make such comparisons, and each of the other Offices also had some supervisors in this category. As a result only ▯ provided an evaluation, but of these ▯ reported that in their estimation the current group is superior to the pre-1963 group, and the other ▯ reported the two groups as essentially the same. No supervisor felt that the current group was inferior to the pre-1963 cadre.

5. The ▯ supervisors were also asked to rate the group studied on the basis of future potential, with results as follows:

    a. Does the individual being evaluated have the potential to become a GS-15 Officer?

        YES - 76%   NO - 24%

    b. Does the individual being evaluated have the potential to become a supergrade?

        YES - 41%   NO - 59%

    c. What is the overall potential of these employees to make a significant contribution to the Agency's effort?

Weak	0%
Below Average	3%
Average	20%
Above Average	58% ⎱ 77%
Outstanding	19% ⎰

The above figures tend to support a conclusion that the DD/S&T is improving in terms of the caliber of its employees, and that a majority of those hired in the FY '63-'67 period do possess a high ability to make a significant contribution to the work of the DD/S&T.

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6. A last but very significant question having to do with the problem of employee opportunity in a supervisory role was investigated. In a previous section it was pointed out that in FY '63-'67 57% of new employees were GS-12 and above, and that the average age of the GS-12 to 14 group, for example, was only 35. Since most of these individuals are well-trained, experienced professionals, many with proven or potential managerial skills, it is clear that most DD/S&T supervisors in the next 15 years will come from this group, or from new relatively senior hirings, rather than from those hired at a GS-7 through 11 level. The competitive opportunity with regard to all DD/S&T senior jobs, technical or supervisory, is in fact rather poor for those hired in the most junior spots, and only the most able will progress against this competition.

In order to focus more attention on this point, it was decided to survey all existing supervisors and SPSs in OSI, FMSAC and OEL. These three Offices, in some form or other, have existed for 18 years, and whatever pattern their supervisors (Branch Chief and up) and SPSs fit into is apt to be the pattern for the next 10-15 years in these three offices and possibly even for all of the DD/S&T. For the purposes of this study, the ☐ supervisors and SPSs in these three Offices were grouped into 3 categories, as follows:

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   a. Those who entered CIA with no more than two years of outside professional experience beyond their degree (thus generally equivalent to <u>CT's</u>).

   b. Those who entered CIA with more than two years of outside professional experience beyond their degree, but who were not hired directly as supervisors or SPSs.

   c. Those who were hired directly as supervisors or SPSs.

The results are as follows:

a	15%
b	60%
c	25%

85%

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These results strongly support the conclusion that although the Directorate hires approximately 43% of its professional personnel in grades GS-11 or lower, individuals in these grades find the competition difficult in terms of upward progress, and as a result fill only 15% of our senior positions. In our newer Offices (OSP, ORD) the figures might even be more pronounced in this direction since almost all senior professionals were hired directly from the outside. This development is not at all unusual when one faces the facts of life: (a) to get the experienced talent we need, in competition with industry, we have had to allocate most of our higher paying positions (GS-15, SG, SPS) to these individuals, (b) once hired, these individuals display technical and administrative talents generally superior to the talents of those brought in at more junior levels and by and large either hold the positions they were hired for, or eventually are promoted to more senior jobs as vacancies develop.

E. Attrition

1. Actual rates of attrition and reasons for personnel leaving are difficult to ascertain, because of frequent organizational changes, TO augmentations, creation of new offices, etc. OSI data over the period 1960-65 shows an annual attrition rate of about 8%. This percentage was used to develop the estimated annual DD/S&T attrition loss of ☐ given in Section III A. This figure, even though it may go up or down in a given year, is large enough to warrant Directorate attention. These ☐ individuals leave for a variety of stated reasons, which the O/P determines from their exit interviews. There is obviously considerable doubt that individuals in many cases give the real reasons for leaving, but assuming that the O/P listings are correct, the data for the group studied (☐ individuals, of whom ☐ have left already) can be arranged as follows:

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a. Involuntary separations - 8%

    (1) Medical - 1%
    (2) Other - 7%

b. Better employment appointments - 25%

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    c.   Return to school - 13%

    d.   General dissatisfaction - 49%

       (1) Lack of job satisfaction, including slow advancement - 35%

       (2) Problems with supervisor - 0%

       (3) Miscellaneous - 14%

    e. Personal/family reasons, including health, personality, housing, climate, etc. - 4%

    f. Retirement or death - 1%

    g. Entered military - 0%

    These data indicate that DD/S&T personnel losses can be attributed mainly to various categories of job dissatisfaction (49%) or better employment opportunities elsewhere (25%). At least for the sample studied losses to the military, retirement, or death were very few, and no one indicated problems with his supervisors.

    2. For various reasons this Directorate believes that its major attrition problem, and one which is responsible for the bulk of the 49% loss allocated generally to "job dissatisfaction", is the lack of a suitable technical challenge. This problem is likely to grow more acute with time. Decisions which have been made in the recent past and will likely be made in the future, largely of a budgetary nature, have reduced the number of new, unique areas which Offices like ORD, OSP and OEL venture in to. The Directorate is really doing little if any R (research), and D (development) work toward large systems, or in pursuit of very advanced ideas, is being eliminated or curtailed. The result is that many of those who joined us for the technical challenge may well decide to leave. In the main they do not have the same career interests as individuals in other Offices such as OSI and FMSAC, and are not really interested in intelligence as a career. Certain efforts, such as the DD/S&T Career Development Course, have been undertaken in order to allow this type of individual to gain a better appreciation of Directorate and Agency activities. However, the number of people handled in this course is small compared with the number who could use this kind of orientation.

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3. Below is summarized the situation in each Office
with regard to major attrition problems:

OCS - The great bulk of employees are rather
junior specialists in some phase of computer work.
This group is rather mobile and because they can
usually sell their CIA experience to business and
industry for higher pay, it can be expected that OCS
turnover may be quite large. This Office has not
had enough experience to judge the magnitude of this
problem accurately. OCS, however, is lead by a rather
young group of individuals, who, therefore, may have
greater appeal to the younger technical specialists
than an older management group would have. On the
other hand, the existence of a corps of young super-
visors does tend to limit promotion possibilities
among the junior professionals.

CEL - Its major attrition problem is probably
associated with its responsibilities to the DD/P to
furnish technically trained individuals to operate
overseas electronic stations. These individuals fit
well in the overseas set-up, but have limited oppor-
tunities in CEL at Headquarters. Also, with the
imposition of personnel ceilings, the CEL problem
of providing enough individuals to handle overseas
spots without draining the Headquarters contingent
becomes more difficult. Such problems could lead
to heavier attrition rates.

ORD - Its major problem is to hold the very
competent people that it has recruited. Interesting
technical challenges will likely be the way to do
this; this problem was commented on earlier.

OSA - This Office has only a small group of
DD/S&T civilian careerists [   ] and turnover
has been rather small. Much of this Office's activ-
ities, however,

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25X

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CSI - FMSAC - The professional turnover in
these two Offices has been rather low, well below
federal government averages. A fair proportion of
those who have left in recent years has been due
to retirement. These Offices hope that by selecting
individuals who don't have a burning desire to work
in the laboratory, and by arranging their work so
that it presents an interesting technical challenge,
attrition will remain at a rather low level.

OSP - It is a new Office which as hired a
large number, comparatively, of senior individuals
with considerable industrial experience. As long
as it can present interesting technical challenges,
most of its personnel will probably stay. Like
OSA, it draws the bulk of its funds from outside the
Agency, and this dependence may create conditions
over a period of time which would cause a number of
employees to leave.

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