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Security Information

22 October 1953

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MEMORANDUM FOR: [REDACTED]

FROM:

Executive Secretary, CIA Career Service Board

SUBJECT:

CIA Career Service Reference Book

1. This Reference Book, containing copies of Regulations, Notices and other material concerning the CIA Career Service Program, has been prepared to assist you in referring to the basic documents concerning the Program. You will note that the first series (blue tabs) contains material of Agency-wide application. The second series (green and yellow tabs) contains material of concern to individual offices and to the major components of CIA. The material of the second series covers a period of approximately three months ending 25 August 1953.

2. At appropriate intervals the Reference Book will be recalled by this office and brought up to date as new material becomes available.

3. These books are provided to the following persons:

Copy No. 1 - Mr. Kirkpatrick

2 - Mr. Wisner

3 - Mr. Amory

4 - Colonel White

5 - Mr. Baird

6 - [REDACTED]

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7 - [REDACTED]

8 - Mr. Sheldon

9 - Mr. Meloon

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10 - [REDACTED]

25X1A

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Security Information

15 September 1953

CIA CAREER SERVICE REFERENCE BOOK

Table of Contents

1. Career Service Program - Agency Notices and Regulations		
"CIA Career Service Program"		25 May 53
"Determination of Initial Career Designations"		20 May 53
2. Personnel Notices		
CIA Career Service Board Appointments		14 Jul 53
3. Minutes of 8th meeting and Agenda of 8th and 9th meetings of the CIA Career Service Board		
4. Professional Selection Panel		
Minutes of meetings 32 - 42		
CIA Professional Selection Panel Appointments		
"Professional Selection Panel"		1 Jul 53 8 Dec 53
5. CIA Honor Awards Board		
Minutes of Meetings 7 - 12		
CIA Honor Awards Board Appointment		14 Jul 53
"CIA Honor Awards Program"		21 May 53
"Honor Awards"		20 Feb 53
"Establishment of the CIA Honor Awards Program"		
"Longevity Awards"		20 Feb 53
Original appointment of CIA Honor Awards Board Members, Chairman & Advisors		20 Feb 53
		13 Feb 53
6. Personnel Evaluation		
"Personnel Evaluation"		
"Personnel Evaluation"		1 Aug 52
"Your Personnel Evaluation Report"		1 Aug 52
	Booklet	Aug 52

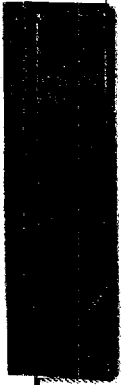
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Security Information

7. Basic Intelligence Training 25X1A  
"Basic Intelligence Training" [REDACTED] 9 Apr 53  
"Basic Intelligence Training" [REDACTED] 13 Mar 53
8. Quarterly Reports  
None
9. Minutes and Reports of Office Career  
Service Boards

Included in this section (green and yellow tabs) are the minutes and reports of the Office Career Service Boards for a period of approximately 3 months ending 25 August 1953. Earlier minutes and reports have been removed from this book in order to reduce its bulk.



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REGULATION

**CIA CAREER SERVICE PROGRAM**

Rescissions: (1) CIA Notice No. [REDACTED] 25X1A  
(2) CIA Notice No. [REDACTED]

CONTENTS

	Page
GENERAL . . . . .	1
POLICY . . . . .	1
PURPOSE . . . . .	1
CIA CAREER SERVICE BOARD . . . . .	1
COMPONENT CAREER SERVICE BOARDS . . . . .	3

**1. GENERAL**

This Regulation establishes the overall policy and the organizational structure for administering the Career Service Program within the Central Intelligence Agency.

**2. POLICY**

In accordance with the basic personnel policy of the Central Intelligence Agency, a Career Service Program is provided that identifies, develops, effectively uses and rewards individuals who have the skills required by the Agency; motivates them toward rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who in spite of the Program fail to perform as effective members of the Agency. The Career Service Program includes all career employees (staff employees and staff agents) of the Agency whether on duty in headquarters or in the field.

**3. PURPOSE OF THE CAREER SERVICE PROGRAM**

The purpose of the Career Service Program is to develop people to the fullest extent to meet present and anticipated personnel needs of the Agency. In accomplishing this end, provision is made in the Program for:

- a. Strengthening the selection process by the establishment of a Professional Selection Panel which advises the Assistant Director (Personnel) regarding suitability for long-term employment of applicants and those employees who are serving their trial period.
- b. Formal evaluation of each career employee in the Agency through the periodic execution of a Personnel Evaluation Report which is the basic instrument of career planning.
- c. A system of Career Service Boards advisory on career service matters to heads of major components of the Agency.
- d. An Executive Inventory as an aid to personnel planning for the development and use of executive skill throughout the Agency.
- e. Rotation. A process of systematic designation and redesignation of an individual to various kinds of duty and training for the purpose of improving his capacity to serve the Agency in his sponsoring organizational component.
- f. Functional groups to administer Agency-wide programs in the career-service field such as the Honor Awards Board and the Professional Selection Panel.

Regulations relating to the purposes enumerated above and not covered herein will be issued separately.

**4. THE CIA CAREER SERVICE BOARD**

The CIA Career Service Board supervises the Career Service Program and is responsible for providing advice to the Director on making the Agency a better place in which to work.

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Security Information

25X1A

PERSONNEL  
25 May 1953

25X1A

REGULATION

a. ORGANIZATION

(1) Membership

The CIA Career Service Board is composed of the following permanent and rotating members:

(a) Permanent Members

Deputy Director (Plans) or Deputy  
Deputy Director (Intelligence) or Deputy  
Deputy Director (Administration) or Deputy  
Director of Training or Deputy  
Assistant Director (Personnel) or Deputy  
Assistant Director for Communications or Deputy

(b) Rotating Members

Two of the following persons will serve as members of the Board at any given time, one nominated by the Deputy Director (Intelligence) and one nominated by the Deputy Director (Plans). These rotating members will serve for six-month terms which will be staggered to preserve continuity of rotating membership.

Assistant Director for Current Intelligence  
Assistant Director for Collection and Dissemination  
Assistant Director for Operations  
Assistant Director for Scientific Intelligence  
Assistant Director for Research and Reports  
Assistant Director for National Estimates  
Assistant Director for Intelligence Coordination  
Chief, Foreign Intelligence Staff  
Chief, Political and Psychological Warfare Staff  
Chief, Paramilitary Operations Staff  
Chief, Technical Services Staff  
Chief of Administration, DD/P

(c) Executive Secretary - nonvoting

(2) Chairman

The Chairman and Deputy Chairman of the CIA Career Service Board will be appointed by the Director and will serve until their successors are appointed. These appointments may be made either of persons currently serving on the CIA Career Service Board or they may be additional thereto.

(3) Meetings

- (a) The Board will hold scheduled monthly meetings.
- (b) Four members of the Board will constitute a quorum. If a member cannot be present, he may be represented by his Deputy.
- (c) Agenda and minutes of each meeting of the Board will be distributed to all persons listed above.

b. RESPONSIBILITIES AND FUNCTIONS

It is the responsibility of the CIA Career Service Board to:

- (1) Develop policy governing the Career Service Program, for approval by the Director and advise him on all matters of personnel policy.
- (2) Supervise and review the functioning of the Career Service Boards in various components of the Agency.
- (3) Establish and maintain an Executive Inventory to be composed of those persons which the Board shall from time to time determine.
- (4) Make recommendations for filling key positions in the Agency with personnel from the Executive Inventory.
- (5) Review Personnel Evaluation Reports on personnel in the Executive Inventory and review plans for their utilization and development.

25X1A

REGULATION

PERSONNEL  
25 May 1953

- (6) Approve the allocation of Rotation Loan Slots to the components of the Agency in order to facilitate rotation assignments of career employees.
- (7) Supervise supporting groups or boards such as the Honor Awards Board and the Professional Selection Panel established to administer specialized Agency-wide programs.
- (8) Prepare and submit annually to the Director a summary of the operation of the CIA Career Service Program.

c. SUPPORT

The Personnel Office has basic responsibility for effecting and furthering the approved Career Service Program in all aspects of Agency personnel administration. The Assistant Director (Personnel) will, accordingly:

- (1) Designate the Executive Secretary of the CIA Career Service Board.
- (2) Provide staff assistance to the CIA Career Service Board including Secretariat and other administrative services.

5. COMPONENT CAREER SERVICE BOARDS

a. GENERAL

Career Service Boards in major components of the Agency are responsible for implementing the Agency's personnel policy, developing internal personnel policy, and reviewing recommendations concerned with the careers of individuals. It is at this level and through the functioning of such Boards that the rotation, training, advancement and assignment plans, recommended for those individuals identified by a career designation with that Board, are reviewed for the approval of the head of the component. These Career Service Boards are responsible for advice to their respective chiefs on making the components better places in which to work.

b. ORGANIZATION

- (1) Each component Career Service Board is composed of the following persons:
  - (a) The head of the organizational component, ex officio.
  - (b) Three or more staff or division chiefs, or officials of comparable responsibility.
  - (c) Secretariat - nonvoting. (The Secretariat will be composed of Administrative or Personnel Officers of the component concerned and will perform staff support for the Board.)
- (2) Each career employee will receive a career designation corresponding to an appropriate organizational component of the Agency. The Assistant Director (Personnel) will assign a career designation to each new career employee when he enters on duty.
- (3) Career Service Boards and corresponding career designations are established for the following organizational components of the Agency:

CAREER DESIGNATION	ORGANIZATIONAL COMPONENT
CD - TR	Office of Training
CD - CO	Office of Communications
CD - P	Office of the Deputy Director (Plans)
CD - FI	Foreign Intelligence Staff
CD - PP	Political and Psychological Warfare Staff
CD - PM	Paramilitary Operations Staff
CD - TS	Technical Services Staff
CD - I	Office of the Deputy Director (Intelligence)
CD - NE	Office of National Estimates
CD - CD	Office of Collection and Dissemination

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PERSONNEL  
25 May 1953

25X1A

REGULATION

CD - RR	Office of Research and Reports
CD - CI	Office of Current Intelligence
CD - SI	Office of Scientific Intelligence
CD - OO	Office of Operations
CD - A	Office of the Deputy Director (Administration)
CD - PE	Personnel Office
CD - BF	Comptroller
CD - LO	Logistics Office
CD - GS	General Services Office
CD - ME	Medical Office
CD - SE	Security Office

c. RESPONSIBILITIES AND FUNCTIONS

It is the responsibility of these Career Service Boards to:

- (1) Advise the Office head or Senior Staff Chief on all matters affecting the personnel of his component.
- (2) Monitor the application and functioning of the Career Service Program within the component including:
  - (a) Executing relevant decisions of the CIA Career Service Board and making recommendations to the Board for improvement of the Career Service Program.
  - (b) Sponsoring and developing the Career Service Program of the component and reporting periodically to the CIA Career Service Board.
  - (c) Reviewing Personnel Evaluation Reports and proposed plans for the utilization and development of career employees including their training, assignment, rotation, and advancement.
  - (d) Recommending cancellation or continuation of proposed actions affecting the utilization and development of career employees.
  - (e) Establishing a system of rotation within the component and participating in the development and execution of rotation assignments of career employees to other parts of the Agency and insuring that they are not overlooked for warranted promotion.
  - (f) Insuring that career employees on rotation from other parts of the Agency are assigned duties that provide experience commensurate with the objectives of their rotation plans and submitting semiannual Personnel Evaluation Reports on these employees to the sponsoring component.
  - (g) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps."
  - (h) Reviewing continuously the personnel intake of the component with a view to insuring the acquisition of persons with long-range potentiality.
- (3) Supervising supporting groups or boards as appropriate for handling specialized functions within the component concerning the Career Service Program.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

WALTER REID WOLF  
Deputy Director  
(Administration)

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NOTICE

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20 May 1953

CAREER SERVICE BOARD  
DETERMINATION OF INITIAL CAREER DESIGNATIONS

1. General

In order to fix responsibility for the career planning of Agency personnel, all career employees, defined as Staff Employees and Staff Agents, will be given a "Career Designation." This Notice outlines criteria and procedures for the initial assignment of Career Designations to all Staff Employees. Career Designations will be subsequently assigned to Staff Agents under a separate procedure, and permanent policies and procedures for establishing, recording, and changing Career Designations will be prescribed in a forthcoming Agency Regulation.

2. Principles

a. Criteria for Making Initial Career Designations

(1) The Career Service Program is predicated on the placement of career employees under the Career Service Board which corresponds to the type of work officially assigned. This basic principle will normally apply in the assignment of Career Designations.

(2) An employee may be assigned the Career Designation of an Office other than the component to which he is attached in order to reflect more nearly the channel through which his career planning and advancement will proceed.

(3) In making the initial Career Designation for personnel on duty as of 24 April 1953, an individual shall be assigned to his present Office Career Service Board if he expresses a desire to continue under its jurisdiction and is acceptable to the Board.

b. Changing Career Designations

Career Designations shall be subject to continuing review, and there shall be a uniform Agency-wide procedure for changing Career Designations of individuals whose training, personal desire, or experience make such a change appropriate. A request for change in Career Designation may be initiated by any career employee and shall be forwarded by his Career Service Board, with comment, through the Assistant Director (Personnel) to the appropriate Career Service Board for its consideration.

c. Notifying Employees of Career Designations

The Assistant Director (Personnel) will insure that each career employee is informed of his current Career Designation.

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NOTICE

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PERSONNEL  
20 May 1953

### 3. Career Designations

The Career Designations in the CIA are as follows:

<u>Career Designation</u>	<u>Organizational Component</u>
CD - TR	Office of Training
CD - CO	Office of Communications
CD - P	Deputy Director (Plans)
CD - FI	Foreign Intelligence Staff
CD - PP	Political and Psychological Warfare Staff
CD - PM	Paramilitary Operations Staff
CD - TS	Technical Services Staff
CD - I	Deputy Director (Intelligence)
CD - NE	Office of National Estimates
CD - CD	Office of Collection and Dissemination
CD - RR	Office of Research and Reports
CD - CI	Office of Current Intelligence
CD - SI	Office of Scientific Intelligence
CD - OO	Office of Operations
CD - A	Deputy Director (Administration)
CD - PE	Personnel Office
CD - BF	Comptroller
CD - LO	Logistics Office
CD - GS	General Services Office
CD - ME	Medical Office
CD - SE	Security Office

### 4. Procedures

#### a. Career Employees on Duty Through 24 April 1953

(1) The Assistant Director (Personnel) will provide the heads of the five major components with rosters of all Staff Employees officially assigned to Tables of Organization under their jurisdiction through 24 April 1953. These rosters will be arranged by Office and will indicate each individual's name, grade, and position title.

(2) It is requested that these rosters be returned to the Assistant Director (Personnel) by 22 May 1953, showing appropriate tentative Career Designations.

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Security Information

25X1A

NOTICE

25X1A

PERSONNEL  
20 May 1953

(a) Staff Employees who have been separated or reassigned to another component, subsequent to the preparation of the listing, will be noted accordingly on the roster.

(b) All names appearing on a roster that should be referred to another component for the assignment of Career Designations will be checked and the appropriate Office identified.

(c) If there is any Staff Employee listed on a roster for whom a Career Designation cannot be determined and if there does not appear to be another component that can recommend a suitable Career Designation, the individual's Career Designation will be stated as undetermined by use of the symbol UD.

(3) Arrangements will be made by each of the five major components for informing individuals within their jurisdictions of the tentative Career Designations assigned to them. Employees will also be informed of their subsequent right to initiate a request for change in Career Designation. Within the limits of time available for preparation of the rosters, the proposed Career Designations will be discussed with the Staff Employees concerned prior to listing the Career Designations on the roster in order that individual preferences can be stated at that time.

(4) In cases of disagreement between organizations within one of the five major components, concerning an individual's official Career Designation, it shall be determined by the head of the major organizational component.

(5) In addition to the listing specified in 4a(2), above, each of the heads of the five major components will submit a supplementary listing containing the names of employees who are currently assigned to another of the five major components, but who, in the opinion of the major component head, should receive a Career Designation in his component. The name, grade, official position title, current organizational assignment, and tentative Career Designation of each such individual should be indicated on the listing.

(6) The Assistant Director (Personnel) will coordinate between the components involved all Career Designations assigned by one major component to Offices in another component. In all cases where a major component indicates on its roster that an employee's name should be referred to another component for a Career Designation, the Assistant Director (Personnel) will coordinate the recommendation for concurrence. If two or more

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Security Information

PERSONNEL  
20 May 1953

NOTICE

25X1A

components have divergent opinions concerning the assignment of an employee's Career Designation, the Assistant Director (Personnel) will coordinate the issue between the components involved.

(7) Following the action prescribed in paragraph (6) immediately above, the Assistant Director (Personnel) will transmit supplemental listings covering such cases to the major organizational components involved. Each component will advise the Staff Employees under its jurisdiction of their Career Designations.

b. Career Employees Entering on Duty 27 April and Thereafter

(1) Beginning on 27 April 1953 and thereafter, the Assistant Director (Personnel) will be responsible for assigning and recording an appropriate Career Designation for each new Staff Employee entering on duty. These designations will be shown in Item 14 of Standard Form 50, Notification of Personnel Action (or Standard Form 52, as appropriate) for each career employee appointed on or after 27 April 1953.

(2) The administrative office initiating the appointment action for the individual will recommend an appropriate Career Designation on Item 14 of Standard Form 52, Request for Personnel Action.

(3) The criteria outlined in paragraph 2a above will be followed by the Personnel Office in making the determination, and each Career Designation will be subject to the review of the Office or Offices concerned.

c. Career Designations will also be recorded on employee record cards, maintained by the appropriate administrative offices.

d. Whenever an employee's Career Designation is to be changed, this information will be entered by the Office concerned in Item 14 of Standard Form 52. The Personnel Office will show an employee's Career Designation in all subsequent official personnel actions affecting him.

e. Career Designations will be posted when appropriate on the machine records maintained by the Machine Records Branch of General Services Office to facilitate the preparation of current listings showing such designations.

f. An employee may submit a request for a change in his initial Career Designation by submitting a memorandum of request to his current Office Career Service Board.

CONFIDENTIAL  
Security Information

NOTICE

PERSONNEL  
20 May 1953

25X1A

- (1) The memorandum, consisting of an original and one copy, will stipulate the desired Career Designation, and will state fully the reasons for the request.
- (2) The memorandum will be forwarded through administrative channels to the employee's present Career Service Board for review.
- (3) The Career Service Board will make appropriate comments, sign the copies and forward them to the Assistant Director (Personnel) who will retain one copy for follow-up purposes. The Assistant Director (Personnel) will forward the original to the other Career Service Board involved for its consideration.
- (4) If the latter Board concurs, it will have prepared an SF-52 and transmit it to the Personnel Office for recording and distribution to the Official Personnel Folder, Machine Records Branch, when appropriate, and the two Offices concerned. If the Board does not concur in the requested change, the employee will retain his current Career Designation.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

WALTER REID WOLF  
Deputy Director  
(Administration)

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PERSONNEL  
14 July 1953

ANNOUNCEMENT OF ASSIGNMENTS TO KEY POSITIONS

CIA CAREER SERVICE BOARD

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1. Pursuant to Regulation No. [REDACTED] paragraph 4a, Colonel L. K. White, Acting Deputy Director (Administration), is appointed a permanent member of the CIA Career Service Board, vice Mr. Walter Reid Wolf, effective 1 July 1953.

2. Effective immediately, Mr. Huntington D. Sheldon, Assistant Director for Current Intelligence, is appointed a member of the CIA Career Service Board for the period ending 31 December 1953, vice Mr. Sherman Kent, Assistant Director for National Estimates, whose term has expired.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE  
Acting Deputy Director  
(Administration)

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AGENDA

FOR

CIA CAREER SERVICE BOARD

9th Meeting, Thursday, 20 August 1953 at 4:00 P.M.  
DCI's Conference Room, Administration Building

1. Minutes of the 8th meeting of the CIA Career Service Board, held 2 July 1953, (attached); for approval.
2. "Preliminary Report of the Legislative Task Force," dated 13 August 1953, (attached); for discussion.
3. Memorandum for the Record "Meetings of the Steering Group of the CIA Career Service Board," dated 17 August 1953, (attached); for approval.
4. Memorandum from Chairman, Professional Selection Panel, subject, "Proposed Selection Procedure," dated 5 August 1953, with two attachments, (previously distributed); for confirmation of the decisions of the Steering Group on 10 August 1953.
5. New business.

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MINUTES

OF THE

CIA CAREER SERVICE BOARD

8th Meeting, 2 July 1953, 4:00 P.M.  
DCI's Conference Room, Administration Building

25X1A Present: Lyman B. Kirkpatrick, Inspector General, Chairman  
L. K. White, Acting DD/A  
25X1A [REDACTED] Ch/Operations, Alternate for the DD/P  
[REDACTED] AD/Commo  
Sherman Kent, AD/NE  
Matthew Baird, D/TR  
25X1A Lawrence Houston, General Counsel  
[REDACTED] Asst. for Administration (DD/I),  
Alternate for DD/I  
[REDACTED] Deputy Chief, PP, Alternate for Chief, PP  
[REDACTED] Assistant General Counsel  
[REDACTED] Executive Secretary  
[REDACTED] Reporter

1. Minutes of 7th meeting of the CIA Career Service Board, held 21 May 1953, were approved without change.

2. The Board nominated Mr. Huntington Sheldon, AD/CI, to serve as rotating member from the DD/I for the period 1 July 1953 through 31 December 1953, vice Mr. Sherman Kent, AD/NE, whose term expired 30 June 1953. The Chairman will present the nomination to the Director for approval.

3. The Board agreed that the statement of actions taken by the Steering Group would stand approved by the Board. If there are later objections, they will be raised with the Chairman and the Board will take the necessary action.

4. The Board approved, in principle, the Staff Study "Career Development Slots," dated 26 June 1953. It was agreed that further implementation will depend upon developments in the Agency's over-all T/O and strength situation.

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5. The Board discussed the interim report of the Professional Selection Panel "Process of Selecting New Career Employees," dated 17 April 1953. For the information and guidance of the Panel, it was agreed to provide the Panel with that portion of the transcript of this meeting which presents the discussion of its paper.

6. The Board reviewed information concerning the Professional Selection Panel's decision on Case Number 48. It was agreed to set aside the Panel's decision and authorize the DD/P to continue with the employment processing. It was established that this action by the Board should not be construed as a reversal of the Professional Selection Panel since the action was based on information which was not available to the Panel at the time of its decision.

7. The Board approved the "Insurance Task Force Recommendation," dated 16 June 1953. The Chairman noted that the Insurance Task Force had forwarded a memorandum to the ADD/A, for his signature, which would place the recommendations in a formal status in order to obtain the Director's approval for employing the recommended consultants.

8. The Board recognized the request from the DD/I for a Board review of the Professional Selection Panel's decision in Case Number 49. The case was referred to the Steering Group for consideration at its meeting of 13 July 1953.

9. The Board discussed the proposed CIA Executive Inventory. It was agreed that there would be special meetings of the Board on 16 and 23 July 1953 for the purpose of activating the program. [The meetings were actually held on 23 and 27 July 1953.]

10. The Chairman suggested that it is highly desirable for the CIA Career Service Board to communicate its general philosophy to the Office Boards. To this effect, he presented to the Board a draft of a letter from the Chairman, CIA Career Service Board to the Chairman of each Office Career Service Board. The draft of the letter was approved, and the Executive Secretary was requested to prepare and distribute it to all Boards. (CIA Career Service Letter Number 1, dated 10 July 1953)

11. The Chairman reported to the Board that he had prepared a broad outline of the proposed paper "What Career Service in CIA Means To You." This outline will be given to the Information Task Force for their guidance in preparing the publication. The Task Force has been given a deadline of 1 September 1953 for completion of the project.

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Security Information

12. The Board agreed to appoint a Legislative Program Task Force with representatives from the DD/A, DD/I and DD/P complex to work with the General Counsel and the Chairman, CIA Career Service Board, in preparing a program of legislation to be presented to the Second Session of the 83rd Congress.

13. The meeting was adjourned at 1700 hours.

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Executive Secretary

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AGENDA

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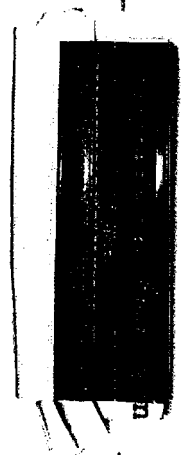
CIA CAREER SERVICE BOARD

8th Meeting, Thursday, 2 July 1953 at 4:00 P.M.

DCI's Conference Room, Administration Building

1. Minutes of the 7th Meeting of the CIA Career Service Board, held 21 May 1953, (attached); for approval.
2. Nomination of new rotating member of the Board; for action.
3. Review of activities of the Steering Group (oral report by the Chairman); for information and for confirmation.
4. Staff Study "Career Development Slots", dated 26 June 1953, (attached); for approval.
5. Interim report of the Professional Selection Panel, "The Process of Selecting New Career Employees", dated 23 June 1953, (attached); for comment.
6. "Insurance Task Force Recommendation", dated 16 June 1953, (attached); for action.
7. "Matters affecting a Legislative Program", dated 26 June 1953, (attached); for comment.
8. New business.

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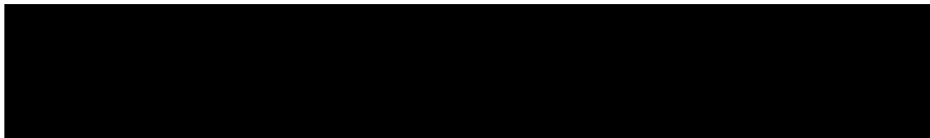
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MINUTES  
OF THE  
PROFESSIONAL SELECTION PANEL

42nd Meeting, 25 August 1953, 2:00 P. M.  
Room 117, North Building

Present: Members                      Advisors                      Secretariat                      Guests

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1. The minutes of the 41st meeting, 18 August 1953, were approved.

2. Case No. 26 was reviewed by the Panel, with pertinent information being provided by the Panel's advisors and guests. By a 3 to 0 vote, a quorum being present, the person concerned was found suitable for career service. The Panel recommended that the Chief of Administration and Logistics of the individual's component arrange for the employee to have an appropriate medical consultation, and also conduct a personal interview with the employee.

3. Case No. 27 was also reviewed by the Panel with information being provided by advisors and guests. By a 3 to 0 vote, a quorum being present, the employee concerned was found suitable for career service.

25X1A

4. [REDACTED] presented a report of progress on efforts to develop criteria and techniques for supervisory evaluations of suitability for "career status." The application of these criteria would supersede the use of initial Personnel Evaluation Reports. The tentative evaluation form presently includes the following:

A. Section I

- (1) Identifying personal information
- (2) Position assignments
- (3) Direct questions

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B. Section II

A check list of personal and behavior characteristics which apply both to suitability and performance.

C. Section III

Descriptive statements of any personal traits or behaviorisms which are so significant as to possibly outweigh the conclusions which could be drawn from responses in Section II.

D. Section IV

Ratings of major significant characteristics bearing directly on over-all suitability, presently including the following:

- (1) Job performance.
- (2) Potential for greater responsibilities.
- (3) Suitability for clandestine tasks.
- (4) Attitude toward the Agency.
- (5) Suitability for a CIA career.

25X1A

5. [REDACTED] distributed preliminary draft copies of Sections II and IV for review. It was agreed that each member and advisor would add items as desired to Section II, would prepare comments with respect to Section IV, and would submit these materials to [REDACTED] at 106 R & S Building on or before 27 August. A synthesis of these recommendations will be submitted by [REDACTED] at the next meeting. In addition, prior to the next meeting each member and advisor will rate each item in Section II on a five point scale in terms of its importance in determining suitability, and a second time in terms of the degree to which the characteristics can readily be observed.

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6. It was agreed that [REDACTED] would be assisted in his study by personnel of the Plans, Research and Development Staff, Personnel Office.

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[REDACTED]  
Executive Secretary

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MINUTES  
OF THE  
PROFESSIONAL SELECTION PANEL

1st Meeting, 18 August 1953, 2:00 P.M.  
Room 117, North Building

25X1A

Present: Messrs. 

1. The minutes of the 40th meeting, 11 August 1953, were approved.

2. Cases No. 26 and No. 27 were reviewed by the Panel. It was agreed to postpone decisions on these cases until the next meeting in order that the Office of Training, the Personnel Office, and the Medical Office may present additional pertinent information.

3. The Panel received a report by the committee appointed to re-examine the Panel's approach to developing criteria for suitability for "career status". During discussion of the report it was generally agreed that the determination of an individual's suitability at the expiration of the trial period should also be based to some extent upon an evaluation of his performance during that period. It was concluded that it may be desirable to omit the use of the Personnel Evaluation Report during the individual's trial-service period, and to use in its place a more specific evaluation of the individual directly in terms of approved standard criteria of suitability. This evaluation may be determined by the use of one or more of the following techniques.

a. Analysis of answers to a group of factual, realistic questions concerning demonstrated performance and behavior.

b. Analysis of answers to a few key questions pertaining directly to general suitability.

c. Comparison of the individual to others in terms of key factors pertaining directly to suitability.

d. Internal comparisons of linear measurements of the traits of the individual, possibly using forced-choice techniques.

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It was agreed that [REDACTED] would continue the exploration and development of these alternative approaches, being assisted by Messrs. [REDACTED] as required.

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[REDACTED]  
Executive Secretary

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MINUTES  
OF THE  
PROFESSIONAL SELECTION PANEL

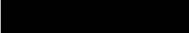
40th meeting, 11 August 1953, 2:00 P.M.  
Room 117, North Building

Present: Messrs. 

25X1A

1. The attendance did not constitute a quorum. It was agreed by those present that the decisions of the Group would be reviewed by the Panel at its next meeting. The agreements reported below are therefore conditional.

2. Minutes of the 39th meeting, held 4 August 1953, were approved.

25X1A 3.  reported on the review on 10 August 1953 by the Steering Group, CIA Career Service Board, of the Panel's paper entitled "Proposed Selection Procedure", with two attachments, dated 5 August 1953. It was indicated that the Personnel Office will prepare drafts of appropriate regulations to implement the approved policy and procedure, and will submit the drafts to the Panel for review.

4. The Group reviewed a report of each individual favorably considered by the Panel to date, and of the dates on which their trial-service periods expire. The following agreements were reached:

a. In each case, the component to which the individual is assigned will present the case to the Panel. The component which originally questioned the individual's suitability will not be required to take the initiative in presenting the case.

b. The Executive Secretary will notify each office in advance of the time that the trial-service period of the employee will expire. This notification will indicate the manner in which they are to present the case to the Panel, and the required materials and statements.

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c. Two individuals concerned in the report will terminate trial-service in September 1953. These individuals must be examined by the Panel in the near future. Since both are assigned to the Office of Training, [REDACTED] was requested to bring completed initial Personnel Evaluation Reports for these individuals to the next meeting of the Panel.

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5. The Group discussed the problems presented in preparing a summary of comments on the Panel's Working List #2, and the possibility of developing alternative approaches to the criteria for suitability. It was agreed that Messrs. [REDACTED] and [REDACTED] would confer prior to the next meeting of the Panel, and would explore the possibility of using different methods to determine and apply suitability criteria.

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[REDACTED]

Executive Secretary

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MINUTES

OF THE

PROFESSIONAL SELECTION PANEL

39th Meeting, 4 August 1953, 2:00 P.M.  
Room 117, North Building

Present: Messrs. 

25X1A

1. Minutes of the 38th Meeting, held 28 July 1953, were approved, subject to the substitution of the word "revise" for the word "omit" in the second sentence of paragraph 5.

2. The following papers were discussed by the Panel:

a. Memorandum from the Personnel Director entitled "The Process of Selecting New Career Employees", dated 24 July 1953.

b. The Panel's paper "Determination of Suitability for Permanent Appointment to the Career Staff", dated 3 August 1953.

It was agreed that the differences between the concepts and procedures proposed in the two papers were essentially minor. Revisions to the Panel's paper were agreed upon by the members in session. It was further agreed that the Panel will recommend that both papers be brought to the attention of the Steering Group of the CIA Career Service Board. If that group is in general agreement with the selection processes outlined therein, the Panel and the Personnel Office will undertake the drafting of appropriate implementing regulations for submission to the CIA Career Service Board. These regulations will apply both to initial selection and to selection for career service after appropriate trial periods.

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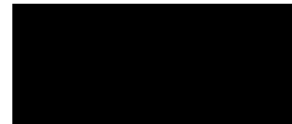
3. The Panel received a report on former and present CIA practices with respect to the length of the trial-service periods required of new employees. It was indicated that some of the individual employees in whom the Panel is interested were given only a six months trial-service period. A final report on the date on which the trial-service of each of these persons will be submitted when personnel folders become available.

4. The Panel agreed that it would continue to review each case in which the suitability of an employee is questioned during his trial-service period, pending the establishment of revised procedures.

5. The meeting was adjourned at 4:00 p.m., to reconvene at 2:00 p.m., Tuesday, 11 August 1953.

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/s/



Executive Secretary

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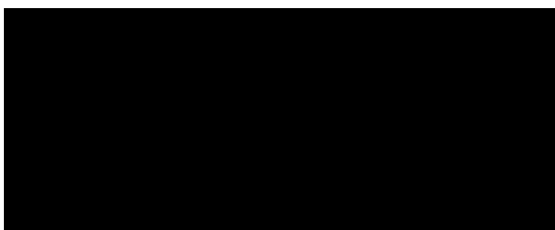
MINUTES

OF THE

PROFESSIONAL SELECTION PANEL

38th Meeting, 28 July 1953, 2:00 P.M.  
Room 117, North Building

Present:



25X1A

1. Minutes of the 37th meeting, held 21 July 1953, were approved without change.

2. Case Number 54

The Executive Secretary reported that this individual was no longer being considered for Agency employment. The Advisor for Security withdrew the case since it had ceased to be of interest to the Panel.

3. The Chairman requested that the Executive Secretary prepare a list of all individuals reviewed by the Panel to date. The list will show: Name, Office, Grade, EOD date and expiration date of the Trial-Service Period. The Panel will review this information at its next meeting.

4. The Advisor for Security requested a ruling on whether the Panel would accept cases at any point in the trial-service period when circumstances indicate that a review is warranted. It was agreed that the Panel's authority permitted it to accept cases of individuals in professional positions at any point during the trial-service period. It was agreed, further, that the Panel, as now constituted, had a responsibility to accept such cases and would do so until an Agency Career Selection Board assumed the functions of the Professional Selection Panel.

5. The revised paper "Determination of Suitability for Permanent Appointment to the Career Staff" dated 23 July 1953, was discussed with particular attention to paragraphs II, V, and VII. It was agreed that paragraph II be modified to assign responsibility to the CIA Selection Board for establishing the length of provisional periods recommended by the Office Career Service Boards; and, to omit the sentence "until



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Security Information

current legislative road blocks are removed, the duration of the provisional period cannot exceed twelve months". It was agreed to modify paragraph V to place responsibility for making a determination of suitability for non-professional employees on the Office Head and his Career Service Board on the basis of Agency suitability standards. The Panel agreed to delete paragraph VII from the paper. The Chairman read, for the record, the comments of the Chief, Medical Office concerning paragraphs III and VI. (See attached) After considering the implications of the proposed change, the Panel decided to reject the recommendations. [REDACTED] volunteered to prepare a revised paper for consideration at the next meeting. 25X1A

6. The Advisor for Personnel reported that the Personnel Director was ready to reply to the Panel's request for his recommendations as to steps which can be taken to improve the existing selection process. The reply should be available to the Panel at its next meeting. At the suggestion of the Advisor for Personnel, the Panel agreed to withhold its paper "Determination of Suitability for Permanent Appointment to the Career Staff" until the comments of the Personnel Director have been considered.

7. The meeting was adjourned at 4:00 p.m., to reconvene at 2:00 p.m., Tuesday, 4 August 1953.

25X1A

[REDACTED]  
Executive Secretary

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Security Information

C O P Y

28 July 1953

MEMORANDUM FOR: Executive Secretary,  
Professional Selection Panel

SUBJECT : DRAFT - Determination of Suitability for Permanent  
Appointment to the Career Staff

REFERENCE : Your Draft dated 23 July 1953, Subject as Above

1. The above reference has been carefully reviewed by the Medical Office and the following recommendations are submitted for consideration:

a. In lieu of Paragraph III and Paragraph VII of the reference draft:

There shall be established a CIA Selection Board (or some other appropriate name) consisting of three voting members representing offices other than that having jurisdiction over the employee. The members would be chosen from lists of nominees submitted by the Office Career Service Boards. Such nominees would be experienced members (GS-14 and above) of the Career Staff. The Assistant Director for Personnel shall provide the selection board with an Executive Secretary and such clerical and administrative personnel as are needed to perform its functions.

b. In lieu of Paragraph VI:

(1) With respect to employees in professional positions, the appointment as a member of the Career Staff will be effected as follows:

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Security Information

- (a) Since the Office Career Service Boards must review a case in the light of all available information, the Office Career Service Boards will request the concurrence or comments of the Personnel, Security, Medical, Training, and Operating Offices. This would ensure that the Office Career Service Boards would arrive at a conclusion based on all pertinent data available rather than forward a recommendation not based on a complete analysis of a given case.
- (b) The Personnel, Security, Medical, Training, or Operating Offices would have the prerogative to interview or examine the candidate if they deemed it necessary.
- (c) Where no disagreement exists, the Office Career Service Boards will submit the appropriate personnel action to the Assistant Director for Personnel. Where disagreement does exist, the Office Career Service Boards will be guided by the decision of the Examining Panel and submit the appropriate personnel action to the Assistant Director for Personnel or if it disagrees with the decision, refer the case, through the appropriate channels, to the DCI for review.

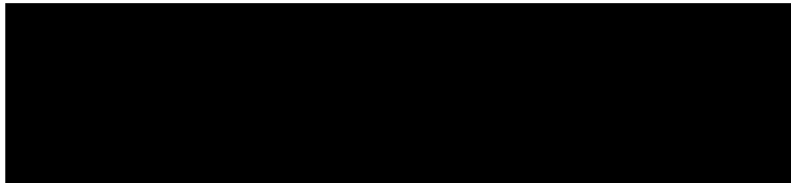
/s/ John R. Tietjen, M.D.

JOHN R. TIETJEN, M.D.  
Chief, Medical Staff

MINUTES  
OF THE  
PROFESSIONAL SELECTION PANEL

37th Meeting, 21 July 1953, 2:00 P.M.  
Room 117, North Building

Present:



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1. At the request of [REDACTED] who was unavoidably absent, [REDACTED] acted as chairman pro tem.

2. Minutes of the 36th meeting, held 14 July 1953, were approved without change.

3. Case Number 54

25X1A

The case was continued in suspense pending a report from the Advisor for Security or until the case is officially withdrawn. [REDACTED] advised the Panel that the hiring Office had initiated action to cancel the employment processing. [The Executive Secretary subsequently received this action, transmitted it to the Personnel Office for inclusion in subject's file and processing was cancelled by the Personnel Office.]

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4. [REDACTED] the Chairman, Committee on Panel Procedure, conducted the discussion of the Committee's paper "Determination of Suitability for Permanent Appointment to the Career Staff", dated 20 July 1953. The Panel referred the paper to the Executive Secretary who will revise the paper to reflect the comments of the Panel. The revised paper will be distributed in sufficient time to permit discussion at the next meeting (attached).

5. The Executive Secretary distributed, for information, the tabulation of EOD's for the period 15 June through 14 July 1953, which was prepared for the Panel by the Personnel Office. It was noted that this information is significant for any work load projection.

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6. The Executive Secretary reported that the decision of the CIA Career Service Board in its review of Case Number 49 has not been officially announced. An announcement will be made as soon as the Chairman, CIA Career Service Board clarifies the Board's instructions to the AD/RR.

7. The Executive Secretary reported that sixteen Office Career Service Boards had replied to the CIA Career Service Board's request for comments on the Panel's Working List #2. The Panel requested the Executive Secretary to ditto the comments and distribute to each member and advisor. In addition, the Panel appointed [REDACTED], as a committee of two, to prepare a summary of the comments for consideration by the Panel.

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8. The meeting was adjourned at 4:20 p.m., to reconvene at 2:00 p.m., Tuesday, 28 July 1953.

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[REDACTED]  
Executive Secretary

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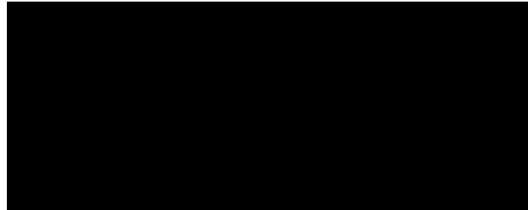
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MINUTES  
OF THE  
PROFESSIONAL SELECTION PANEL

36th Meeting, 14 July 1953, 2:00 P.M.  
Room 117, North Building

25X1A

Present:



1. Minutes of the 35th meeting, held 3 July 1953, were approved without change.

2. Case Number 54

The Advisor for Security reported that he was not prepared to continue with his presentation. The case was placed in suspense until the Advisor for Security is prepared to report.

3. Case Number 55

The Advisor for Personnel reported that the hiring Office has cancelled its request for employment of this individual and that the personnel file has been appropriately flagged. The case was withdrawn and is no longer of interest to the Panel.

4. The Chairman reported that the CIA Career Service Board, at its meeting on 13 July 1953, reviewed the Panel's decision in Case Number 49. The Board instructed its Executive Secretary to prepare a memorandum from the Board to the AD/RR through the DD/I requesting the AD/RR to indoctrinate the individual. [REDACTED] was requested to assist the AD/RR in discussing the problem with the individual. The Board agreed that the individual remain on duty with the Agency but that his trial service will be carefully evaluated prior to the completion of the twelfth month of service.

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Security Information

5. The Panel discussed the comments of the Career Service Board (as shown in the excerpts from the transcript) concerning the Panel's responsibilities. It was agreed that the Board was instructing the Panel to:

a. stop its examination of individual cases of applicants where doubt exists as to suitability to work in CIA on a career basis; and,

b. develop a procedure by which the Professional Selection Panel can review the trial service of each employee prior to the termination of the provisional period.

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The Chairman appointed a committee consisting of [REDACTED] to analyze the comments of the Career Service Board as they relate to the Panel's interim paper "Process of Selecting New Career Employees", dated 17 June 1953, and to develop a procedure by which the Panel can meet its responsibilities for a "trial service" review of each new employee. The committee will submit its proposal to the Panel at the next meeting.

6. The Executive Secretary reported that the results of the Personnel Office study "Identification of EOD's" should be available to the Panel for the next meeting. [REDACTED] requested that his committee have access to the study as soon as possible since the results will have significance for the committee in preparing its recommendations.

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7. The Panel agreed that the excerpts from the CIA Career Service Board transcripts should be held on an "eyes only" basis for Panel members, advisors and alternates. The excerpts are to be returned to the Executive Secretary at the next meeting.

8. The meeting was adjourned at 2:45 p.m., to reconvene at 2:00 p.m., Tuesday, 21 July 1953.

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[REDACTED]  
Executive Secretary

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MINUTES

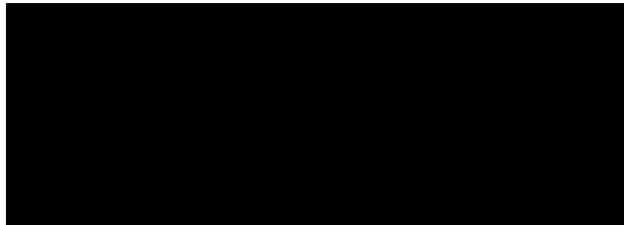
OF THE

PROFESSIONAL SELECTION PANEL

35th Meeting, 3 July 1953, 10:30 A.M.  
Room 117, North Building

25X1A

Present:



1. Minutes of the 34th Meeting, held on 19 June 1953, were approved without change.

2. The Executive Secretary reported that the CIA Career Service Board had completed its review of Case Number 48. The Board found this individual to be suitable for employment in CIA on a long-range career basis. The Board stressed that its decision was not to be interpreted as a reversal of the Professional Selection Panel's earlier decision since the Board based its decision on information which was not available to the Panel.

3. The Executive Secretary reported that the DD/I has requested the CIA Career Service Board to review the Panel's decision in Case Number 49. The Chairman, CIA Career Service Board will call a special meeting of the Board for 3:00 p.m., 13 July 1953, for the purpose of reviewing the Case. The Chairman, Professional Selection Panel will present the case to the Board.

4. The Executive Secretary reported that the CIA Career Service Board, at its meeting on 2 July 1953, gave specific instructions to the Panel concerning its function in the process of selecting new career employees. The Board instructed the Executive Secretary to make available to the Panel that portion of the transcript concerning the Panel.

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5. The following case with action pending was considered:

Case Number 54

The Advisor for Security continued his presentation of the case. The case was placed in suspense pending the report, by the Advisor for Security, of the additional information requested by the Panel.

6. The Chairman noted that the Personnel Office is compiling statistics on all EOD's for the period 15 June 1953 through 14 July 1953. These statistics are being compiled for use by the Panel. (See Attachment A)

7. The Panel agreed on 2:00 p.m., Tuesday, as the regular meeting time.

8. The meeting was adjourned at 11:55 a.m. to reconvene at 2:00 p.m., Tuesday, 14 July 1953.

SIGNED

25X1A



Attachment

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C O P Y

CONFIDENTIAL  
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10 June 1953

MEMORANDUM FOR: Chief, Personnel Division (Covert)  
Chief, Personnel Division (Overt)

SUBJECT: Identification of EOD's

1. The Professional Selection Panel lacks certain statistics in order to predict part of its workload over the coming months. In order to assist the Panel, it is requested that for the period 15 June 1953 through 14 July 1953 that a tabulation, by number only, be compiled for all EOD's for that period as follows:

- a. The number of EOD's, by grade.
- b. The number of Veterans without prior United States Government Service.
- c. The number of Veterans with prior United States Government Service.
- d. The number of non-Veterans without prior United States Government Service.
- e. The number of non-Veterans with prior United States Government Service.

/s/ George E. Meloon

GEORGE E. MELOON  
PERSONNEL DIRECTOR

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MINUTES

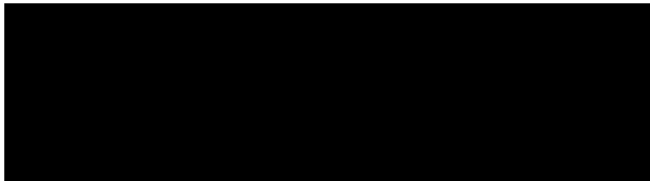
OF THE

PROFESSIONAL SELECTION PANEL

34th Meeting, 19 June 1953, 10:30 A.M.  
Room 117, North Building

25X1A

Present:



1. Minutes of the 33rd Meeting, held 10 June 1953, were approved without change.

2. The following case with action pending was considered:

Case No. 51

The Executive Secretary reviewed the handling of the case to date. The Advisor for Medical reported the results of the pre-employment medical examination. The Panel found this person to be unsuitable for long-range career employment in CIA by a vote of 3 No and 0 Yes. (See attached analysis of ballots)

3. The following case was presented for Panel consideration:

Case No. 51

The case was brought to the Panel by the Advisor for Security. It was placed in suspense until the next meeting of the Panel when the Advisor for Security will continue the presentation.

4. The Chairman reviewed the results of the special meeting of 16 June 1953 and read, for the record, the memorandum from the Panel to the Personnel Director requesting advice from the Personnel Office concerning the process of selecting new career employees, (copy attached) The Chairman informed the Panel that the CIA Career Service Board had requested an interim report from the Panel.

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Security Information

The Panel agreed that the Chairman should write a memorandum summarizing the action taken by the Panel to meet the Board's request for recommendations concerning the process of selecting new career employees and would attach a copy of the sub-committee's preliminary paper for information. (Copy attached)

5. The Executive Secretary reported that the Steering Group of the Career Service Board had reviewed the Panel's Working List #1 dated 4 May 1953 and suggested changes in Items 1, 10, 14, and 19. The Chairman, CIA Career Service Board requested that the list be revised and distributed to the Office Career Service Boards for comment. Working List #2, dated 17 June 1953 was approved by the Panel for distribution to the Office Boards. The Executive Secretary read, for the record, the memorandum from the Chairman, CIA Career Service Board transmitting Working List #2 to the Office Boards. (Copy attached)

6. The Chairman reported that the CIA Career Service Board's review of the Panel's decision in Case No. 48 remains in suspense pending the development of additional information by the DD/P.

7. The meeting was adjourned at 12:15 p.m. to reconvene at 10:30 a.m., Friday, 26 June 1953.

25X1A



Executive Secretary

Attachments

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Security Information

Analysis of Qualities Bearing on Suitability

Case No. 51

19 June 1953

6 Ballots (3 Members, 3 Advisors)

Positive Indications

Effective Intelligence	3
Anonymity	1
Morality	1

Negative Indications

Adaptability	6
Acceptance of Discipline	5
Emotional Control	5
Sense of Personal Proportion	4
Cooperation	4
Social Acceptability	3
Objectivity	2
Career Desire	2
Faithfulness	1
Anonymity	1
Discretion	1
Maturity	1
Freedom of Action	1

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C O P Y

CONFIDENTIAL  
Security Information

23 June 1953

MEMORANDUM FOR: The Personnel Director  
FROM: The Professional Selection Panel  
SUBJECT: The Process of Selecting New Career Employees

1. As you are aware, the CIA Career Service Board has asked the Professional Selection Panel to make recommendations with respect to the process of selecting new career employees. A draft paper on this subject (copy attached) was discussed at the Panel's special meeting on 16 June 1953. Several of those present, including the advisor from the Personnel Office, expressed the view that the procedure proposed is an unnecessary duplication and that instead of creating such a new procedure, efforts should be made to strengthen and improve existing procedures.

2. The Panel accordingly requests that you furnish to the Panel for its guidance recommendations as to steps which can be taken to improve the existing selection process. Specifically, the Panel would appreciate your suggestions on the following points:

a. What means can be found to insure that each new employee, before entering full career status, goes through a period during which his character, personality, capability and performance are effectively examined, and that at the end of such period the employee is made aware of a significant change in his status?

b. What procedure can be devised to make such a period longer than one year in the case of employees occupying professional positions?

c. What means can be found to insure that all pertinent information concerning an applicant or employee is gathered in one file instead of being either unrecorded or dispersed in the files of many components of the Agency?

d. What procedure can be adopted which will insure that the decision as to the suitability of an applicant is reviewed by a responsible officer outside the requesting component and outside the Personnel Office?

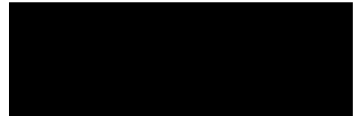
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3. In order that the Panel may present its recommendations to the CIA Career Service Board at an early date, it is requested that your reply reach the Panel as soon as possible.

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/s/



Chairman

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Security Information

23 June 1953

MEMORANDUM FOR: The CIA Career Service Board  
FROM: The Professional Selection Panel  
SUBJECT: The Process of Selecting New Career Employees  
REFERENCE: CIA Career Service Board memorandum dated 27 May 1953

1. In reference memorandum the Board instructed the Panel to revise its report of 17 April 1953, taking into consideration the comments of the Office Career Service Boards, and to resubmit to the Board its recommendations concerning the process of selecting new career employees.

2. A sub-committee of the Panel prepared and submitted to the Panel a paper (Tab A) in which it endeavored to combine the policy and procedural aspects of this matter. At a special meeting held on the evening of 16 June 1953, the Panel and its advisors discussed this paper. Several of those present expressed strong disagreement with certain aspects of the paper, which, for that reason, is not now being submitted to the Board as a recommendation of the Panel.

3. Among the comments concerning the paper, the following stand out as the most salient:

a. Several persons, including the advisors from the Security Office and the Personnel Office, expressed the view that an effort should be made to strengthen and improve existing procedures rather than creating new and possibly duplicate procedures to correct any present weaknesses. In line with this comment, the Panel is requesting the Personnel Director to recommend specific actions which can be taken to improve existing procedures (Tab B).

b. Several persons agreed with the advisor from the Security Office who objected strongly to the suggestion contained in Comment "C", paragraph IV of the paper, on the ground that extensive dissemination of such information is contrary to good security practice and that the procedure suggested would involve a heavy and unnecessary workload. Others present felt equally strongly that means should be found to make available to the employing office all "administrative" information concerning a prospective employee, whether or not the information is judged by the Security Office to be adverse.

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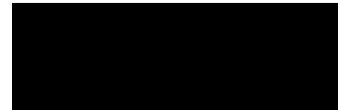
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c. Another comment on the paper concerned the failure of the suggested procedure to make full use of the Office Career Service Boards in the process of selection.

4. The Panel regrets that it is unable to submit definite recommendations to the Board at this time. It is intended that a new paper will be drafted as soon as the Personnel Director has furnished the suggestions requested in Tab B. Meanwhile, it was felt that the CIA Career Service Board could assist the Panel considerably by commenting formally or informally on the attached paper.

25X1A

/s/



Chairman

CONFIDENTIAL

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Security Information

22 June 1953

MEMORANDUM FOR: Chairman,  
Career Service Board

SUBJECT : Qualities Bearing on Suitability for Career  
Service in CIA

REFERENCE : Working List #2, dated 17 June 1953

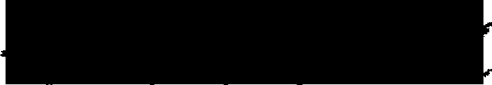
1. The Professional Selection Panel is charged with developing suitability criteria for the selection of career employees. The attached list of personal qualities represents the factors considered by the Professional Selection Panel in making a judgment concerning the suitability of those new career employees whose cases are brought before the Panel.

2. Since career employees are now being selected within this frame of reference, the list is forwarded for your information and comment. If you think that career employees in your component should be selected for suitability on the basis of other qualities, please indicate those which you believe should be added to or deleted from this list. Additional qualities suggested should be defined clearly and supported by examples such as those in the present list. The Panel does not necessarily consider each quality to be of equal significance in determining suitability for career employment. It is suggested, therefore, that you group them according to their relative significance for career service in your area.

3. Your comments should be forwarded to the Executive Secretary, CIA Career Service Board (Room 200, North Building), not later than 17 July 1953.

FOR THE CIA CAREER SERVICE BOARD:

25X1A

  
IMAN B. KIRKPATRICK  
Chairman

Attachment

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Security Information

MINUTES

OF THE

PROFESSIONAL SELECTION PANEL

33rd Meeting, 10 June 1953, 1:00 P.M.  
Room 117, North Building

Present: 25X1A [redacted] h) 25X1A [redacted]  
[redacted] 25X1A [redacted] Tietjen  
[redacted] present to report on Case No. 49

1. Minutes of the 32nd Meeting, held 3 June 1953, were approved without change.

2. The following cases with action pending were considered:

a. Case No. 49

25X1A

[redacted] Assessment Branch, O/TR, reported the results of the assessment of this individual. After answering questions from the Panel concerning the assessment, [redacted] was excused and left the meeting. The Panel reviewed the information previously presented prior to taking a vote on the individual's suitability. The Panel found this person to be unsuitable for long-range career employment in CIA by a vote of 4 No and 1 Yes. (See attached analysis of ballots) 25X1A

b. Case No. 51

The Advisor for Medical stated that he was prepared to report the results of the pre-employment medical examination of this individual which was requested by the Panel. Since two members could not remain in the meeting, the Chairman asked that the case be held over until the next meeting of the Panel.

3. The Panel agreed to meet in special night session on Tuesday, 16 June 1953 for the purpose of discussing the preliminary paper prepared by the Committee on the Process of Selecting New Career Employees, dated 9 June 1953. The Executive Secretary will inform each member and advisor of the time and place for the meeting.

**S-E-C-R-E-T**  
**Security Information**

4. The Executive Secretary read, for the record, the memorandum from the Director of Security appointing [REDACTED] as the second alternate to the Advisor for the Security Office.

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5. The meeting was adjourned at 2:35 p.m. to reconvene in regular session at 10:30 a.m., Friday, 19 June 1953.

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**Attachment**

PROFESSIONAL SELECTION PANEL

BALLOT ANALYSIS

Case No. 49

Date 10 June 1953

For the reasons listed below, subject is regarded as unsuitable for employment in CIA on a career basis.

The following is a general evaluation of this individual in terms of each of the listed qualities.

Positive Indications

Negative Indications

<u>*T</u>	<u>M</u>	<u>A</u>		<u>*T</u>	<u>M</u>	<u>A</u>
	3	1	Integrity		1	
1	3	1	Morality			
	3	1	Faithfulness	1	1	
			Objectivity	1	5	3
	1		Adaptability	1	4	2
			Anonymity	1	5	3
	1		Acceptance of Discipline	1	3	2
	3		Emotional Control	1		1
	2	1	Career Desire	1	1	
			Discretion	1	4	1
	2		Economic Preparedness			
	1	2	Freedom of Action	1	2	
1			Sense of Personal Proportion		4	2
1	1		Social Acceptability		1	
	1		Cooperation	1	3	1
	5	1	Industry			
	3		Effective Intelligence	1	1	1
1	2		Vision		1	
			Other (see below)			
			Judgment		1	1
			Compulsiveness			1
			Maturity		1	

Comments:

Note: The above qualities are defined in Working List #1, dated 4 May 1953, "Qualities Bearing on Suitability for Career Service in CIA".

\*T - Assessment Report  
 A - Advisors  
 M - Voting Members

MINUTES  
OF THE  
PROFESSIONAL SELECTION PANEL

32nd Meeting, 3 June 1953, 2:00 P.M.  
Room 117, North Building

25X1A  
Present: [REDACTED] (Ch) [REDACTED] 25X1A  
[REDACTED] Tietjen  
(Alternate for [REDACTED] 25X1A

1. Minutes of the 31st meeting, held 27 May 1953, were approved.

2. The Chairman reported that the CIA Career Service Board, at a special meeting on 1 June 1953, upheld the Panel's finding in Case No. 38 and recommended to the DCI that he reject this individual as a candidate for Agency employment. The Panel's finding in Case No. 48 was reviewed also but the Board suspended the case until additional information had been received. The Chairman of the Panel was instructed to discuss the individual's qualifications and other factors with the Head of the Office concerned and to report to the Chairman, CIA Career Service Board. Upon receipt of the information requested, the Chairman, CIA Career Service Board, will determine the action necessary to make a recommendation to the DCI on Case No. 48.

3. The Committee on Recommendations concerning "Process of Selecting New Career Employees" presented a draft paper outlining the reasons that make it desirable for the Agency to extend the present one year trial-service period. The paper was discussed and returned to the Committee for redrafting. The Panel instructed the Committee to define those conditions of trial-service which are required by the Agency even though such requirements may appear to be in conflict with existing Federal Personnel Policies. Once trial-service objectives have been established, the Agency can adopt interim procedures which will enable the Agency to work toward its objectives within the present limitations of Federal regulations. It was suggested that the Committee explore the feasibility of variable trial-service periods to meet different requirements within the Agency. The Committee will report to the Panel at the next meeting.

4. The Chairman presented a draft Agency Personnel Notice and a draft Personnel Director's Memorandum for Panel consideration. The Panel amended the Personnel Notice to include a second alternate for the Security Office and asked the Executive Secretary to process the Notice for publication. The Panel had no objections to the PDI as proposed but suggested that paragraph 3 be amended to place less emphasis on the mechanism for requesting a review of the Panel's recommendations. The Panel agreed to request the CIA Career Service Board to establish a deadline of 10 workdays from receipt of notification of Panel action for the initiation of a request for review [paragraph 4, d, (1)]. The Executive Secretary was asked to inform the Personnel Director of the Panel's comments concerning the PDI and to take the action necessary to get CIA Career Service Board approval of the 10 day limit for initiating requests for review.

5. The Chairman noted, for the record, that he had received the comments of the DAD/Commo relating to the suitability criteria used by the Panel. (Working List #1) The Executive Secretary was asked to distribute copies of the comments prior to the next meeting of the Panel. (see attached)

6. The Advisor for Training reported that the assessment report for Case No. 49 would be ready for presentation to the Panel at the next meeting.

7. The Advisor for Personnel reported to the Panel that Case No. 47 should be withdrawn since the individual has indicated that she is not interested in employment with the Agency. The official personnel folder will be flagged to indicate the Panel's interest in this individual's future association with the Agency.

8. The meeting was adjourned at 3:40 P.M. to reconvene at 2:00 P.M., 10 June 1953.

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Security Information

27 May 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

FROM: Deputy Assistant Director for Communications

SUBJECT: Qualities Bearing on Suitability for Career Service in CIA

1. Your request for my comments concerning criteria for use by the Professional Selection Panel is appreciated, as I realize that the attached list is the result of many hours of work by people more qualified than I in the field of personnel selection and evaluation.

2. My immediate reaction is that the list is too long and because of this lends itself to varying interpretations by different people who must use it. Some of the confusion which I understand exists could be eliminated by reduction in the number of terms and a clear-cut definition of these terms. For instance, I would group objectiveness, emotional control and discretion under the commonly accepted term of judgment and then use them in its definition.

3. I venture to set forth the following as a list of criteria and definitions which have become rather generally accepted in some of the government services. It appears to me that these are the vital items of a person's character which go to make for his success or failure. In order of importance they are:

- Intelligence: This refers to the faculty of comprehension; mental acuteness
- Judgment: This refers to the discriminating perception by which the values and relations of things are mentally catalogued and a person's actions governed accordingly.
- Initiative: This refers to constructive thinking and resourcefulness; the ability and intelligence to act as required on one's own responsibility.
- Leadership: This refers to the faculty of directing, controlling and influencing others in definite lines of action and of maintaining morale and discipline.
- Moral Courage or Integrity: That mental quality which impels one to carry out the dictates of his conscience and convictions fearlessly.



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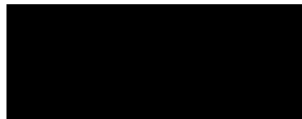
- Cooperation: The faculty of working harmoniously with others toward the accomplishment of common ends.
- Loyalty: Fidelity, faithfulness, allegiance, constancy - all with reference to the cause for which a group is mutually striving and to one's supervisor.
- Perseverance: The ability to hold to a purpose or undertaking in spite of obstacles or frustration.
- Endurance: The ability to carry on under any and all conditions, particularly those concerned with personal comfort, pain, hardship or distress.
- Industry: The desire either inherent or lacking in the character of an individual to occupy himself mentally and physically in the performance of tasks in an energetic manner.
- Personal Appearance and Bearing: The quality of dignity of demeanor, cleanliness, appropriate dress, and general smartness of appearance.

To the foregoing might be added anonymity and motivation as having particular bearing on service with the Central Intelligence Agency. Such things as social acceptability, emotional control, adaptability, freedom of action, open up areas of confusion or disagreement and appear to me to have no place in a list of evaluation criteria, or are a part of the qualities contained in the criteria listed above.

3. Again I wish to express my appreciation of the difficulty of the task faced in arriving at an agreed list of criteria. Even the list that I am submitting could be further reduced, perhaps to its improvement, and if I were called upon to make such a further reduction I would suggest intelligence, judgment, initiative, moral courage or integrity, and loyalty as minimum, in that many of the additional qualities listed could, in the broadest sense, be considered to stem from or be contained therein.

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/s/



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Security Information

16 March 1953

MEMORANDUM FOR: Deputy Director (Plans)  
Deputy Director (Intelligence)  
Deputy Director (Administration)  
All Assistant Directors and Office Heads

ATTENTION:

SUBJECT: Procedure for Reporting Recommendations of the  
Professional Selection Panel

REFERENCE: CIA Notice No. [REDACTED] 25X1A

1. Reference Notice stated that the Professional Selection Panel would make "recommendations to the appropriate authority for the disposition of each case" which had been submitted for its consideration.

2. The Assistant Director (Personnel) is the executive agent of the Director in appointment actions. The CIA Career Service Board has decided, therefore, that the method that will be used by the Panel in reporting its recommendations will be as follows:

a. The Panel will send the original and one copy of its recommendation to the Assistant Director (Personnel) with a copy to the Chairman of the CIA Career Service Board and a copy to the Head of the Office or Senior Staff concerned, through the appropriate Deputy Director.

b. The Executive Secretary will be responsible for delivery, by hand, to the offices of the Assistant Director (Personnel), the Chairman of the CIA Career Service Board and the Deputy Director concerned. The offices of the persons mentioned above will be responsible for any further distribution.

3. When the Panel's recommendation is adverse, the Assistant Director (Personnel) will consult with the Head of the Office or Senior Staff concerned before taking further action on the case.

4. The Assistant Director (Personnel) will inform the Panel of the action that is finally taken on the case.

FOR THE CIA CAREER SERVICE BOARD:

25X1A/S/

[REDACTED]  
Executive Secretary

Distribution:

Members, CIA Career Service Board  
Members, Professional Selection Panel  
Assistant Directors  
Office Heads and Chiefs of Senior Staffs

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CENTRAL INTELLIGENCE AGENCY  
Washington, D. C.

NOTICE

8 December 1952

25X1A

SUBJECT: Professional Selection Panel

25X1A

1. In accordance with CIA Notice No. [REDACTED], subject: "CIA Career Service Program," there has been established the Professional Selection Panel.
2. The Professional Selection Panel has been instructed by the Career Service Board to give priority to:
  - a. The formulation of criteria concerning over-all suitability to work in CIA on a career basis,
  - b. examination of individual cases of applicants or trial-service employes where doubt exists as to suitability to work in CIA on a career basis, and
  - c. recommendation to the appropriate authority for the disposition of each case so examined.
3. In order that the Panel may carry out its responsibilities with respect to 2b and 2c above, the Inspection and Security Office, Medical Office, Personnel Office, and the Office of Training will bring to the attention of the Panel, through its Secretary (Room 200, North Building, Extension 8128), any information of an administrative nature which casts doubt upon the suitability for employment or retention of any applicant or trial-service employee. This is not intended to alter existing procedures whereby such information is provided the Personnel Office by the Inspection and Security Office and the Medical Office.
4. Any other major component of the Agency may refer, through the Secretary, for consideration by the Panel, cases of doubtful suitability for career employment.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

[REDACTED]  
WALTER REID WOLF  
Deputy Director  
(Administration)

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MINUTES

OF THE

CIA HONOR AWARDS BOARD

12th Meeting, 10 August 1953, 11:00 A.M.  
Room 1033, "M" Building

25X1A

Present: Messrs. [REDACTED] Vice-Chairman  
[REDACTED] Member  
[REDACTED] Security Advisor  
[REDACTED] Personnel Advisor  
[REDACTED] Executive Secretary  
[REDACTED] Secretariat

1. The Board reviewed and revised a proposed memorandum to Chairman, CIA Career Service Board, subject: "Status Report and Recommendations".

2. The Executive Secretary was requested to prepare a proposed memorandum by means of which the Chairman, CIA Career Service Board, would request all Agency components to provide information needed by the Honor Awards Board in its survey of all honor and incentive awards which have been received by CIA personnel since 18 September 1947.

3. It was agreed that the Board will initiate action (coordinated with the Security Office) to publish notices announcing all honor awards received by CIA personnel. In this respect procedures will be established for notifying the Board of all such awards which the Board did not review (e.g., [REDACTED] awards).

4. The Security Advisor reported on the current system used by the Military Personnel Division in processing and presenting proposed awards of military decorations. The Board determined that possible security compromises are avoided in these procedures, and reaffirmed its decision with respect to the processing of these cases (reported in paragraph 6 of the minutes of the 11th meeting on 5 August 1953).

5. Papers proposing the award of military decorations on two members of CIA were approved by the Security Advisor, and were submitted to the Board members for a second review in the light of changed procedures for such cases.

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6. The Board reviewed a memorandum from the Chairman, Incentive Awards Committee, subject "Coordination of Responsibilities", dated 6 August 1953, which concurred in the statements of the Honor Awards Board that there is little possibility of conflict, duplication or uncoordinated action between the two programs.

7. The Board reviewed a proposed memorandum to the Chairman, CIA Career Service Board, subject "Staff Study - Letter of Commendation". It was agreed that the memorandum would not be transmitted, and that another memorandum should request the staff study be returned to the Honor Awards Board in view of its forthcoming recommendations concerning the entire honor awards program.

8. The Executive Secretary was requested to contact Mr. Colburn, Heraldic Branch, Office of the Quartermaster General, to determine when the revised designs of the National Security Medal will be available.

9. It was agreed that the programs and proposals of the Board would be assembled in one package and presented to the CIA Career Service Board for discussion in joint session.

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FOR THE CIA HONOR AWARDS BOARD:

  
Executive Secretary

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Security Information

MINUTES

OF THE

CIA HONOR AWARDS BOARD

11th Meeting, 5 August 1953, 2:00 P.M.  
Room 1033, "M" Building  
25X1A

Present: Messrs. [REDACTED] Vice-Chairman  
[REDACTED] Member  
[REDACTED] Security Office Advisor  
[REDACTED] Personnel Office Advisor  
[REDACTED] Executive Secretary  
[REDACTED] Secretariat

1. The minutes of the 10th meeting, held 27 July 1953, were approved (note that some of the actions reflected in those minutes have been superseded as indicated in the following minutes).

2. It was agreed that the CIA Honor Awards Board will develop machinery and procedures to insure the careful handling and processing of all awards cases, including thorough investigation and evaluation of the merits and circumstances of each case.

3. The Board reviewed action taken to accomplish a proposed award of the National Security Medal as reflected in the minutes of the 10th meeting. The Board instructed its Executive Secretary to prepare a memorandum concerning this case to the Chairman, CIA Career Service Board. The memorandum will set forth the fact that the purpose of classifying the delegation of authority from the President, giving the DCI authority to award the medal, was to prevent the medal from being identified with CIA. If the citation accompanying the medal should be unclassified and is signed by the DCI, this fact would reveal that CIA awards the medal. The DCI, therefore, may sign a classified citation, but a non-classified version could only be signed by the President or by the Executive Secretary of the National Security Council.

4. In accordance with the request of General Cabell, as expressed by [REDACTED], the Board reviewed its decision of the previous meeting in connection with the award of military decorations to CIA military personnel. It was agreed that such questions as the following should be explored:

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Security Information

- a. Should CIA be granted authority to award military decorations to military personnel?
- b. Can such authority be delegated to CIA by the Secretary of Defense or the Secretaries of the Military Services?
- c. Would such authority need to be delegated to a military official of CIA?
- d. Which military decorations could be given if this is granted?
- e. What are the legal factors involved in this delegation of authority?
- f. Should the authority be granted to the senior military officer of each of the military services represented in CIA or can one senior military officer be authorized to grant decorations to members of all military services?

The Executive Secretary was directed to prepare, in cooperation with [REDACTED], a memorandum from the Board to the General Counsel in order to obtain appropriate legal opinion on the above matters.

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5. The Executive Secretary reported to the Board that papers proposing military decorations for two individuals had not been forwarded as directed at the previous meeting, but in view of the matters discussed in paragraph 4 above, had been held for reconsideration of the method by which they should be processed. The Board approved this action, reviewed the papers, and gave them to its Security Advisor for review.
6. The Board reached the following agreements with respect to military decorations for military personnel on duty with CIA.
  - a. Papers initiated by CIA personnel proposing the award of such decorations will be reviewed by the Board. If the Board concurs in these proposals, they will be forwarded through the Chairman, CIA Career Service Board to the DCI. If the DCI approves these recommendations for awards, the Honor Awards Board will take action to see that the Military Personnel Division prepares the proper supporting papers and places them in regular military channels for action. The papers prepared by Military Personnel Division may indicate, where necessary, that the DCI approves the recommendations for the award. These papers may be signed by the Chief, Military Personnel Division, when necessary.

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6. The Chief, Military Personnel Division, will sit with the Board whenever a military decoration of an individual is being considered, or whenever procedures involving such decorations will be considered.

7. It was agreed that the Personnel Office will develop appropriate forms for the handling and processing of proposed award cases.

8. It was agreed that the Personnel Office Advisor and the Security Office Advisor will attend all meetings or send their alternates. The Security Office Advisor indicated, for the record, that his alternate is [REDACTED]

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9. It was agreed that the Executive Secretary will prepare a memorandum for the Board to the Chairman of the CIA Career Service Board concerning the following aspects of the Honor Awards Program (copy to be provided to the A/DD/A):

a. A detailed report of all decorations, awards, and medals which may now be awarded to military and civilian personnel of CIA, including the circumstances for their award.

b. Proposals to establish other appropriate decorations and medals for CIA personnel.

10. The 12th meeting of the Board was scheduled for 11:00 a.m., Monday, 10 August 1953.

FOR THE CIA HONOR AWARDS:

/s/

[REDACTED]

Executive Secretary

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MINUTES

OF THE

CIA HONOR AWARDS BOARD

10th Meeting, 27 July 1953, 2:00 P.M.  
Room 1058, "L" Building

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Present: Messrs. [REDACTED] Chairman [REDACTED] Executive Secretary  
[REDACTED] Member [REDACTED] Secretariat

1. The minutes of the 9th meeting held 16 June 1953 were approved.
2. The Board conferred with Mr. Harold B. Colburn, Heraldic Branch, Office of the Quartermaster General, concerning the design of the National Security Medal. It was agreed that the Heraldic Branch would re-submit designs within approximately three weeks. It was estimated that, barring further difficulties, the actual medals may be available in four to six months.
3. The Board approved proposed memoranda to the Chairman, CIA Career Service Board, concerning the following subjects:
  - a. The use of letters of commendation within CIA.
  - b. The responsibilities involved in the Honor Awards Program and the Incentive Awards Program.
4. The Board provided its Executive Secretary with information required for the annual report by government agencies of their honor and incentive award activities.
5. A proposed award of the National Security Medal was approved by the Board, and referred to the Director of Central Intelligence through the Chairman, CIA Career Service Board.
6. The Board discussed problems connected with awarding the Medal of Freedom. It was agreed that in view of the sensitive nature of Agency activities, and in order to utilize the most direct and effective procedures for honor awards within CIA, the Agency should possess the authority to grant the medal. The Board instructed its Executive Secretary to obtain the opinion of the General Counsel with respect to proposals to obtain this authority.

7. The Board re-affirmed its decision that the Military Personnel Division of the Personnel Office would process through its established military channels, the military decorations approved by the Board for CIA military personnel. Under this procedure the Board approved proposed decorations for two individuals, and requested its Executive Secretary to transmit the proposals to the Military Personnel Division for necessary action.

8. The Board discussed the possibility of adapting for CIA use a combined form for recommending awards for both heroism and achievement which is currently being developed by the Department of Army. Decision on the use of this form was postponed until it is available in final form.

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9. In view of the impending absence of the Chairman, it was agreed that [REDACTED] will serve as Vice-Chairman henceforth.

10. The meeting adjourned at 4:15 P.M. The next meeting will be held at the call of the Chairman.

FOR THE CIA HONOR AWARDS BOARD:

25X1A<sup>B/</sup>

[REDACTED]  
Executive Secretary

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Security Information

MINUTES

OF THE

CIA HONOR AWARDS BOARD

9th Meeting, 16 June 1953, 2:30 P.M.  
Room 1058, L Building

25X1A

25X1A

Present: Messrs. [REDACTED] Chairman [REDACTED] Security Advisor  
[REDACTED] Member [REDACTED] Alternate Exec/Sec.  
[REDACTED] Member [REDACTED] Recorder

1. The minutes of the 8th meeting held 9 June 1953 were approved as read.
2. The Chairman reported that no further activity had taken place in regard to the design of the National Security Medal.
3. The Executive Secretary presented to the Board two memoranda outlining the CIA Career Service Board Steering Group's action on 15 June in regard to the Honor Awards Board's staff study "Letter of Commendation" dated 9 June 1953. These memoranda addressed to the Chairman of the Honor Awards Board from the Executive Secretary, CIA Career Service Board and dated 16 June 1953, in brief requested that:
  - a. The proposed staff study be amended to insure that the proposed "Letter of Commendation is in addition to other commendatory, congratulatory or courtesy letters signed by the Director or other responsible officials and would not preclude the continued use of such letters as appropriate," and
  - b. That the Honor Awards Board coordinate with the Incentive Awards Committee to insure that over-all objectives in the honor and incentive fields be obtained, that there be no over-lap of duplication and that all phases of the awards field be the responsibility of one or the other of the groups.
4. The Board, after considerable discussion of the recommendations outlined above, decided that its Chairman should meet as soon as possible with the Chairman of the Incentive Awards Committee to carry out the objectives outlined in 3 b. above, and that it would withdraw its staff study pending the outcome of this discussion. The Board determined that

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Security Information

the feasibility of one awards program to include incentive, honor and longevity awards should be explored. It was the opinion of the Board that such a consolidation might well ameliorate the situation that now confronts those responsible for the several programs. Were all awards proposals sent to one group, decision regarding whether they were properly in the honor or incentive areas could be made centrally and referred to the appropriate group operating within the single integrated program. The Chairman will explore these possibilities upon meeting with the Chairman, Incentive Awards Committee.

5. The meeting adjourned at 4:25 p.m. The next meeting will be held at 2:30 p.m. on Tuesday, 23 June 1953.

FOR THE CIA HONOR AWARDS BOARD:

25X1A



Executive Secretary

MINUTES

OF THE

CIA HONOR AWARDS BOARD

8th Meeting, 9 June 1953, 2:30 P.M.  
Room 1058, L Building

25X1A

25X1A

Present: Messrs.

[Redacted]

Chairman  
Member  
Member  
Alternate Security  
Advisor

[Redacted]

Personnel Advisor  
Executive Secretary  
Recorder

1. The minutes of the 7th meeting held 2 June 1953 were approved with minor corrections. The previously distributed minutes will be revised and replaced.

2. The Chairman reported that no contact had been made during the week with the Heraldic Branch of the Quartermaster Corps regarding design of the National Security Medal.

3. The proposed staff study "Letter of Commendation" was reviewed and approved after a number of suggestions by various members were incorporated in the text. It will be forwarded to the Chairman, CIA Career Service Board within the week.

4. Discussion then took place regarding Agency Regulation [Redacted] "Awards from Foreign Governments". The group considered the proposed "Foreign Awards and Decorations", Regulation [Redacted] which will replace [Redacted] and which is being coordinated by the Regulations Control Staff, DD/A. The Board concurred generally in the substance of the new Regulation and requested the Executive Secretary to forward the following comment to Regulations Control Staff:

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"The Honor Awards Board concurs generally in the substance of the proposed CIA Regulation [Redacted]. In order to fulfill the responsibility set forth in paragraph 2b(4) of CIA Regulation [Redacted] dated 20 February 1953, the Board requests that the following be added to paragraph 2b:

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(3) Notifying the Honor Awards Board of the action taken in each case.

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Security Information

It is suggested that for emphasis the proposed Regulation quote Article I, Section 9, Clause 8 of the United States Constitution which bears on this subject as follows:

'No title of nobility shall be granted by the United States. And no person holding any office of profit or trust under them shall, without the consent of the Congress, accept of any present, emolument, office, or title of any kind whatever from any king, prince, or foreign state.' "

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5. It was noted that [redacted] term was about to expire. The Chairman requested the Executive Secretary to take the necessary steps to have [redacted] re-appointed for a full term on the Board.

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6. The meeting adjourned at 4:30 P. M. The next meeting will be held at 2:30 P. M. on Tuesday, 16 June 1953.

FOR THE CIA HONOR AWARDS BOARD:

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[redacted]  
Executive Secretary

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Security Information

MINUTES

OF THE

CIA HONOR AWARDS BOARD

7th Meeting, 2 June 1953, 2:30 P.M.  
Room 1058, L Building

25X1A

25X1A

Present: Messrs.	██████████	Chairman	██████████	Personnel Advisor
	██████████	Member		Alternate/ Exec.
	██████████	Member		
	██████████	Security Advisor	██████████	Recorder

1. The minutes of the 6th meeting held 12 May 1953 were approved as read.

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2. ██████████ reported on his discussions with Mr. DuBois regarding the proposed designs for the National Security Medal. During their meeting, ██████████ informed Mr. DuBois of the efforts of the Agency in preparing designs. ██████████ felt that Mr. DuBois would rather that the Heraldic Branch be the initiator of designs and that he would have some to offer within two or three weeks. ██████████ stated that he would recontact Mr. DuBois in the near future.

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3. The design prepared by ██████████ as a result of the Board's comments re the designs he had previously submitted was then presented for consideration. The Board members were favorably impressed by the design and decided that it would be actively considered. They requested the Chairman to express their thanks for ██████████ work.

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4. Discussion then took place regarding standards to be applied to recommendations for awards. COMNAVFE Instruction 1650. 1, procured by ██████████ from Mr. J. Blakeney of the Decorations and Medals Branch, Personnel Department, U. S. Marine Corps, was offered to the Board for consideration. It was acknowledged that this instruction would provide a good source for Honor Awards standards and that its use in connection with the consideration of cases would be extremely helpful in the preparation of CIA Honor Awards Board standards.

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Security Information

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25X1A 5. The next subject for discussion was Agency Regulation [redacted] Incentive Awards, in regard to possible conflict between the functions of the Incentive Awards Committee and the Honor Awards Board. Mr. [redacted] cited possible conflict in sections 3.a.(4) and (5), 6.b.(6), and 7.b. The Board examined the Regulation and decided that there was no basic conflict with the possible exception of paragraph 3.a.(5) where a slight rewording to reflect "appreciation" rather than "commendation" upon any subsequent revision of the Regulation would clarify the situation. [redacted] stated that any commendatory letter or certificate of appreciation in the Incentive Awards Program would be subordinate to step increases and monetary payments. Thus the Honor Awards Board Letter of Commendation as outlined in previous minutes would be far removed from any Incentive Awards Committee letters of appreciation and there should be no conflict. However, it was acknowledged that a single act or a period of service might be worthy of consideration by both Boards and that there should be coordination between the two. Since the Executive Secretary of the Incentive Awards Committee works out of [redacted] office, the Personnel Advisor was requested to effect any necessary coordination in this area.

25X1A 6. The Executive Secretary was then requested to prepare a Staff Study for the CIA Career Service Board which would recommend that Letters of Commendation for the Director's signature be reserved for the Honor Awards Board as a lower order of award which would be directly under the control of CIA as contrasted to awards presently available which are national awards. This action, too, would provide additional clarification of possible conflict with Incentive Awards procedures.

25X1A 7. Discussion then took place concerning Honor Awards by foreign governments to CIA personnel. This subject was tabled for discussion at the next meeting.

8. The recorder then read the transcript excerpt of the Executive Secretary's oral report to the CIA Career Service Board and brought to the attention of the members the fact that the Honor Awards Notice had been published and distributed.

- 2 -

S-E-C-R-E-T

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9. The meeting adjourned at 4:20 P.M. The next meeting will be held at 2:30 P.M. on Tuesday, 9 June 1953.

FOR THE CIA HONOR AWARDS BOARD:

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Executive Secretary

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NOTICE

PERSONNEL  
14 July 1953

ANNOUNCEMENT OF ASSIGNMENTS TO KEY POSITIONS

CIA HONOR AWARDS BOARD

25X1A

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Effective immediately, the appointment of [REDACTED]  
[REDACTED] as a member of the CIA Honor Awards Board is extended  
for the period ending 13 June 1954.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. White  
Acting Deputy Director  
(Administration)

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NOTICE

PERSONNEL  
21 May 1953

HONOR AWARDS

CIA HONOR AWARDS PROGRAM

25X1A

Reference:

1. In accordance with the referenced Regulation, the Agency may grant honor awards to CIA personnel who perform acts of valor or exemplary achievement in the national security interest. To this end, the CIA Honor Awards Board has been created to set the standards for Agency awards, and to make recommendations to the Director for his approval.

2. The principle of recognizing individuals for deeds performed above and beyond the call of duty is traditional. Deeds requiring a high order of personal courage have been and will be performed by CIA personnel who are engaged in the support of United States intelligence activities. Similarly, CIA individuals have made and will make singularly important and highly significant contributions of a nonvalorous nature to the national intelligence effort. Although the anonymity demanded by Agency activities militates against overt forms of recognition, certain honor awards are available which will meet security considerations so that deserving personnel may receive special recognition.

3. Awards Presently Available

a. National Security Medal

On 19 January 1953, the President, by Executive Order 10431, established the National Security Medal to be awarded for an outstanding contribution to the United States intelligence effort. The Medal will be awarded for "exceptionally meritorious service performed in a position of high responsibility" or for "an act of valor requiring personal courage of a high degree and complete disregard of personal safety." The National Security Medal may be awarded to civilians or to military personnel.

b. Medal of Freedom

(1) The President, by Executive Orders 9586 and 10336, established the Medal of Freedom to be awarded for performance of a meritorious act or service which

(a) in time of war, has aided the United States or an ally against an enemy or enemies.

(b) during any period of national emergency, has furthered the interests of the security of the United States or its allies.

(c) under special circumstance, without regard to the existence of a state of war or national emergency, has furthered the interests of the security of the United States.

MAY 21 1953  
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Security Information

NOTICE

25X1A

PERSONNEL  
21 May 1953

(2) The Medal of Freedom may not be awarded for any act or service performed within the continental limits of the United States nor to a member of the Armed Forces of the United States.

c. Military Awards

Active duty military personnel assigned to or detailed to the Agency may be recommended for appropriate military awards. In general, civilians and reserve personnel not on active military duty are not eligible for military awards.

4. Submission of Nominations

a. Nominations for Honor Awards may originate at any administrative echelon.

b. All nominations shall be forwarded to the CIA Honor Awards Board through the Executive Secretary, CIA Career Service Board with endorsement by the appropriate Assistant Director or Office head. Nominations affecting CIA military personnel will be coordinated by the CIA Honor Awards Board with the Military Personnel Division of the Personnel Office.

c. Each nomination shall be submitted either on AGO Form No. 638 "Recommendation for Award - Meritorious Achievement or Service" or AGO Form No. 639 "Recommendation for Award - Heroism" and should be accompanied by supporting data, if necessary, so as to afford the CIA Honor Awards Board sufficient information on which to base its recommendations. The above Forms are available from the Executive Secretary, CIA Career Service Board.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

WALTER REID WOLF  
Deputy Director  
(Administration)

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REGULATION

25X1A

PERSONNEL  
20 February 1953

**HONOR AWARDS**

Rescissions: (1) CIA Regulation [redacted]  
(2) CIA Regulation [redacted] paragraph B.

25X1A

**CONTENTS**

	Page
POLICY . . . . .	1
THE CIA HONOR AWARDS BOARD	1

**1. POLICY**

In accordance with this Regulation the Agency may grant honor awards for intelligence service to personnel for performing acts of valor or for making highly significant contributions to national intelligence. The Honor Awards Program is separate and distinct from the Incentive Awards Program as defined in CIA Regu-

25X1A

**2. THE CIA HONOR AWARDS BOARD**

The CIA Honor Awards Board, under the jurisdiction of the CIA Career Service Board, is established to review recommendations concerning honor awards, and to forward these recommendations to the Director for his approval.

**a. ORGANIZATION**

The CIA Honor Awards Board will be organized as follows:

(1) Membership

The Board will be composed of three Agency officials appointed by the Director upon recommendation of the CIA Career Service Board. The Personnel Office and the Security Office will furnish nonvoting advisory representation to the Board on a continuing basis.

(2) Term of Office

Each voting member will serve a twelve-month term with successive new members appointed each four months. One member of the Board first appointed shall serve for four months, a second member for eight months, and a third for twelve months.

(3) Secretariat

Secretariat support will be provided by the Secretariat of the CIA Career Service Board.

**b. RESPONSIBILITIES**

The CIA Honor Awards Board will be responsible to the CIA Career Service Board for the following:

- (1) Ensuring that the details of the CIA Honor Awards Program are brought to the attention of all Agency personnel.
- (2) Developing standards for honor awards and procedures for recommendation and determination of such awards.
- (3) Reviewing, investigating, and forwarding with recommendations to the Director of Central Intelligence all honor award proposals.
- (4) Providing a central point of record for information regarding awards recommended for CIA personnel.
- (5) Arranging for Agency announcement and presentation of honor awards.
- (6) Forwarding to the Director recommendations for awards to CIA personnel by other Government departments and agencies.
- (7) Undertaking such additional responsibilities as may be assigned to it.

FOR THE ACTING DIRECTOR OF CENTRAL INTELLIGENCE:

WALTER REID WOLF  
Deputy Director  
(Administration)

cos/2

CONFIDENTIAL

Security Information

CENTRAL INTELLIGENCE AGENCY  
Washington, D. C.

NOTICE

20 February 1953

25X1A

SUBJECT: Establishment of the CIA Honor Awards Program

Reference: Regulation No. [REDACTED] 25X1A  
25X1A

1. In accordance with Regulation [REDACTED], dated 20 February 1953 the Agency may grant honor awards to CIA personnel who perform acts of valor or exemplary achievement of the highest order in the national security interest. To this end, the CIA Honor Awards Board has been created to set the standards for Agency awards, and to make recommendations to the Director for his approval.

2. The principle of recognizing individuals for deeds performed above and beyond the call of duty is traditional. Deeds requiring a high order of personal courage have been and will be performed by CIA personnel who are engaged in the support of United States intelligence activities. Similarly, CIA individuals have made and will make singularly important and highly significant contributions of a nonvalorous nature to the national intelligence effort. Although the anonymity demanded by our profession militates against overt forms of recognition, a system of CIA Honor Awards has been established which is specifically designed to meet security considerations so that deserving personnel may receive special recognition.

3. Submission of Nominations

a. Nominations for CIA Honor Awards may originate at any administrative echelon.

b. All nominations shall be forwarded to the CIA Honor Awards Board, with endorsement by the appropriate Assistant Director or Office head. Nominations affecting CIA military personnel will be coordinated by the CIA Honor Awards Board with the Military Personnel Division of the Personnel Office.

c. Each nomination shall be accompanied by supporting data, thus affording the Board sufficient information on which to base its recommendation.

FOR THE ACTING DIRECTOR OF CENTRAL INTELLIGENCE:

[REDACTED SIGNATURE]

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WALTER REID WOLF  
(Administration)

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CENTRAL INTELLIGENCE AGENCY  
Washington, D. C.

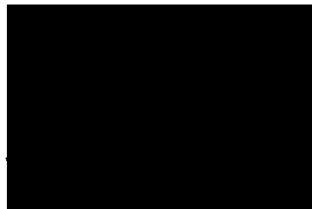
25X1A

NOTICE

13 February 1953

1. The following appointments to the CIA Honor Awards Board are effective with the publication of this Notice:

25X1A



Chairman

Term

1 year

8 months

4 months

25X1A

25X1A

2. [Redacted] has been designated by the Inspection and Security Office and [Redacted] by the Personnel Office to serve as non-voting advisory representatives to the Board.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

~~SECRET~~

WALTER REID VOLF  
Deputy Director  
(Administration)

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cos/2

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REGULATION

PERSONNEL  
20 February 1953

## LONGEVITY AWARDS

### CONTENTS

	Page
POLICY . . . . .	1
ELIGIBILITY FOR AWARDS . . . . .	1
NATURE OF AWARDS . . . . .	1
RESPONSIBILITIES . . . . .	1

### 1. POLICY

It is the policy of the Central Intelligence Agency to recognize long and faithful service of Agency personnel by providing suitable awards for such service.

### 2. ELIGIBILITY FOR AWARDS

Agency personnel who satisfactorily complete an aggregate of ten years civilian and/or military service with CIA will be eligible for a longevity award. Additional service will be recognized at ten-year intervals. Service subsequent to 18 September 1947 is creditable for longevity award purposes.

### 3. NATURE OF AWARDS

- a. CIA longevity awards shall consist of:
  - (1) Presentation of an appropriate device embodying the Agency seal, an indication of length of service, and the name of the recipient.
  - (2) Suitable publication of the names of the eligible employees and recognition of their service at an appropriate gathering of Agency personnel.
- b. Eligible employees who, by reason of security, are not in a position to receive the longevity award will be privately notified and full recognition will be accorded them at such time as security restrictions no longer apply.

### 4. RESPONSIBILITIES

The Assistant Director (Personnel) is responsible for the administration of the longevity awards program.

FOR THE ACTING DIRECTOR OF CENTRAL INTELLIGENCE:

WALTER REID WOLF  
Deputy Director  
(Administration)

cos/2



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CENTRAL INTELLIGENCE AGENCY REGULATION

1 August 1952

15. PERSONNEL EVALUATION

A. Policy

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In accordance with the basic personnel policy of the Central Intelligence Agency (See CIA [REDACTED] Paragraph A (1)), a program of personnel evaluation is provided as a principal means of developing and maintaining an effective staff and promoting the most satisfactory relationship between each individual and his supervisor.

B. Scope of Program

The personnel evaluation program includes all staff employees and staff agents of the Central Intelligence Agency whether on duty in headquarters or in the field.

C. Form and Frequency of Reports

- (1) CIA Form No. 37-151, Personnel Evaluation Report, shall be used to record evaluations.
- (2) Supervisors shall prepare a personnel evaluation for each individual at the end of his first nine months of service with the Agency and annually thereafter, and at such other times as directed.

D. Responsibility

The Assistant Director (Personnel) is responsible for administering this program.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

25X1A

[REDACTED]  
Acting Deputy Director (Administration) Effective: 1 August 1952  
Rescind : Page 1 of 20-15,  
11 July 1951

- 1 -

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CENTRAL INTELLIGENCE AGENCY  
Washington, D.C.

25X1A

NOTICE  
[REDACTED]

1 August 1952

SUBJECT: Personnel Evaluation

25X1A

REFERENCE: CIA Regulation [REDACTED] (Revised), effective 1 August 1952

1. Purpose

This Notice provides guidance and outlines detailed responsibilities for personnel evaluation.

2. Definition of Personnel Evaluation

a. Personnel evaluation as used in the Central Intelligence Agency is the supervisor's considered and judicious appraisal of the performance and capabilities of each individual for whom he is immediately responsible. This evaluation is in terms of the requirements of the individual's current position and his potential for long-term service with the Agency. It is not a performance or an efficiency rating in the sense that individuals are compared on the basis of a predetermined adjectival or numerical scale.

b. The significance of a personnel evaluation lies in the constructive action which will be taken to develop and use each individual's abilities and potentialities most effectively.

3. Need for Evaluation

a. Continuing Day-by-Day Evaluation

A supervisor must be continually aware of the abilities and performance of each person in his organization if he is actively to aid him to develop his skills and abilities. The insight gained from continuing appraisals will enable the supervisor to stimulate the productiveness and job confidence of his people and to develop teamwork and pride in the organization.

b. Recording Evaluations

In addition to day-by-day guidance, it is necessary that periodic written reports be prepared as an essential element in

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each individual's career plan. The preparation of these reports will serve periodically to focus the supervisor's attention on the actual and potential contributions of each individual. Through this process the supervisor acquires a systematic inventory of the human resources within his unit.

4. Specific Uses of Personnel Evaluation

The uses of personnel evaluation include the following:

- a. Identifying each person's aptitudes, knowledges, skills and interests;
- b. Promoting discussions between supervisors and those supervised concerning work performance and career development;
- c. Increasing individual efficiency by spotting and correcting specific problems and deficiencies and helping in the development of desirable traits;
- d. Serving as a basis for individual plans for career development;
- e. Identifying outstanding service;
- f. Identifying individuals who fail to perform as effective members of the organization; and
- g. Identifying the need for training, reassignment, rotation, promotion, demotion, separation and other formal personnel actions.

5. Responsibilities for Personnel Evaluation

a. Responsibilities of Individuals

Each individual must understand the responsibilities and requirements of his position. This is an inherent condition of employment and imposes a responsibility upon the individual to discuss with his immediate supervisor any problem or uncertainty which obscures his comprehension of his work. This does not minimize the responsibility of the supervisor for ensuring that those whom he supervises are provided with full information as to their jobs. A clear understanding between the supervisor and the individual is the result of a reciprocal relationship, and effective performance by and development of the individual proceed from the two-way communication between them.

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b. Responsibilities of Supervisors

(1) Immediate Supervisor

The immediate supervisor who assigns and reviews the work of others bears primary responsibility for evaluating, guiding and developing the potentialities and capabilities of those whom he supervises. In order to record his evaluations and recommendations, he will prepare Personnel Evaluation Reports as required.

(2) Reviewing Official

The supervisor next in line of authority above the immediate supervisor is responsible for reviewing Personnel Evaluation Reports. He will determine whether they conform to pertinent Agency policy and regulations and will assist in the effective use of the recorded information. He has the additional responsibility of ensuring that supervisors under his authority are effective in directing, leading, evaluating and developing their personnel.

c. Responsibilities of Office Career Service Boards

It is the responsibility of each Office Career Service Board to review plans contained in the Personnel Evaluation Report for the training, assignment, advancement, rotation or promotion of each individual falling within its jurisdiction and to recommend to the Assistant Director or Office head the action that should be taken.

6. Types of Reports

a. Initial Reports

The supervisor will prepare a Personnel Evaluation Report for each individual at the end of his first nine months of service with the Agency, exclusive of time that may have been spent in provisional status pending full security clearance. Such a report will be made regardless of the length of time that the individual has been under his immediate supervision.

b. Annual Reports

The supervisor will prepare a Personnel Evaluation Report annually for each individual on the anniversary of his entrance on duty unless a report has been made within the three months

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prior to the anniversary date. When necessary the due date of an annual report will be deferred until the individual has been under the supervisor's jurisdiction for 90 days.

c. Special Reports

The supervisor will prepare a Personnel Evaluation Report when an individual leaves the Agency. This report will include the supervisor's recommendation concerning his suitability for re-employment. Such special reports shall be attached to the Personnel Action Request form when it is forwarded to the Personnel Office. Special reports also may be made whenever they are administratively required.

d. Reassignment Reports

A Personnel Evaluation Report will be prepared for an individual whenever his supervisor is to be permanently changed. Supervisors who are to be reassigned will prepare reports for all persons under their immediate jurisdiction. Supervisors will prepare reports for individuals who are to be reassigned from their units. In case the immediate supervisor is not available, such reassignment reports will be prepared by the person next in line who has direct knowledge of the individual's work. The Assistant Director (Personnel) or his designated representative may grant temporary exemption from this requirement to specific organizational components of the Agency.

7. Preparation of Reports (See Flow Chart attached)

a. Prior to the date an initial or annual Personnel Evaluation Report is due, the Personnel Office will notify the Office concerned through the official designated by the Office to serve as its Evaluations Officer, with responsibility for administrative activities connected with the personnel evaluation program. The Evaluations Officer will initiate action on Form 37-151 by entering the identifying data in Items 1 through 6 on the form and forwarding it in duplicate to the appropriate supervisor. Special reports may be initiated either by the Personnel Office or by the Office concerned. Reassignment reports will be initiated by the Office concerned.

b. The supervisor will furnish the form in duplicate to the individual concerned who will complete Items 7 through 10. At the time the supervisor transmits the form to the individual, he will offer his assistance and cooperation.

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c. The supervisor will complete Items 11 through 18 and will exercise considered judgment in appraising the adequacy of the work performed, the qualifications of the individual for his position and his potentialities for greater service to the Agency. Upon completion of the evaluation, he will forward the form to the appropriate reviewing official.

d. Item 17 of the form provides a means for formalizing warnings to individuals concerning ineffective performance. If it is the supervisor's considered opinion that the individual's work contribution has been sufficiently ineffective to require adverse action, he will attach to each of the copies of the Personnel Evaluation Report a copy of a warning memorandum. If the supervisor has not already given the individual such a memorandum, he will prepare one at the time the Report is made. Warning memoranda will be coordinated with the Personnel Office before they are given to the individual. When attached to Personnel Evaluation Reports, they will serve to alert the Personnel Office and appropriate Career Service Boards to situations requiring special attention.

e. The reviewing official will discuss the report with the supervisor in order to analyze the results of the evaluation and to determine whether additional action should be recommended to improve or better utilize the individual's skills. The reviewing official also should discuss with the immediate supervisor any recommendations which would assist the supervisor in carrying out his responsibilities in the personnel evaluation process and in taking appropriate action based on the evaluation. Upon the conclusion of his review and after discussion with the supervisor, the reviewing official will sign the form in duplicate and will forward both copies to the supervisor.

## 8. The Interview

a. Within one week after a Personnel Evaluation Report has been reviewed by the reviewing official, or as soon thereafter as practicable the supervisor will interview the individual concerned to apprise him of the evaluation and to use the Report as a basis for constructive discussion and planning.

b. The interview will have an important influence on the relationship between the supervisor and the individual. Therefore, the supervisor should adapt his approach specifically to each individual and plan the content and sequence of the discussion according to the personal relationship existing between them.

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c. During the interview, the supervisor will discuss each item of the Report. He should encourage the individual to discuss his understanding of his duties and responsibilities in order to resolve any misunderstanding of what is expected of him. He should express recognition of the individual's strengths and work achievements. Discussion of specific shortcomings should be coupled with constructive suggestions of means by which the individual can improve himself with assistance through supervision, rotation and training. In this connection, he should encourage the individual to analyze any work, personal or other situational factors which may have affected his performance. Before closing the interview, the supervisor should summarize the results of the discussion emphasizing the course of mutual action which has been developed to advance the individual's effectiveness with the Agency.

#### 9. Routing of Reports

a. Upon completion of the discussion with the individual, the supervisor will sign both copies of the Report and submit them to the Evaluations Officer. He will retain the duplicate copy and forward the original to the Personnel Division, overt or covert, within thirty days of the due date (the last date covered by the evaluation period) except that trial period Reports will be submitted within fifteen days of the due date. The duplicate copy, which is retained by the Evaluations Officer, will be made available to the Office Career Service Board.

b. The Personnel Office will review the Personnel Evaluation Report and will consult the Office concerned with respect to any action which appears to be necessary or desirable. The original copy of the Personnel Evaluation Report will be filed in the individual's official personnel folder.

c. If an individual's performance is described as unsatisfactory by the attachment of a warning memorandum to his annual Personnel Evaluation Report, the fact will be posted to his service record card by the Transactions and Records Branch of the appropriate Personnel Division. This will make the individual ineligible for a periodic pay increase until his next annual report is made. Advisory Appeal Boards appointed and convened in accordance with CIA [REDACTED] will, at the individual's request, re-examine official warning memoranda and recommend action to the appropriate officials.

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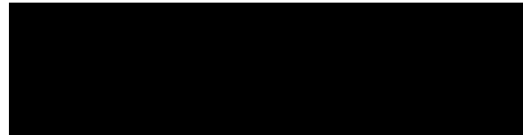
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10. Personnel Evaluation Reports for Field Personnel

Personnel Evaluation Reports for individuals who are serving in the field will be prepared and submitted in conformance with the principles of this Notice. Procedures adapting this Notice to field situations will be established through appropriate field instructions.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

STATINTL



L. K. WHITE  
Acting Deputy Director  
(Administration)

DISTRIBUTION NO. 4

Attachments: Flow Chart  
Personnel Evaluation Report

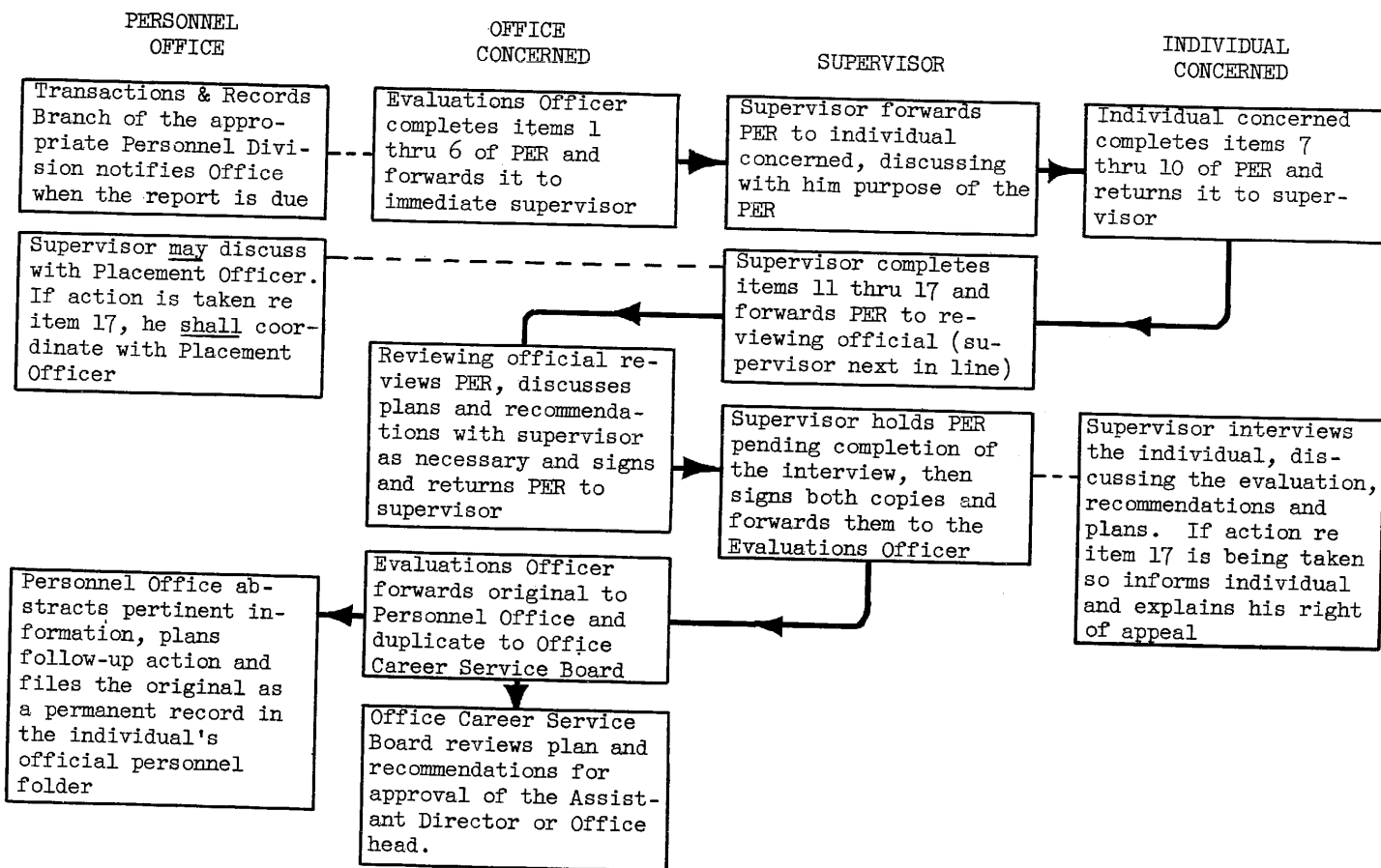
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PERSONNEL EVALUATION REPORT  
Flow Chart  
(Initial and Annual Reports)



→ routing of PER  
--- related action

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SECURITY INFORMATION

20. COMMENTS (Continued):

INSTRUCTIONS

1. Instruction to the Administrative or Personnel Officer

Consult current Administrative Instructions regarding the initiation and transmittal of this report.

2. Instruction to the person evaluated

Since this evaluation will become an important part of your record, you will want to give to it as much care and attention as you would like to have it receive from your Supervisor and the Reviewing Official. With respect to Items 8 and 9, you should include courses of instruction or assignments, either within or outside of the Agency, which you consider pertinent to your career development.

3. Instruction to the Supervisor and the Reviewing Official

- a. As the supervisor who assigns, directs and reviews the work of others, you bear primary responsibility for planning and fostering the development of each person under your supervision, commensurate with his capacity, aptitude, knowledge and skills. As an alert supervisor, you judge the people working with you on a job-by-job and day-by-day basis and use this information in carrying out your supervisory responsibilities. Although evaluation is a continuous process, it is necessary periodically to record your observations and recommendations for appropriate action. In preparing the report you should consider the individual's capabilities for further development in his present assignment and his potentialities for more effective utilization in other positions, including work of a more responsible and difficult nature.
- b. The following traits are generally regarded as having some bearing on a person's performance and development. Although you are not asked for specific ratings, do not hesitate to refer to these or similar traits in your comments, which should be terse and precise.

COOPERATION  
DEPENDABILITY  
ACCURACY  
SECURITY CONSCIOUSNESS  
INITIATIVE

RESOURCEFULNESS  
STABILITY UNDER PRESSURE  
ABILITY TO OBTAIN RESULTS  
JUDGMENT  
LEADERSHIP

- c. In fairness to the individual and in the interest of the Agency, the importance of carefully prepared and accurate Personnel Evaluation Reports can not be overstressed. The following basic principles of evaluation should be kept in mind:

(1) Base your judgment on

- (a) What you have observed the individual do or fail to do.
- (b) Typical performance as well as critical incidents.
- (c) Examples relevant to the duties under consideration.

- (2) Different standards prevail in different assignments. Every effort should be made to arrive at a just estimate of the qualities of the individual as demonstrated during the report period. Avoid exaggerations. They detract from the value of the report and are unfair to others.

- (3) BIASED OPINIONS BASED ON PERSONAL LIKES AND DISLIKES MUST BE SCRUPULOUSLY AVOIDED. IT SHOULD BE BORNE IN MIND THAT THE PREPARATION OF EVALUATION REPORTS IS AN IMPORTANT RESPONSIBILITY OF ALL SUPERVISORS AND THEIR CAREFUL PREPARATION IS AN INDICATION OF THE SUPERVISOR'S OWN ABILITY AND QUALIFICATION FOR THE POSITION HE HOLDS.

4. A FRANK DISCUSSION BETWEEN SUPERVISOR AND INDIVIDUAL CONCERNING THIS REPORT IS NECESSARY IN ORDER TO ASSIST IN THE DEVELOPMENT AND BEST USE OF EVERY INDIVIDUAL'S CAPABILITIES.

THIS PORTION TO BE DETACHED ONLY BY AUTHORIZED OFFICIAL

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Approved For Release 2001/08/29 : CIA-RDP78-03578A000200020001-8

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SECURITY INFORMATION

## PERSONNEL EVALUATION REPORT

(See Instructions on Reverse Side)

The Personnel Evaluation Report is an important part of the Career Service Program. It seeks to assure for every person a carefully planned career, with advancement based on demonstrated ability. For the individual, it means an opportunity to voice his interests and to discuss his job and his progress with his supervisor. To the supervisor, it gives assistance in carrying out a major responsibility, the development of the people he supervises. For the Agency as a whole, it means successful teamwork based on mutual understanding and respect.

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## PERSONNEL EVALUATION REPORT

*Items 1 through 6 will be completed by Administrative or Personnel Officer*

1. NAME (Last) _____ (First) _____ (Middle) _____			2. GRADE _____	3. POSITION TITLE _____	
4. OFFICE _____	STAFF OR DIVISION _____	BRANCH _____		<input type="checkbox"/> DEPT'L.	IF FIELD, SPECIFY STATION _____
5. PERIOD COVERED BY REPORT From _____ To _____		6. TYPE OF REPORT			
		<input type="checkbox"/> Initial	<input type="checkbox"/> Annual	<input type="checkbox"/> Special	
		<input type="checkbox"/> Reassignment	<input type="checkbox"/> Reassignment of Supervisor		

*Items 7 through 10 will be completed by the person evaluated*

7. LIST YOUR MAJOR DUTIES IN APPROXIMATE ORDER OF IMPORTANCE, WITH A BRIEF DESCRIPTION OF EACH. OMIT MINOR DUTIES.

8. LIST COURSES OF INSTRUCTION COMPLETED DURING REPORT PERIOD.

Name of Course	Location	Length of Course	Date Completed
_____	_____	_____	_____

9. IN WHAT TYPE OF WORK ARE YOU PRIMARILY INTERESTED?

IF DIFFERENT FROM YOUR PRESENT JOB, EXPLAIN YOUR QUALIFICATIONS (APTITUDE, KNOWLEDGE, SKILLS).

10.

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SIGNATURE

*Items 11 through 18 will be completed by Supervisor*

11. BRIEFLY DESCRIBE THIS PERSON'S PERFORMANCE ON THE MAJOR DUTIES LISTED UNDER ITEM 7 ABOVE.

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12. IN WHAT RESPECT IS THIS PERSON'S PERFORMANCE ON PRESENT JOB MOST NOTICEABLY GOOD OR OUTSTANDING?	
13. ON WHAT ASPECT OF PERFORMANCE SHOULD THIS PERSON CONCENTRATE EFFORT FOR SELF IMPROVEMENT?	
14. COMMENT ON THIS PERSON'S ABILITY TO HANDLE GREATER RESPONSIBILITIES NOW OR IN THE FUTURE.	
15. ARE THERE OTHER DUTIES WHICH BETTER SUIT THIS PERSON'S QUALIFICATIONS? (Recommend appropriate reassignment, if possible.)	
16. WHAT TRAINING OR ROTATION DO YOU RECOMMEND FOR THIS PERSON?	
17. IF PERFORMANCE DURING REPORT PERIOD HAS BEEN UNSATISFACTORY, THERE IS ATTACHED COPY OF MEMORANDUM NOTIFYING THIS PERSON OF UNSATISFACTORY PERFORMANCE.	
18. THIS PERSONNEL EVALUATION REPORT HAS BEEN DISCUSSED WITH THE PERSON EVALUATED. ADDITIONAL COMMENTS INCLUDING COMMENT ON ITEMS 7, 8 AND 9, ARE SHOWN BELOW UNDER ITEM 20.	
_____ DATE	_____ SIGNATURE OF SUPERVISOR
19. I HAVE REVIEWED THE ABOVE REPORT. (Comments, if any, are shown in item 20.)	
_____ DATE	_____ SIGNATURE OF REVIEWING OFFICIAL
20. COMMENTS: (If necessary, may be continued on reverse side of cover sheet.)	

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SECURITY INFORMATION

**YOUR  
PERSONNEL  
EVALUATION  
REPORT**



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*Issued Jointly by*

THE OFFICE OF TRAINING  
*and*  
THE PERSONNEL OFFICE

AUGUST 1952

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## AN INSTRUCTIONAL GUIDE IN THE USE OF THE PERSONNEL EVALUATION REPORT

In accordance with the basic personnel policy of the Agency, a program of personnel evaluation has been established as a principal means of developing the most satisfactory working relationship between each individual and his supervisor.

To insure a fundamental understanding of the objectives of personnel evaluation and to get under way the initial program of personnel evaluation reporting throughout the Agency, it is important that each individual in the organization become thoroughly familiar with Agency Notices No. 94-52 and No. 95-52, issued on 1 August 1952.

### *Definition of Personnel Evaluation*

Personnel evaluation as used in this Agency is a supervisor's considered and judicious appraisal of the performance and capabilities of each individual for whom he is immediately responsible.

This evaluation is in terms of the requirements of your current position and your potential for long-term service with the Agency. It is not a performance or an efficiency rating in the sense that you are compared with others on the basis of a predetermined adjectival or numerical scale.

The significance of this personnel evaluation program lies in the constructive action which will be taken to develop and use your abilities and potentialities most effectively.

### *Specific Uses of Personnel Evaluation*

To identify each person's aptitudes, knowledge, skills, and interests.

To promote discussions between supervisors and those supervised concerning work performance and career development.

To increase individual efficiency by spotting and correcting specific problems and deficiencies and helping in the development of desirable traits.

- To serve as a basis for individual plans for career development.
- To identify outstanding service.
- To identify individuals who fail to perform as effective members of the organization.
- To identify the need for training, reassignment, rotation, promotion, demotion, separation, and other formal personnel actions.
- To indicate suitability for re-employment for each individual in the process of separation from the Agency.

*Form and Frequency of Personnel Evaluation Reports*

*The Personnel Evaluation Report* (Form No. 37-151), is the official form that has been approved for recording personnel evaluations.

Agency Notice No. 95-52 outlines the types of Personnel Evaluation Reports and shows in a flow chart the steps to be followed in processing these reports. Read this Notice thoroughly; it gives you the basic doctrine of the personnel evaluation program of this Agency.

Supervisors are required to prepare a personnel evaluation report for each individual at the end of the individual's first nine months of service with the Agency and annually thereafter, and at such other times as directed.

The schedule to be followed in filing Personnel Evaluation Reports for departmental and U. S. field personnel during October, November, and December 1952 is given in Agency Notice No. 94-52. This should be carefully checked, especially by each supervisor.

**PERSONNEL EVALUATION REPORT—Form No. 37-151**

*Page 1. The Cover*

The Personnel Evaluation Report has been designed as an important element in the Agency Career Service Program, for continual evaluation of performance and potentialities is inherent in any soundly organized career service.

*Page 2. Inside Front Cover*

An Evaluations Officer (administrative or personnel officer) has been designated for each Office or major component of the Agency. He is responsible for the administrative activities connected with the personnel evaluation program in his Office or organizational component.

The Evaluations Officer will initiate action on Form No. 37-151 by entering the identifying data in items 1 through 6 and forwarding the form in duplicate to your supervisor.

The instructions given on the second page of Form No. 37-151 provide some generally helpful suggestions. If you have any questions about these instructions, be sure to discuss them with your supervisor.

Keep in mind that frank discussion between you and your supervisor is essential, both before filling in the form and after it has been reviewed by a reviewing official. Such discussions should include a thorough explanation of the objectives of the personnel evaluation program and the responsibilities for following up the recommendations and suggestions contained in the report.

*Page 3. Front of the Report Form*

**Items 1 through 6.** Since the Evaluations Officer for your organizational component will fill in items 1 through 6, it will only be necessary for you to check over these items to make sure that they are correct.

Item 1. Is your name given and spelled as you use it for Agency purposes?

Item 2. Is your present grade the same as the one shown on this form?

Item 3. Is your present position title the same as the one shown?

Item 4. Are the Office, Staff or Division, and Branch designations correct for your present position? If "field," the approved Agency designation should be used.

Item 5. To activate the personnel evaluation reporting program as rapidly as possible throughout the Agency, the schedule for the preparation of annual reports has been telescoped from twelve months into three months.

Between 1 October and 31 December 1952, an *Annual* report will be prepared for each individual who will have completed *more than nine months of service in the Agency as of 1 October 1952*. The due date of an Annual report will be determined by the individual's EOD date according to the schedule in Agency Notice No. 94-52. For example, if your EOD date is 5 June, your first Annual report will become due on 5 October

1952; if your EOD date is 10 May, your first Annual report will become due on 10 December 1952. All *first* Annual reports will cover the twelve months prior to the due date of the report or the time that you have been in the Agency if less than one year.

If an *Annual* report becomes due according to the schedule in Agency Notice No. 94-52, and you have not worked under your present supervisor for a period of at least ninety days, the due date of the Annual report will be deferred until you have been under your present supervisor's jurisdiction for ninety days.

After 1 October 1952, an *Initial* report will be prepared for each individual as of the date that he completes his first nine months of service in the Agency, exclusive of time spent in provisional status pending full security clearance.

An *Initial* report will be made by the supervisor you have at the time the report is due, regardless of the amount of time that you have been under that supervisor's jurisdiction. If you have questions concerning the period covered by your first Annual report, check with your supervisor.

- Item 6. Your first Personnel Evaluation Report will be *Initial* or *Annual*. From the preceding discussion of item 5, you will know which is correct in your case.
- Items 7 through 10.** You will fill in these items. In addition to the instructions given in the report form, keep in mind the following suggestions:
- Item 7. The space available in this form is necessarily limited. Rough out the outline of your major duties before filling in this item. Your supervisor will describe your performance on the major duties that you list here.
- Item 8. Give the course title, such as "Elementary Russian," "Advanced Statistics," "Geography of the Antarctic," under name of course.  
Location means the institution and the city—state and county if necessary.  
Length of course in months: Specify the number of semester or quarter hours of credit.  
Date completed: Do not write the month as a numeral.
- Item 9. Give considerable thought to this question; rough out your reply before filling in the form.



Item 10. Give date of filling in the form. Sign with your usual signature for Agency purposes.

**Items 11 through 18.** These items will be filled in by your supervisor as of the date that this report is due. If you have been under more than one supervisor for the period of this report, your supervisor will usually consult your previous supervisors before filling in these items.

Item 11. Since your supervisor is requested to describe briefly your performance on the major duties listed under item 7, it is of the greatest importance that you and your supervisor agree on the list of your major duties, and that these duties be listed realistically in terms of your daily work.

*Page 4. Back of the Report Form*

Item 12. This item gives your supervisor an opportunity to record his recognition of significant contributions that you have made.

Item 13. Each of us can improve his total performance on the job by giving attention to details that may be overlooked in the press of getting each day's work done. Where improvement can be made, it is helpful to know about it.

Item 14. The purpose of this question is to give careful attention to potentialities that may be developed.

Item 15. This question gives your supervisor an opportunity to indicate other duties which may better suit your abilities.

Item 16. The supervisor will make recommendations regarding training or rotation only after you have had an opportunity to discuss your interests with him, and only after he has discussed with the reviewing official the opportunities that there may be for you in training or rotation plans. The recommendations contained in this item must be the supervisor's, but their value will depend upon your interest and the practicality of the suggestions.

Item 17. If your work has been unsatisfactory, you will probably have received a warning memorandum to that effect. This item insures that anyone whose work has been unsatisfactory will be given an official notice.

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- Item 18. Within one week, or as soon as possible after the Personnel Evaluation Report has been reviewed and returned to your supervisor, he will talk over the Personnel Evaluation Report with you and will sign and date this item.
- Item 19. This will be signed and dated by the reviewing official — usually your supervisor's supervisor.
- Item 20. Space is provided for further comments or overflow from the previous items. In addition, for each individual in the process of separation from the Agency, item 20 should include a statement regarding that person's suitability for re-employment in the Agency.

THE PRIMARY OBJECTIVE OF THE PERSONNEL EVALUATION  
PROGRAM IS TO PROMOTE THE  
FULLEST DEVELOPMENT OF EACH INDIVIDUAL IN THE AGENCY.

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3. Blanket exemptions.

(1) Notice of blanket exemptions for indicated positions will be transmitted to the Personnel Office by the Office of Training.

(2) In such cases the respective position inventory files will not carry flags for the exempted positions.

4. Security Clearance.

Full clearance is required for attendance at courses.

5. EOD Processing and Training Scheduling.

The following procedures will be followed in order to register non-exempted personnel appointed to non-exempted professional positions in the appropriate basic intelligence course at the time they enter on duty.

a. Type of Training.

The Transactions and Records Branches (Overt or Covert) or the Military Personnel Division, as appropriate, will indicate in Item No. 21 (Remarks) of appointment requests (SF-52) for non-exempted professional positions the type of basic intelligence training course to which the appointee should be scheduled, i.e.:

BIE(CS) -- for DD/P personnel.  
BIE(I) -- for DD/I and DCI personnel.  
BIE(SUP) -- for DD/A and Commo personnel.

(Note: For OIR personnel -- take appropriate remark from SF-52)

b. Notification of Personnel Action.

One of the following remarks, as appropriate, will be typed in Item No. 21, (Remarks), Notification of Personnel Action (SF-50 or SF-52, as appropriate) on appointments to non-exempted professional positions:

BIE(CS) is required  
BIE(I) is required  
BIE(SUP) is required

c. Advance Notice to Registrar, Office of Training.

The Transactions and Records Branch (Overt or Covert) or the Military Personnel Division, as appropriate, will transmit a roster (in triplicate) each week to the Office of Training, listing applicants

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For non-exempted professional positions from whom information has been received indicating an EOD date. The roster will be prepared and transmitted to the Registrar, OTR, each Friday and will include information for the week as of the close of business Thursday. The following data will be indicated on the roster: name, grade, position title, organization (Office, Division, Branch), type of clearance, and date of anticipated EOD.

d. EOD Notice.

(1) One additional copy of the entrance on duty notice (Form 37-114) will be prepared and distributed to the Registrar, Office of Training, for those individuals requiring BIC training.

(2) The following remark, as appropriate, will be entered in Item No. 10 (Remarks) of Form 37-114:

BIC(CS)	(date of course) or (Pending Full Clearance)
BIC(I)	(date of course) or (Pending Full Clearance)
BIC(SUP)	(date of course) or (Pending Full Clearance)

(3) The individual will be notified verbally of the training requirement and beginning date of the course, by the appropriate appointment clerk.

e. Follow-up on Clearances.

In those cases when the individual has entered on duty with less than full clearance an amended Entrance on Duty Form (37-114) will be prepared and distributed to the gaining office and the Office of Training at the time full clearance is received by the appropriate Transactions and Records Branch or Military Personnel Division. The following remarks will be entered in Item No. 10, Form 37-114:

Amended EOD Notice.

BIC(CS, I, or SUP) is scheduled (date of next appropriate course).

f. Scheduling.

(1) The Office of Training will provide the Transactions and Records Branches (O) and (C) and the Military Personnel Division with course schedules for approximately six months in advance. Courses will begin on Mondays. Individuals entering on duty prior to close of business on Tuesday preceding BIC courses beginning on Monday of the following week will be scheduled for those course sessions. Individuals entering on duty after close of business Tuesday preceding BIC courses beginning Monday the following week will be scheduled for the next course. In cases when an individual designated for BIC

- 5 -

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training does not enter on duty Monday or Tuesday preceding the opening date of a course, and there will be a time lag between the EOD processing and basic intelligence training, he will report to the gaining office for duty pending the beginning date of the next course.

(2) Entrance on Duty Notices initiated during the week preceding beginning dates of BID courses will be hand-carried to the Registrar, Office of Training by the appropriate Transactions and Records Branch or the Military Personnel Division.

(3) All non-exempted professional personnel, regardless of type of clearance, entering on duty will be scheduled by the Transactions and Records Branch (Overt or Covert, as appropriate) or the Military Personnel Division, to report for testing at 9:00 a.m., Friday, following their EOD. They will be directed to report to Room 105 - R and S Building.

(4) Hereafter, all staff employees and military personnel reporting for duty will be scheduled for the Indoctrination Program in Central Building Auditorium on Thursday, following their EOD.



GEORGE E. MELCORN  
Personnel Director

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# BASIC INTELLIGENCE TRAINING

## CONTENTS

	Page
GENERAL . . . . .	1
POLICY . . . . .	1
BASIC INTELLIGENCE TRAINING COURSES . . . . .	1
RESPONSIBILITIES . . . . .	2
PROCEDURES . . . . .	2

### 1. GENERAL

- a. The CIA Career Service Program, approved by the Director of Central Intelligence, provides that all new personnel recruited to fill professional positions in the Agency be required to go through a training program in order to give them an adequate basic intelligence background.
- b. The training objective contained in the above-stated directive is in effect in the Deputy Director (Plans) offices. It is the purpose of this Regulation to extend basic intelligence training to all offices of the Agency.
- c. Training for the above-stated purposes is identified as Basic Intelligence Training, and consists of a series of courses which are taken either singly or in combination as hereinafter provided. Such training is designed to increase understanding of the principles, impart knowledge and develop skills in the methods and techniques of intelligence and executive action.
- d. This Regulation applies to all new professional personnel of the Agency and to those on-duty professional personnel who may be selected by their respective Office heads to receive it. Pending the issuance of listings of professional positions by the Personnel Office, professional positions shall mean all positions in grades GS-7 and above, and nonclerical positions in grades GS-5 and GS-6.

### 2. POLICY

- a. All new professional personnel shall, unless exempted, receive basic intelligence training. When designated by their respective Office heads, such personnel shall receive additional intelligence training to prepare them for specific duty assignments.
- b. Exemption from basic intelligence training may be requested for new professional personnel who possess an adequate intelligence background, either by virtue of equivalent intelligence training or significant intelligence experience. All requests for exemption are subject to approval of the Director of Training.
- c. Satisfactory completion of basic intelligence training shall in each case be a necessary but not the sole condition in granting full career status to new professional personnel not exempted from such training.

### 3. BASIC INTELLIGENCE TRAINING COURSES

The following courses have been established to meet the minimum training objectives approved by the Director of Central Intelligence:

- a. **CLANDESTINE SERVICES REQUIREMENTS**  
A series of courses in the principles, methods, and techniques of intelligence and executive action designed to meet the requirements of the clandestine services.
- b. **DEPUTY DIRECTOR (INTELLIGENCE) REQUIREMENTS**  
A basic intelligence course (BIC), of six weeks, in the principles, methods, and techniques of intelligence designed to meet the requirements of the Deputy Director (Intelligence) offices.

*Handwritten initials/signature*

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REGULATION

TRAINING  
13 March 1953

c. **DEPUTY DIRECTOR (ADMINISTRATION) REQUIREMENTS**

A basic intelligence course of six weeks combining pertinent elements of the BIC with training in clandestine services administrative support (BIC/Sup) to meet the requirements of the Deputy Director (Administration) offices.

**4. RESPONSIBILITIES**

a. The Director of Training shall:

- (1) Develop, direct, and conduct courses for the basic intelligence training of new and on-duty personnel.
- (2) Establish performance standards to be met by all personnel in basic intelligence training.
- (3) Provide for training reports appraising the performance of all personnel in basic intelligence training and transmit reports to the Office head concerned and to the Assistant Director (Personnel) for their information and action.
- (4) Review and act upon all requests for exemption submitted by Office heads.

b. Each Office head shall:

- (1) Request the training of personnel who are to be prepared for specific duty assignments.
- (2) Request exemptions from training for personnel who meet the exemption criteria stated in 2 b above.
- (3) Advise and assist the Director of Training in the development of new basic intelligence training courses, as may be required, and the continuing improvement of existing basic intelligence training courses.

c. The Assistant Director (Personnel) shall:

- (1) Identify all professional positions in the Agency and designate such positions on the Personnel Position Inventory; disseminate listings of professional positions, as appropriate.
- (2) Assure the processing of all nonexempted new personnel into basic intelligence training as part of their entry-on-duty procedure.

**5. PROCEDURES**

a. **ENROLLMENT**

Nonexempted new professional personnel will be enrolled in basic intelligence training courses by the Registrar of the Office of Training; on-duty professional personnel will be similarly enrolled at the request of the Office head concerned. The appropriate training request form will be used.

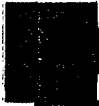
b. **EXEMPTION**

Request for exemption will be submitted by Office heads to the Director of Training in triplicate, in each case. The Director of Training will notify the Office head concerned and the Assistant Director (Personnel) of his decision. The Office head may appeal the decision to the appropriate Deputy Director who will notify the Director of Training, the Assistant Director (Personnel) and the Office head of his action which shall be final.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

WALTER REID WOLF  
Deputy Director  
(Administration)





13 August 1952

OFFICE OF TRAINING REGULATION NO. 80-3

SUBJECT: OFFICE OF TRAINING CAREER SERVICE BOARD

## 1. POLICY

Effective 13 June 1952, the Director of Central Intelligence approved an Agency-wide Career Service Program intended to identify, develop, effectively use, and reward individuals who have the skills required by CIA; motivate them toward rendering maximum service to the Agency; and eliminate from the service, in an equitable manner, those who in spite of the Program fail to perform as effective members of the organization.

The Agency-wide Career Service Program will be administered by the CIA Career Service Board which will be responsible for developing policy governing the Program subject to approval by the DGI. The Agency-wide Program provides that each Office establish a Career Service Board to assist in the operation of the Program by performing certain functions subject to approval of the Office Head.

## 2. ORGANIZATION

Pursuant to the provisions of the CIA Career Service Program, there is hereby established the Office of Training Career Service Board which shall consist of the following members:

Chairman	-	Director of Training (ex officio)
Member	-	Deputy Director of Training (General)
Member	-	Chief, Plans and Policy Staff (TRC)
Member	-	Deputy Director of Training (Special)
Member	-	Asst. Deputy Director of Training (Special)
Member	-	Chief, Support Staff
Secretary	-	Assistant to the Director of Training (non-voting)

Should any of the positions comprising the membership of the Board be vacant, the D/TR will designate a temporary member of the Board for the period of such vacancy. Four voting members will constitute a quorum. Meetings of the Board will be held on the first work day of each month and at such other times as the Chairman may determine.

The Secretary will provide staff support for the Board including preparation of agenda for regular and called meetings, coordination of activities of this Board with the CIA Career Service Board and with the Boards of the several offices and preparation and maintenance of minutes and other records of Board actions.

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OFFICE OF TRAINING REGULATION NO. 20-8

15 August 1958

3. MISSION

The Office of Training Career Service Board is responsible to the Director of Training for the operation of the Career Service Program within OTR and for collaboration with other Office Boards on inter-Office Career Service problems.

As enumerated in the Career Service Program, general responsibilities of the Office of Training Career Service Board are to:

- a. Serve as advisor to the D/TR on all matters pertaining to the Career Service Program.
- b. Direct within the OTR the application and functioning of the Career Service Program, including but not limited to the following:

- (1) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.

- (2) Sponsoring, developing, and executing the Career Service Program of the OTR, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.

- (3) Reviewing Personnel Evaluation Reports and proposed development plans for individuals in terms of training, assignment, advancement, rotation, and promotion.

- (4) Recommending cancellation or continuance of career development actions.

- (5) Participating in the development and execution of approved extra-Office rotation systems.

- (6) Submitting to the Sponsoring Office a semi-annual Personnel Evaluation Report on each rotation appointee from another Office.

- (7) Ensuring that the rotation appointees detailed by the OTR to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by the OTR are productive and their assignments commensurate with the purpose of the appointments.

- (8) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps."

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OFFICE OF TRAINING REGULATION NO. 20-3

13 August 1952

(9) Reviewing continuously the personnel intake of the Office, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.

c. Supervise such subordinate Boards and Committees as may be established from time to time for handling specialized functions, assigning to them Office personnel as necessary.

4. FUNCTIONS

The OTR Career Service Board shall:

a. Review and recommend final action regarding plans proposed for the development of individuals including, but not limited to:

(1) Annual, special and reassignment Personnel Evaluation Reports

(2) Initial Evaluation Reports on all new employees prior to completion of the trial period

(3) Appointments, assignments, transfers, promotions and resignations of heads of organizational components of OTR

(4) All appointments and promotions

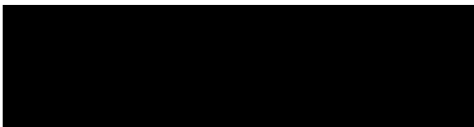
(5) Intra-Office transfers and reassignments

(6) All extra-Agency training

(7) All rotation-training assignments outside OTR

b. Perform such other functions and duties as may be required by the DIR.

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MATTHEW BAIRD  
Director of Training

DISTRIBUTION: ALL OTR PERSONNEL





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**17 August 1953**

**MEMORANDUM FOR: Executive Secretary, CIA Career Service Board**

**SUBJECT: Office of Communications Career Service Board  
Activities for the Period 16 July through  
15 August 1953**

**1. Activities of the Office of Communications Career Service Board for the period 16 July through 15 August 1953 are summarized as follows:**

<b>Rotation</b>		
Intra-Office . . . . .		18
Inter-Office . . . . .		1
<b>Promotion</b>		
<b>Intra-Office</b>		
Approved . . . . .		26
Disapproved . . . . .		12
Priority Promotion Requests Retained in Norm Listings . . . . .		2
<b>Inter-Office</b>		
Approved . . . . .		1
Disapproved . . . . .		0
Priority Promotion Requests Retained in Norm Listings . . . . .		0
Separation Reviews . . . . .		0
Employment Prospects Reviewed . . . . .		0
Employee Hearings . . . . .		0
Tours Extended . . . . .		0
Released for "Shopping" . . . . .		0
Training . . . . .		0
Marriage Requests to Foreign Nationals . . . . .		0
Ad Hoc Committee Actions . . . . .		0
Cases Tabled . . . . .		22

**Any details concerning these activities are listed in the Attachment: Summary Report, Office of Communications, Period 16 July through 15 August 1953.**

**2. To satisfy Board requirements for personnel data in support of its operations, the Administrative Office has completed norm data material which will be used during the Board year beginning 1 August 1953. As scheduled, the Board is now completing review of all norm listing cases effective for the period ending 30 July 1953.**

**Norm data material used by the Board during this coming year will be handled by an I B M card system which will allow for a maximum flexibility in handling the review process. This norm data material is considered to be of extreme importance in Board operations because it represents the**

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administrative device whereby the Board makes good on the promise made to employees of the Office concerning promotion opportunities, namely, each individual in each grade series is assured that his case will be reviewed a minimum of once during the Board year. As used by this Board, the term Board refers to a pattern for review in each of grade series under cognizance of this Board.

3. During this reporting period members of a task force from the Career Development Staff met with the Board for review of Board activities as they relate to administrative functions of the Office and of the Agency.

4. Communications Board responsibility for individuals assigned to the Cable Secretariat has been transferred to cognizance of a Board under Deputy Director (Administration) effective at such time as that Board is organized.

5. At the request of the Board a representative of the Medical Office briefed Board membership on certain problems considered by the Medical Office in making determinations on suitability for overseas service and for Agency employment.

6. Statistics: A Personnel Rotation and Assignment Advisory Committee was established in Communications on 6 April 1951 which was reorganized as a Promotion Rotation Assignment Board in the Office of Communications on 28 September 1951. There have been one hundred and fifty-six meetings of this Board, ninety-six of which have been held since 13 June 1952 on which date this Board was reorganized under the Agency-wide program.

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/s/



Chairman, Career Service Board

Attachment: Summary Report  
Office of Communications  
Period 16 July through 15 August 1953

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Noted: /s/



Assistant Director for Communications

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3. During this report period the Board has completed a series of conferences on which records have been taken with each Division and Staff Chief of the Office of Communications. During these conferences the Board has requested, and has received, information of value to the Career Service Program on each individual assigned to these Staffs and Divisions. This Board activity is a sequel to that which provided opportunity for all Area Field Officers to make similar statements on employees under their command.

4. The Board continues its follow-up on the Human Resources Training Program conducted by the Office of Training which is considered most beneficial in establishing a training program for supervisors at the branch, section and unit level.

5. The Board has sponsored an advance training program for scientific personnel in an endeavor to encourage interest in the career program in that category. In addition to a need for career scientists, the Board notes that the benefits which, it is believed, will accrue from this program can be used to marked advantage in combating a trend among scientific personnel to leave the Government for more lucrative employment in industry. Attached find a copy of the Office of Communications Notice No. 25-53 establishing this scientific program.

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/s/

  
Chairman, Career Service Board

ATTACHMENT: Office of Communication  
Notice No. 25-53

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Noted: /s/

  
Assistant Director for Communications

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8 June 1953

OFFICE OF COMMUNICATIONS NOTICE NO 29-53

SUBJECT: External Training Programs for Scientific and Engineering Personnel.

1. The Office of Communications Career Service Board has sponsored, and the Assistant Director has approved, a policy of providing advanced training in graduate schools for selected personnel. At the present, such training is available only to scientific and engineering personnel.

2. Requests for such training must be initiated by the appropriate staff or division chief and will be directed to the Chairman, Career Service Board, through the Office of Communications Training Liaison Officer.

3. Personnel selected for such training must meet the following qualifications before the Career Service Board will consider the request:

- a. AGE 25-35
- b. EDUCATION B.S. with major in physics or mathematics or B.S.E.E. from an accredited college or university. Individual must have graduated in upper third of class, or possess an M.S. in physics or mathematics or M.S.E.E. from an accredited college or university.
- c. MINIMUM GRADE LEVEL GS-11
- d. EMPLOYMENT RECORD Minimum of two years with the Office of Communications.
- e. CAREER STATUS
  - 1. Applicant must verify in writing that he views employment with the Office of Communications as his career.


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2. The quality of his job performance must be such as to qualify him as an excellent employee.

P. TRAINING OBJECTIVE

The proposed training must meet a specific requirement of this office.

  
Acting Executive Officer

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Dist. Station #3

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INTRA-AGENCY TRANSFER

<u>Grade</u>	<u>From</u>	<u>To</u>
GS-7	[Redacted]	[Redacted]
GS-5		
GS-9		

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MILITARY TRAINING

<u>Grade</u>
GS-5

TRAINING

<u>Grade</u>	<u>Engineering</u>	<u>External Training</u>
GS-7	[Redacted]	[Redacted]
GS-12		

These actions are summarized as follows:

Rotation.....	11
Promotion (Approved).....	10
Promotion (Disapproved).....	11
Training.....	1
Military Training.....	1
Intra-Agency Transfer.....	3

2. The Career Service Board has completed a series of interviews with the Communications Area Officers which have provided the Board with an accurate record on personnel matters affecting Board action and which sets the pattern on promotion actions during the next six months. In like manner, the Board is currently interviewing the Chiefs of Headquarters Staffs and Divisions in order to develop a similar type of information affecting rotation and promotion of individuals assigned to Washington Headquarters and the [Redacted]

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3. The Board members reviewed a listing of qualities bearing on suitability for Career Service in CIA. This listing refers specifically to the Professional Selection Panel, Working List #1, dated 4 May 1953. It was recognized that this list of eighteen items represents specific qualities desired in Agency personnel which have been compiled from a much larger list available to the Selection Panel. It is the consensus of the Office of Communications Board Membership that this basic list of eighteen items can best be improved by the device of grouping them under the following general headings and providing at least four degrees of evaluation on



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each item under these headings. The suggested group is as follows:

- a. Intelligence (With reference to the faculty of comprehension.)
- b. Judgment
- c. Integrity
- d. Initiative
- e. Leadership
- f. Cooperation
- g. Loyalty (With reference to higher authority and as a supervisor.)

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/s/

  
Chairman, Career Service Board

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Noted: /s/

  
Assistant Director for Communication

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17-1078  
Executive Registry  
3-1210

21 July 1952

AR-D-1824

MEMORANDUM FOR: Mr. Walter Reid Wolf, Chairman  
Career Service Committee

SUBJECT: Establishment of a Career Service Board in  
the Office of Office of Communications

1. Forwarded herewith for information of the Career Service Committee, are eight copies of Office of Communications Order No. 24-52, dated 21 July 1952, reorganizing the Promotion and Rotation Assignment Board of this Office as a Career Service Board under the CIA Career Service Program. Also attached to this Order is a Notice listing the current membership of the Board.

2. This reorganization revealed that the Communications Promotion and Rotation Assignment Board has been operating, since its organization in September 1951, using procedures which will require no significant change other than to provide for additional sub-committees covering specific requirements of the Career Service Committee. Because of this relatively long experience, representatives of other offices presently organizing Career Service Boards will be most welcome to observe operations of this Board where it will assist in their office organizational problems.

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3. This action has been taken in compliance with CIA Notice No. [REDACTED] dated 19 June 1952.

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[REDACTED]

Assistant Director for Communications

(Fwd'd from Wolf's office)

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M-1058  
Executive Registry  
3-1210

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21 July 1952

APC-D-1824

**MEMORANDUM FOR: Mr. Walter Reid Wolf, Chairman  
Career Service Committee**

**SUBJECT: Establishment of a Career Service Board in  
the Office of Office of Communications**

1. Forwarded herewith for information of the Career Service Committee, are eight copies of Office of Communications Order No. 24-52, dated 21 July 1952, reorganizing the Promotion and Rotation Assignment Board of this Office as a Career Service Board under the CIA Career Service Program. Also attached to this Order is a Notice listing the current membership of the Board.

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3. This action has been taken in compliance with CIA Notice No. [REDACTED] dated 19 June 1952.

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[REDACTED]

**Assistant Director for Communications**

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21 July 1952

OFFICE OF COMMUNICATIONS ORDER NO. 24-52

**SUBJECT: Establishment of a Career Service Board**

1. Effective 13 June 1952, the Director of Central Intelligence Agency approved an Agency-wide career service program designed to identify, develop, effectively use, and reward individuals who have the skills required by CIA; motivate them towards rendering maximum service to the Agency; and eliminate from the service in an equitable manner those, who in spite of the program, fail to perform as effective members of the organization.

2. Office of Communications Order No. 4-51, dated 28 September 1951, establishing the Promotion and Rotation Assignment Board is hereby rescinded.

3. Effective this date, there is established in the Office of Communications a Career Service Board responsible for advising the Assistant Director for Communications in matters affecting the career development of all civilian and military personnel assigned to communications and related duties in the Central Intelligence Agency.

4. Organization and Functions

a. The Office of Communications Career Service Board will have the following membership:

Assistant Director for Communications, ex officio  
A Chairman and two members selected from among the staff or division chiefs and their alternates  
A Recorder, an Administrative Staff Member (non-voting)  
A Secretary to the Board (non-voting)

b. It will be the responsibility of the Office of Communications Career Service Board to:

(1) Serve as advisor to the Assistant Director for Communications on all matters pertaining to the Career Service Program.

(2) Direct within the Office the application and functioning of the Career Service Program, including but not limited to:

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(a) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.

(b) Sponsoring, developing and executing the Career Service Program of the Office, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.

(c) Reviewing Personnel Evaluation Reports and proposed development plans for individuals in terms of training, assignment, advancement, rotation, and promotion.

(d) Recommending cancellation, including termination for just cause, or continuance of career development actions.

(e) Participating in the development and execution of approved extra-Office rotation systems.

(f) Submitting a semi-annual Personnel Evaluation Report to the Sponsoring Office on each rotation appointee from another Office.

(g) Ensuring that the rotation appointees detailed by this Office to another office are not overlooked for warranted promotion and ensuring that rotation appointees received by this Office are productive and their assignments commensurate with the purpose of the appointment.

(h) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps."

(i) Reviewing continuously the personnel intake of the Office, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.

(j) Supervising supporting groups or Boards as appropriate for handling specialized functions, i. e. selection, termination, etc., recommending assignment to them of office personnel as necessary.

S E C R E T

SECURITY INFORMATION

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(k) Sponsoring and developing the career rotation program and promotion of the Communications Office personnel assigned to the Message Center under the Executive Assistant to the Director.

5. Precepts

a. The following precepts are established for guidance in Career Service Board actions:

(1) Assignments involving a change in station should be ascertained six months in advance of the effective date for transfer.

(2) Normally, overseas tours of duty shall be limited to three years; however, individuals may be reassigned to the same area for an additional tour of duty where exceptional conditions dictate.

(3) Reassignment of individuals shall be to duties which will broaden their experience in the field of communications, such action being consistent with the over-all requirements of the Office of Communications.

(4) No individual shall be assigned exclusively to Headquarters training duties for a period greater than two years.

(5) Personnel returning from overseas may be expected to be available for reassignment after three months based on date of departure from overseas post.

(6) Individuals fully qualified for promotion should be reassigned to slots carrying additional responsibility and the higher grade.

(7) The Committee shall establish norms for each grade which will provide a reasonable indication as to those individuals who shall be considered for promotion. These norms will be based on the following factors:

(a) Total experience from the time of graduation from school to the present in years.

(b) Formal education (above high school level) including special training to date, in years.

(c) Total OSS, CIG, CIA or related experience, in years.

-3-

S E C R E T

SECURITY INFORMATION

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- (d) Length of time in present grade, in years.
- (e) Time over minimum age for present grade in years.
- (f) Age of employee.
- (g) Individuals' scores will be based on the sum of the factors (a) through (e).

(8) A minimum age for grade level table is as follows:

<u>Grade</u>	<u>Minimum Age</u>
GS-4	19 years
GS-5	20
GS-6	21
GS-7	22
GS-8	23
GS-9	25
GS-11	28
GS-12	30
GS-13	35

The above minimum ages are to be used in computing the norms for each grade level and in arriving at the score for each individual, but are not necessarily controlling in cases where the Board considers that a promotion is justified.

(9) Normally, Headquarters assignments shall be limited to four years duration.

**6. Administration**

a. In order to allow effective advance scheduling for the rotation assignment and promotion of personnel, the following information will be maintained by the administrative staff:

- (1) Table of Organization for the Office of Communications including personnel assignments.
- (2) A table of positions in order of responsibility.
- (3) A file covering current position descriptions including qualifications and sources of personnel.

**S E C R E T**  
**SECURITY INFORMATION**

(4) Evaluation or data for evaluation of each individual assigned to the Office of Communications. This file shall include a service record, data on education, experience, qualifications, performance of duties and a log of Agency ratings by superior officers.

(5) Information on each employee describing military status, marital status and dependents, birth date and dates of availability for rotation.

(6) Priorities for the filling of vacant positions (to be established on request of administrative staff by the Office, Division or Branch Chief concerned).

(7) Seven months in advance of the end of a tour of duty the administrative staff shall provide the following information on each employee:

(a) Assignment recommendation by the chief concerned.

(b) Training recommendation by chief concerned and by the Chief, Training Branch.

(c) Assignment preferences to be submitted by the employee.

(d) Names of Headquarters personnel available and qualified for assignment overseas shall be listed by the administrative staff on a continuing basis.

**7. Security**

Information contained in personnel records and files will be handled in strict accordance with Agency regulations. Actions or deliberations of the Board will be released only after concurrence by the Assistant Director for Communications.

**8. Limitation of Authority**

a. Promotion and Career Rotation of Communications Officers to GS-14 positions and above will be handled by an ad hoc committee convened on call of the Assistant Director for Communications. The Chairman of the Career Service Board will act as Secretary for this committee and will be responsible for information essential to committee operations.



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**SECURITY INFORMATION**

b. Promotion and Career Rotation of Communications Officers GS-7 through GS-12 will be the prime responsibility of the Career Service Board.

c. Promotion and Rotation of Communications employees in all grades below GS-7 will be handled by Administrative action subject to review by the Career Service Board.

d. All Communications Personnel Promotion, Career and Rotation actions are subject to concurrence by the Assistant Director and Deputy Assistant Director for Communications

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20 June 1953

MEMORANDUM FOR: CIA Career Service Board  
THRU: Executive Secretary  
SUBJECT: Report of DD/P Career Service Board Activities for  
the Period 15 May 1953 to 15 June 1953

1. The DD/P Career Service Board held one meeting during the period 15 May 1953 to 15 June 1953.
2. The Board was informed of the status of the staff study being conducted regarding the proposed selection system for the promotion of employees to GS-13 through GS-15. The Board agreed that the system should be developed and put into effect for promotion to the GS-15 grade only at this time in view of the volume of work that would be involved if the GS-13 and GS-14 promotions were included.
3. At this meeting the Board also reviewed and acted upon two promotion actions, three reassignment actions, and one appointment action of senior personnel in the DD/P area.

BY DIRECTION OF DD/P:

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/s/

  
Chief of Administration, DD/P

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27 September 1952

MEMORANDUM FOR: Deputy Director (Plans)

SUBJECT: Career Service

1. It is essential that we establish at the earliest possible date the policies and principles which will govern career service development within the DD/P organization.
2. Basic policies determining initial career service assignment of our personnel should logically be:
  - a. Assignment to a Foreign Intelligence professional service of all individuals assigned to OSO on 1 August 1952 and thereafter, except as indicated in sub-paragraphs e and f below.
  - b. Assignment to a professional Psychological and Political Warfare Service of all individuals assigned to such activities within OPC on 1 August 1952 and thereafter, except as indicated in sub-paragraphs e and f below.
  - c. Assignment to a professional Paramilitary Operations Service of all individuals assigned to such activities within OPC on 1 August 1952 and thereafter, except as indicated in sub-paragraphs e and f below.
  - d. Assignment to a professional technical service of all individuals performing technical (exclusive of administrative) duties in the Office of Technical Services.
  - e. Assignment to the appropriate professional administrative service (Personnel, Finance, Medical, Logistics, etc.) of all individuals who perform specific technical duties within the DD/P organization which place them in the category of a single CIA administrative service, except as indicated in sub-paragraph g below.
  - f. Assignment of all professional administrative personnel who perform general administrative duties other than secretarial and clerical and not of a single technical specific nature within the DD/P organization to a general administrative Agency career service under DD/A except as indicated in sub-paragraph g below.

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g. In deciding the career service assignment of individuals covered by sub-paragraphs e and f above, the following shall be determining factors:

(1) If the individual concerned has been assigned to administrative duties from operational duties and desires to and is acceptable for return to an operational assignment, he shall be assigned to the appropriate operational service.

(2) If the individual concerned has not previously performed operational duties but desires and is acceptable for operational assignment, he shall be assigned to the appropriate operational service.

(3) If the individual concerned has been assigned from a professional administrative service or has not previously performed operational duties and does not desire or is not acceptable for an operational assignment, he shall be assigned to the professional administrative service concerned.

h. Assignments as indicated above should be primary assignments. However, any individual who has demonstrated successful experience in other lines should be given one or more secondary designations depending on the scope of such other experience.

i. No individual should be transferred from a primary service without the prior approval of the head of that service or authorized higher authority.

j. Assignment and promotion responsibility should be centralized for each career service so that the service chief may administer his career program on a world-wide basis. This would mean that every assignment, reassignment, promotion, or demotion in each service must be considered by the central career service board of the service concerned.

3. Career service boards are required to be established in each senior operational staff. Their composition is indicated in the attachment.

4. It will be necessary to establish a DD/P Career Service Board, the recommended composition of which is also indicated in the attachment, to consider and assist in monitoring the careers of DD/P personnel for positions not within any single career service and those assigned to such small units as the DD/P office, the Plans and Programs Staff, the Inspection and Review Staff, and where appropriate, the Administration Staff.

- 2 -

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5. Basic to the above are the following steps:

a. An inventory of all currently assigned personnel by service for review by the service chiefs or career service boards concerned to establish the initial career service lists.

b. The acceptance of the above policies and principles by the Agency Career Service Board.

c. The establishment of internal procedures to make the basic plan effective.

d. The determination of some appropriate and secure method to handle deep cover personnel on a career basis.

6. Recommend you approve of the above basic approach to this problem and the transmission of this recommendation to the Agency Career Service Board for consideration.

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/s/

[Redacted signature]

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/s/

[Redacted signature]

Approved

/s/ F. G. Wisner  
DDP

October 6 (Monday) 1952

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/s/

[Redacted signature]  
Acting Chief of Foreign Intelligence

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/s/

[Redacted signature]  
Chief of Administration

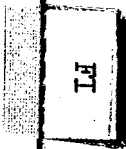
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27 July 1953

MEMORANDUM FOR: CIA Career Service Board

ATTENTION: Executive Secretary, CIA Career Service Board

SUBJECT: FI Career Service Board Activities for Period  
15 June 1953 through 15 July 1953

1. The FI Career Service Board is attempting to set up procedures for a systematic review of the career of each person assigned an FI career designation. A survey was made of the GS-15 slots on the Staff and in the Area Divisions which are considered FI slots, and how many of these are vacant or encumbered by an officer with a lower grade. This enables the Board to more accurately consider requests for promotions of FI officers to GS-15. A similar study has been made for the officers at the GS-14 level. It is planned that this type of survey will be continued down through the various grades.

2. During the period covered by this report, the Board reviewed individually the case of each FI officer at the GS-14 level who had been in grade for one year or more. From these were selected a list of qualified officers which was forwarded to the DD/P Career Service Board for review for promotion to GS-15. The DD/P Career Service Board reviewed these on 20 July 1953.

3. Increased efforts have been made to make determinations of the correct career designation to assign to each person assigned to the DD/P complex. There were a number of persons not included on the machine run submitted to the Personnel Office and a smaller number of those listed on the machine run were coded incorrectly.

4. The FI Board received with interest and enthusiasm the first letter from the Chairman of the CIA Career Service Board. This letter represents the type of assistance which will help the various Boards interpret in a uniform manner the CIA Career Service Program.

5. During the period covered by this report the FI Board has continued to review and make recommendations on all Requests for Personnel Actions involving FI personnel. Progress has been made in developing standardized procedures for the career planning of personnel possessing an FI primary career designation.

/s/



Secretary  
Foreign Intelligence  
Career Service Board

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9 July 1953

MEMORANDUM FOR: **CIA Career Service Board**

ATTENTION: **Executive Secretary, CIA Career Service Board**

SUBJECT: **FI Career Service Board Activities for Period  
15 May 1953 through 15 June 1953**

1. The FI Career Service Board is taking more positive steps in the career planning of personnel possessing an FI primary career designation. In order to make definite recommendations as to a person's next assignment, the Board is making progress in obtaining answers to the basic questions: first, what FI officers are and will be available from their present assignment; and, second, what FI positions are vacant? The first question is being answered by the various Area Divisions submitting a list of expected returnees from field assignments, together with the Division's recommendation for the next assignment, at least sixty (60) days before the individual arrives in Headquarters. As the Board is able to make recommendations for filling vacant positions with personnel returning from overseas the Divisions are increasingly notifying the Board of their vacancies or anticipated vacancies.

2. A roster is maintained of available FI officers for reassignment as well as available officers from other Career Service Boards who are interested in FI type assignments.

3. The Board has worked closely with the EE Division and PD(C) in attempting to insure that all assignment possibilities are being investigated for the surplus personnel returning from [REDACTED]

4. The FI Career Service Board participated in the assigning of primary career designations to all personnel in the DD/P area for the Personnel Office. This had been done approximately three months before, but many of the designations were changed from the original designation. The FI records have been changed where necessary and they will now reflect the official career designation.

5. The appropriate career service boards of the four Senior Staffs in the DD/P area are allowed to have the Personnel Evaluation Reports of

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**Security Information**

their personnel in the Area Divisions for sixty (60) days for review. As the information contained on these PERs is the basic information for career planning, the pertinent facts must be copied to be retained for the use of the Board. The FI Board now has this information on all of the FI personnel for whom the Area Divisions have submitted PERs to the Board, and the PERs have been returned to the appropriate Area Division where they will remain.

6. During the period covered by this report the FI Board has continued to review and make recommendations on all Requests for Personnel Actions involving FI personnel. The FI Board invites to the meeting the supervisor of an officer at the GS-13 level and above who is being considered for promotion to answer questions in justification of the promotion.

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/s/

  
**Secretary**  
**Foreign Intelligence**  
**Career Service Board**

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(See Yellow Tab DD/P in CIA Career Service Reference Book -  
Memorandum for Deputy Director (Plans), dated 27 September 1952,  
Subject: "Career Service".)

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C O P Y

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17 July 1953

MEMORANDUM FOR: CIA CAREER SERVICE BOARD

THRU: Executive Secretary

SUBJECT: Report of the PP Career Service Board Activities  
for the period June 16, 1953 - July 15, 1953

1. The PP Career Service Board held three meetings during this period. Action was taken on numerous transfer and reassignment requests.

2. Effective 29 June 1953, [redacted] was designated Executive Secretary of the PP Career Service Board. 25X1A

3. A memorandum from [redacted] on the subject that Foreign Service Reserve Officers, permanent nor reserve, should not be assigned to temporary or limited duty with CIA, particularly in positions involving responsibility for executive action, subject only to clearly justified exception, was discussed. General concurrence in the principle contained in this memorandum was recommended. 25X1A

4. A proposed program for Junior Officer Trainees was considered by the PP Career Service Board. It was agreed that the PP Career Service Officer should arrange with OTR for the PP Staff to participate in this program and to make use of up to three such trainees on an on-the-job training program of a year's duration. It was felt that each trainee should be assigned to a specific division of the PP Staff for a period of six months and then transfer to another division for a similar period. The PP Career Service Officer was given the responsibility for implementing and following through on this program in order to insure that the experience will be of mutual benefit to both the PP Staff and the trainees.

5. The following employees are reported on Rotation Loan Slots:

<u>Name</u>	<u>Grade</u>	<u>Permanent Assignment</u>	<u>Temporary Assignment</u>	<u>Status</u>
[redacted]	GS-11	Admin. Off.	[redacted]	Intra-Office
[redacted]	GS-13	Intell. Off.	[redacted]	Extra CIA Trng.

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Steps are being taken to reassign these people elsewhere in DD/P

/s/ [redacted]

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25 June 1953

MEMORANDUM FOR: CIA CAREER SERVICE BOARD

THRU: Executive Secretary

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SUBJECT: Report of the PP Career Service Board Activities  
for the Period May 16 - June 15, 1953.

1. The PP Career Service Board held two meetings during this period. Numerous transfer, reassignment and promotion requests were considered and acted upon.

2. The attached memorandum from Chief of Operations, DD/P to Chiefs of Senior Staffs concerning use of rotation loan slots was discussed.

3. The proposal to establish a DD/P Career Service Board to replace the four Senior Staff Boards has been tabled for two months to allow time for further analyses of all problems involved.

4. Mr. Kirkpatrick's statement of policy to be followed by Career Service Board when considering assignment of personnel to jobs not under the aegis of their career service board was reported to the board. In effect the policy is that a career designation should not prevent an employee being reassigned to a job in a different career field and that the basic career designation should be preserved and a plan should be made to return the employee to his basic field.

5. The following employees are reported on Rotation Slots:

<u>Name</u>	<u>Grade</u>	<u>Permanent Assignment</u>	<u>Temporary Assignment</u>	<u>Status</u>
[REDACTED]	GS-11	Admin. Off.	[REDACTED]	Intra-Office
[REDACTED]	GS-13	Intell. Off.	[REDACTED]	Extra CIA Trng.

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Every effort is being made to reassign these people elsewhere in DD/P.

/s/ [REDACTED]

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Chairman, PP Career Service Board

Enclosure:

1-Memo dated April 27, 1953



C O P Y

C O P Y

April 27, 1953

MEMORANDUM FOR: Chief of Foreign Intelligence  
Chief of [REDACTED]  
Chief of [REDACTED]  
Chief of Technical Services Staff  
Chief of Administration

25X1A

SUBJECT: Use of Rotation Loan Slots

1. One phase of the rotation loan program of this Agency authorizes double slotting to fill vacancies temporarily created in T/O's by the extended absence of the initial incumbent for school, special training, or other purposes.

2. The grades and positions of individuals absent for extended periods will be held for the return of those individuals unless a specific reassignment to another authorized vacancy is made during the period of absence. Double slotting is not authorized to DD/P units for this purpose.

[REDACTED]  
Chief of Operations

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(See Yellow Tab DD/P in CIA Career Service Reference Book -  
Memorandum for Deputy Director (Plans), dated 27 September 1952,  
Subject: "Career Service".)

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23 July 1953

MEMORANDUM FOR: CIA CAREER SERVICE BOARD

25X1A

ATTENTION: 

SUBJECT: Report of Paramilitary Career Service Board  
From 16 June 1953 to 15 July 1953

1. The Paramilitary Career Service Board had two formal meetings during this report period.
2. Two of the Personnel Actions submitted for approval, presented the Board with many new and complex problems. These problems are being solved and will add to the overall "know-how" of the Board.
3. During this report period the  Career Service Board 25X1A acted on the following personnel actions:
  - 10 New Appointments
  - 21 Promotions
  - 23 Reassignments
  - 5 Resignations and Appointments
  - 2 Changes in Career Designations
  - 1 Authorization of use of slot
  - 62 TOTAL

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/s/ 

Chairman  
Paramilitary Career Service Board

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25 June 1953

**MEMORANDUM FOR: CIA Career Service Board**

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**ATTENTION:** [REDACTED]

**SUBJECT: Report of Paramilitary Career Service Board  
From 16 May 1953 to 15 June 1953**

1. The Paramilitary Career Service Board did not meet in formal session during this report period. Routine business of the Board was performed on a daily basis with informal meetings.

2. During this report period new Career Service Designation lists were prepared by Area Divisions and Staffs. The Career Management Office reviewed these lists and amended the PM records. Many omissions and mistakes were noted. An attempt to resolve differences will be made among the Career Management Officers within DD/P.

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3. [REDACTED] reported for duty on 18 May 1953 as a Junior Officer Trainee. The Junior Officer Trainee Program on the PM Staff is being sponsored by the Paramilitary Career Service Board. [REDACTED] is making excellent progress and has become an asset to the Staff.

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4. During this report period the Paramilitary Career Service Board acted on the following personnel actions:

22 Reassignments  
15 Promotions  
13 Resignations and Appointments  
4 Resignations  
6 New Appointments  
1 LWOP  
61 Total Personnel Actions

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/s/

[REDACTED]  
Chairman

Paramilitary Career Service Board

**S-E-C-R-E-T**

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(See Yellow Tab DD/P in CIA Career Service Reference Book -  
Memorandum for Deputy Director (Plans), dated 27 September 1952,  
Subject: "Career Service".)

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TSS

C O P Y

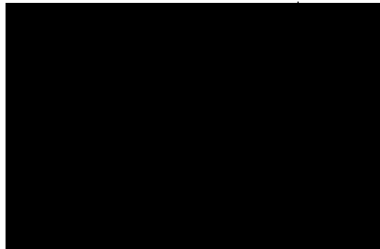
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TSS Career Service Board

Minutes of Meeting of 21 July 1953

1. The meeting of the TSS Career Service Board was held on 21 July 1953 with the following members present:

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Chairman

Secretary

2. The Board considered the request of [REDACTED] who wishes to take external training at evening school leading toward a degree in mechanical engineering. Although [REDACTED] already has a bachelor's degree in industrial arts, his request for additional education would have a definite bearing on the work he performs for TSS. The Board favorably considered this request but asked that [REDACTED] be interviewed by each member prior to the next meeting. A definite decision is to be made at that time.

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3. The Board approved a request by [REDACTED] to attend M.I.T. full time for approximately one year beginning September 1953. This training is for the purpose of acquiring a master's degree in chemistry. [REDACTED]'s thesis will have some direct connection with the work he has been performing in TSS. The details will be worked out with OTR by the Training Division, TSS.

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4. The Chairman requested that the secretary keep an informal list of all new employees who enter on duty with TSS and give a brief report to the Board at each meeting.

5. The next meeting is scheduled for Thursday, 27 July 1953 at 0930 unless changed by the Chairman.

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/s/



Secretary

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(See Yellow Tab DD/P in CIA Career Service Reference Book -  
Memorandum for Deputy Director (Plans), dated 27 September 1952,  
Subject: "Career Service".)

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SECURITY INFORMATION

14 August 1952

NOTICE  
OTS 1-52

ESTABLISHMENT OF OTS CAREER SERVICE BOARD

A. Policy

25X1A

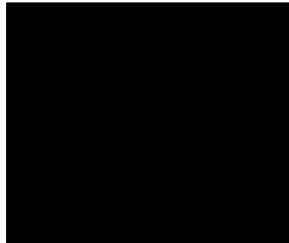
CIA Notice [redacted] of 19 June 1952 directs that each Office establish a Career Service Board to insure the effective functioning of the Career Service Program. The purpose of the Career Service Program is to identify, develop, effectively use and reward individuals who have the skills required by CIA; motivate them towards rendering maximum service to the Agency; and eliminate from the service, in an equitable manner, those who in spite of the Program fail to perform as effective members of the Organization.

B. Organization

The OTS Career Service Board is hereby established and shall consist of the following members:

25X1A

- Chairman
- Member
- Member
- Member
- Member
- Member
- Secretary



Officio)

(Liaison)  
non voting)

A member may be represented by his Deputy in case of justified absence. Meetings will be held on the last Thursday of each month but may be cancelled or postponed by the Chairman. Additional meetings may be held on call of the Chairman. Three members will constitute a quorum.

C. Responsibilities

The OTS Career Service Board is responsible to the Office head for the operation of the Career Service Program in accordance with policy established by the CIA Career Service Board. It is also responsible for collaboration with other Office Boards on inter-Office Career Service problems. It is through the functioning of this Board that the evaluation, selecting, rotation, training assignments and advancement recommended for the individual by his supervisor, and the proposed selection and training of potential executives is received for the approval of the Office head.

D. Functions

The OTS Career Service Board shall:

1. Serve as advisor to the Office head on all matters pertaining to the Career Service Program.

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2. Direct within the Office the application and functioning of the Career Service Program, including but not limited to:
  - a. Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.
  - b. Sponsoring, developing and executing the Career Service Program of the Office concerned, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.
  - c. Recommending cancellation or continuance of Career development actions.
  - d. Participating in the development and execution of approved intra-Office rotation systems.
  - e. Submitting a semi-annual Personnel Evaluation Report to the sponsoring Office on each rotation appointee from another Office.
  - f. Ensuring that the rotation appointees detailed by their Office to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by their Office are productive and their assignments commensurate with the purpose of the appointments.
  - g. Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps".
  - h. Reviewing continuously the personnel intake of the Office, especially at the junior professional level, with a view to the acquisition of highly-qualified, versatile persons with long range potentiality.
3. Supervise supporting groups on Boards as appropriate for handling specialized functions, assigning to them Office personnel as necessary.
4. Reviewing Personnel Evaluation reports and proposed development plans for individuals, including, but not limited to:
  - a. Special training courses within OTS.
  - b. Training courses outside of OTS
  - c. Identification and development of potential executives.
  - d. Maintenance of an inventory of special skills and abilities.
  - e. Rotation.
  - f. Reassignment and advancement.

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Chief, Technical Services



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**[There is no Career Service Board in the DD/I area  
comparable to the Boards in the DD/P and DD/A areas]**

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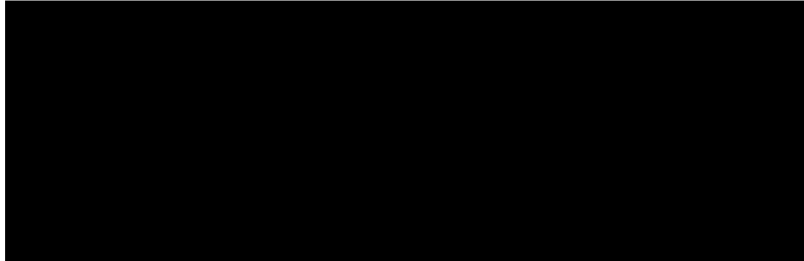
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MINUTES OF THE FOURTEENTH REGULAR MEETING OF THE OCD CAREER SERVICE BOARD  
25X1A

Present:



Acting Secretary

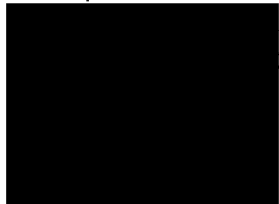
A. Training

1. The Acting Secretary reported on the number of OCD personnel entered in the various types of training since 16 June, and on the status of those participating in the external training programs or rotation assignments. See Tabs A, B, C, and D attached.

25X1A 2. [redacted] reported on the DD/I Training Liaison Officers' meetings of July 6 and July 8. Among other items, the Intermediate Intelligence Course recently given by OTR for personnel of OSI was discussed. It was suggested that OCD take part in any such courses offered in the future. [redacted] agreed to keep the Board posted on any new developments in the Intermediate Intelligence Courses being planned for future presentation.

3. The Board reviewed the following applications for training, and agreed to forward them to the Office of Training recommending approval:

a. IBM School, Endicott, N. Y.:



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SR

b. Strategic Intelligence School:

25X1A 4. The Acting Chairman informed the Board that [redacted] was to attend the [redacted] 53-13 commencing 27 July 1953. [redacted] was designated alternate for [redacted], BR, who was originally approved to attend the course at the Ninth Regular OCD Career Service Board meeting, 19 February 1953.

B. Rotation

25X1A [redacted] nominated [redacted] of Machine Division for a 6 month rotation assignment to the Library commencing 27 July 1953. This rotation was approved by the Board; the details to be worked out by [redacted] CIA Library and [redacted] Machine Division.

25X1A



Acting Secretary

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JUL 22 1953  
[Handwritten signatures and initials]

TAB A

OCD PERSONNEL PARTICIPATING IN EXTERNAL TRAINING FINANCED BY CIA, 16 JUNE-15 JULY

25X1A	<u>Name</u>	<u>Division</u>	<u>Course</u>	<u>Institution</u>	<u>Duration</u>	25X1A
		Biographic Register	Program E			
		CIA Library	The Impact of Soviet Imperialism on the Western World	Johns Hopkins, SAIS	26 Jan-26 Aug.	
		Biographic Register	"	"	"	
		CIA Library	Special Program on Central Asia	Georgetown Univ.	29 Jun 53-1 Jun 54	
		Special Register	"	"	29 Jun-4 Sept	
		"	"	"	"	
		Graphics Register	"	"	"	
		Biographic Register	Introductory Spanish	"	22 Jun-14 Aug	
		"	" German	"	"	

TAB B

DEFENSE SCHOOL ASSIGNMENTS

25X1A	<u>Name</u>	<u>Division</u>	<u>School</u>	<u>Course</u>	<u>Duration</u>
		Graphics Register	Air Command & Staff School	Intelligence Staff Officers' Course	19 Jan-19 Jun
		Biographic Register	"	Associate Intelligence Course	10 Jul-10 Dec.
		"	Strategic Intelligence School	#25	11 May-22 Jun

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TAB C

ROTATION

<u>Name</u>	<u>From</u>	<u>To</u>	<u>Duration</u>
25X1A [REDACTED]	Industrial Register	Liaison Division	1 Jun - 1 Sept.

TAB D

NUMBER OF OCD PERSONNEL BEGINNING AND IN TRAINING, 16 JUNE - 15 JULY

<u>Type of Training</u>	<u>Beginning</u>	<u>Total in Training</u>
1. External Training	9	9
2. Defense Schools	1	3
3. CIA Intelligence School	7	16
4. Reading Improvement	6	17
5. Clerical Refresher	10	10
6. Internal Language	0	1
7. IBM, Washington	6	10
8. Provisionally Cleared Personnel	3	6
9. ORR Seminars	0	15
10. FSI "	0	1
11. Use of CIA Language Lab.	1	2
12. Other	<u>1</u>	<u>1</u>
	44	91

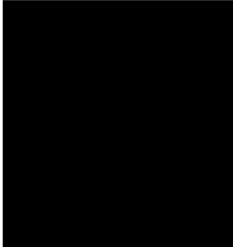
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MINUTES OF THE THIRTEENTH REGULAR MEETING OF THE CCD CAREER SERVICE BOARD

25X1A

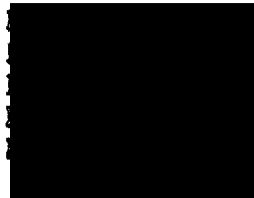
18 June 1953

Present:



Chairman

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Secretary

A. TRAINING

1. The Secretary reported on the number of CCD personnel entered in various types of training since 16 May, and on the status of those participating in external training programs or rotation assignments. See Tabs A, B, C, and D herewith.

25X1A 2. [REDACTED] reported on the DD/I Training Liaison Officers' meeting of 16 June. Among other items, CTR policy re. applications for external training was discussed and reference was made to forthcoming CIA Regulation [REDACTED] which alters present policy, particularly in regard to the processing of Defense School applications.

25X1A 3. [REDACTED] reported on the success of an elementary Russian language class being conducted in ER by [REDACTED]. Instruction and participation is on a voluntary basis after duty hours, and some sixteen individuals are participating. Two goals are being realized at one time: (1) the individuals are learning something of the language; (2) they are directly applying their training to their regular jobs by contributing translated [REDACTED] files. The Board went on record as being greatly pleased with the progress being made, and highly commends [REDACTED] and those participating in the program for their initiative and continued effort in this voluntary and non-compensatory program.

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25X1A 4. The Board reviewed the following applications for training, and forwarded them to the Office of Training recommending approval:

a. CIA Language Training: Chinese (Mand. [REDACTED])

b. CIA Intelligence School: Course #12, [REDACTED]  
Course #13, [REDACTED]

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**B. CAREER PLANNING**

1. The Chairman informed the Board that 24 individual long range plans have been submitted by the Divisions. These plans will be put in the individuals' personnel folders, and action will be initiated by the Divisions at the proper time. The plans are flexible, and will be subjected to continual review and positive alteration.
2. The Board was informed of a request for transfer from analytical to administrative work. Since there appeared to be no slot available in OCD, the Chairman advised that the papers be sent to Personnel for circulation in the Agency.

**C. ROTATION**

25X1A [redacted] inquired as to the possibility of an exchange rotation between OCD and G-2 Library. Liaison Division will make the necessary initial contacts with G-2 as soon as a rotation request is received and approved by the Board.

**D. DOUBLE-ENCUMBRANCE**

25X1A [redacted] inquired as to OCD policy on double-encumbrance of T/O slots. Present policy was discussed and found to be rather nebulous. [redacted] stated that AS/CD would provide Division figures on losses in this fiscal year during the recruiting stage, as well as transfer and resignation figures, to furnish information for estimating the need for double-encumbrance in OCD.

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[redacted]  
Secretary

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TAB A

OCD PERSONNEL PARTICIPATING IN EXTERNAL TRAINING FINANCED BY CIA, 16 MAY - 15 JUNE

<u>NAME</u>	<u>DIVISION</u>	<u>COURSE</u>	<u>INSTITUTION</u>	<u>DURATION</u>
[REDACTED]	Biographic Register	Leaders of Latin American Thought & Politics	American Univ	16 Feb-13 Jun
	Special Register	Foreign Transportation Institute	" "	12 May-29 May
	Biographic Register	Southeast Asia: International Relations; The U.S. and International Organizations	" "	16 Feb-13 Jun
	" "	Problems of the Middle East: Finland & Greece	" "	" "
	CIA Library	Special Library Administration; Reference and Bibliography	Catholic Univ.	2 Feb-10 Jun
	" "	Cataloging & Classification; Reference and Bibliography	" "	" "
	" "	SAR - Basic Russian Reading	Georgetown Univ.	7 Apr-29 May
	Biographic Register	Advanced Chinese	" "	21 Feb-8 Jun
	" "	" "	" "	" "
	Industrial Register	Syrian Arabic	" "	Sep 52-5 Jun

TAB B

DEFENSE SCHOOL ASSIGNMENTS

<u>NAME</u>	<u>DIVISION</u>	<u>SCHOOL</u>	<u>COURSE</u>	<u>DURATION</u>
[REDACTED]	Graphics Register	Air Command & Staff School	Intelligence Staff Officers' Course	19 Jan-19 Jun
	Biographic Register	Strategic Intelligence Course	#25	11 May-6 Sep.

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TAB C

<u>NAME</u>	<u>FROM</u>	<u>TO</u>	<u>ROTATION</u>
25X1A [REDACTED]	Industrial Register	Liaison Division	1 June - 1 Sep.

TAB D

NUMBER OF OCD PERSONNEL BEGINNING AND IN TRAINING, 16 MAY-15 JUNE

<u>Type of Training</u>	<u>Beginning</u>	<u>Total in Training</u>
1. External Training	0	10
2. Defense Schools	0	2
3. CIA Intelligence School	9	12
4. Reading Improvement	11	11
5. Clerical Refresher	5	5
6. Internal Language	0	4
7. IEM (Washington)	5	5
8. Human Resources Follow-up Meetings	56	56
9. Provisionally Cleared Personnel	4	9
10. ORR Seminars	0	39
11. FSI "	0	2
TOTALS	90	158

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OCD REGULATION

Number CD 20 -- 1  
8 August 1952

OCD CAREER SERVICE BOARD

1. PURPOSE

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The CIA Career Service Program (CIA Notice [REDACTED] 19 June 1952) has been established to select, train, and effectively use individuals who have the potentialities required by CIA. In order to be of the greatest possible value to the individual as well as the Agency, the program is designed to develop potential skills, create a high level of morale through the use of incentives and the improvement of working conditions, and to eliminate from the service, in an equitable manner, those who, in spite of the program, fail to perform as effective members of the organization.

2. MISSION

The OCD Career Service Board is responsible to the Assistant Director for the operation of the Career Service Program in accordance with policy established by the CIA Career Service Board. This responsibility includes: 1) collaboration with other Office Boards on inter-Office Career Service problems, and 2) the review for approval of the Assistant Director's plans for the rotation, training, advancement, and assignment recommended for the individual by his supervisor.

3. ORGANIZATION, PROCEDURES, AND FUNCTIONS OF THE OCD CAREER SERVICE BOARD

a. The Board will be composed of the following:

Assistant Director, Chairman (ex officio)  
Deputy Assistant Director, Chairman (cum onere)  
Executive  
Administrative Officer  
Division Chiefs as temporary members (rotating)  
Secretary - Non-voting

b. The Board will meet upon call of the Chairman, and Division Chiefs to serve as temporary members at each meeting will be designated by him. The OCD Career Service Board may establish supporting Boards as appropriate for the handling of specialized

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- 2 -

functions. All Division and Staff Chiefs will receive copies of the Minutes of the Board, and it is recommended that they circulate them among their key subordinates to the end that suggestions and comment on the program may be elicited. The Secretary will receive and present to the Board such suggestions as may be forthcoming.

c. The functions of the Board will include, but are not limited to:

- (1) Executing relevant decisions of the CIA Career Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.
- (2) Sponsoring, developing, and executing the Career Service Program of OCD, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.
- (3) Reviewing Personnel Evaluation Reports and proposed development plans for individuals in terms of training, assignment, advancement, rotation, promotion, and awards.
- (4) Recommending cancellation or continuance of career development actions.
- (5) Participating in the development and execution of approved extra-Office rotation systems.
- (6) Submitting a semi-annual Personnel Evaluation Report to the Sponsoring Office on each rotation appointee from another Office.
- (7) Ensuring that the rotation appointees detailed by their Office to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by their Office are productive and their assignments commensurate with the purpose of the appointments.
- (8) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps".

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- 3 -

(9) Reviewing continuously the personnel intake of OCD, with a view to ensuring the acquisition of highly qualified, versatile persons with long-range potentiality.

4. OCD POLICY

It shall be the policy of this Office to give the fullest possible support to the objectives of the CIA Career Program. All OCD personnel, professional or clerical, will receive equitable treatment when their career plans are under consideration. Plans for the further training, rotation, advancement and assignment of OCD personnel will not be imposed without consultation, but arrived at to the mutual satisfaction of the employee, his supervisor, and the Board whenever possible. In the event that agreement can not be reached between supervisors and employees in respect to the career plans of an employee, members of the Board will be available for impartial adjustments. Upon request by an employee or supervisor, the Board will grant formal appeal hearings.

In compliance with Agency policy, personnel normally will be considered for rotation outside of OCD only after the completion of two years' service with CIA. Rotation outside of OCD generally will be for a minimum of six months. The OCD Career Service Board shall, within the framework of policies prescribed by the CIA Service Board, determine rotation within OCD on the basis of the merits of individual cases, regardless of position or length of service. The duration of rotation assignments within OCD will vary according to the needs of the Divisions concerned.

5. SUPERVISORY TRAINING

A program for the indoctrination of supervisors in the use of the Personnel Evaluation Report, which is the key to the success of the Career Service Program, will be administered by the Office of Training.

  
Assistant Director, CD

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6 August 1952

OCD NOTICE 10-52

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1. [REDACTED] will report on 11 August 1952 to the Office of Research and Reports on a rotation assignment which will probably be of about six months duration.

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2. During [REDACTED] absence, [REDACTED] will serve as Acting Chief, Industrial Register, in addition to his duties as Executive, C&D.

25X1A

[REDACTED]  
James M. Andrews  
Assistant Director  
Collection & Dissemination

25X1A

[REDACTED]  
Research & Reports

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31 July 1952

MEMORANDUM FOR: Division and Staff Chiefs, OCD

SUBJECT: OCD Career Service Board

1. The Director has approved the program for a Career Service in CIA and, as an initial step in getting it underway, has instructed each Office to create an Office Career Service Board. Each such Board will oversee the operation of the program within its own Office, and will formulate the Office's views on how the overall program should be shaped up.

2. The OCD Career Service Board will be manned as follows:

Mr Andrews, Chairman (ex-officio)

[REDACTED], Chairman (cum onere)

25X1A

[REDACTED]

Chief (rotating)

Secretary (non-voting)

3. The Board will meet upon call of the Chairman, and the Division Chief to serve as member at each meeting will be designated by him. All Division and Staff Chiefs will receive copies of the Minutes of the Board, and it is recommended that they circulate them among their key subordinates to the end that suggestions and comment on the program may be elicited from our people. The Secretary will receive and present to the Board such suggestions as may be forthcoming.

25X1A

4. Members of the Board, and all Division and Staff Chiefs, will familiarize themselves with the stipulated functions of the Board as laid down in CIA Notice No [REDACTED] copies of which may be obtained from the Secretary.

25X1A

[REDACTED]  
James M. Andrews

Assistant Director

Collection & Dissemination

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CSB/RR - M-20

ORR CAREER SERVICE BOARD  
Minutes of Meeting  
6 August 1953


PRESENT

 chairman

1. The Minutes of the 19th Meeting of the ORR Career Service Board (CSB/RR - M-19), 23-24 July 1953, were approved.

The Minutes of the 6th Special Meeting (CSB/RR - M-19(S), 30 July 1953, together with Tab A, were approved following correction of the second sentence to read: "The report with minor changes was approved by the Board, approved by the Assistant Director, and is attached as Tab A."

In reference to the recommendation of the Board in Tab A to CSB/RR - M-19(S) that the Assistant Director appoint a committee to formulate a personnel policy in terms of the long-range objectives of ORR, the Board expressed the hope that it will be possible for the Assistant Director himself to take the chairmanship of this committee and guide its deliberations.

2. The Chairman advised that  Executive Secretary of the CIA Career Service Board, had been expected to attend the meeting but informed the Board that he was unable to do so because he was called into conference by the Director.

3. CSB/RR recommended approval of the following requests for non-CIA training:

- a. Petroleum Indoctrination Course  
Bakersfield, California  
Fall Session, dates unknown  
Cost to be determined by the Office of Training  
One intelligence officer, GS-12
- b. Petroleum Indoctrination Course  
Naval Supply Center, Norfolk, Va.  
25 October - 6 November 1953  
Cost to be determined by the Office of Training  
One intelligence officer, GS-12

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- c. Russian Central Asia, Part One  
Georgetown University  
Washington, D. C.  
21 September 1953 - 22 January 1954  
Cost: Contract basis  
One intelligence officer, GS-7  
\*One intelligence officer, GS-5

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\* [REDACTED] was authorized, if the question of grade was raised, to inform the Office of Training that a Form 52 has been forwarded to the Personnel Division requesting promotion of this officer to GS-7, effective 30 August 1953

- d. Intermediate German (Evening)  
Georgetown Institute of Languages and Linguistics  
1719 Massachusetts Avenue, N.W., Washington, D.C.  
22 September 1953 - 29 January 1954  
Cost: \$150.00  
One intelligence officer, GS-11

4. CSB/RR noted that the request for permission to seek employment elsewhere within CIA of one GS-12, appearing on the Board's agenda for consideration, did not indicate it had been considered by the individual's area chief. The Board approved the Chairman's suggestion that he discuss this request with the area chief and prepare a draft indorsement, to be submitted to the Board members individually for their approval, following this discussion.

5. CSB/RR asked that the two promotion actions from Intelligence Assistant GS-4 to GS-5, listed on the Board's agenda, be handled by the EX/RR, in view of the Board's policy to consider only those clerical promotions above the GS-5 level.

6. CSB/RR recommended approval of the following actions:

- a. Promotion of one intelligence officer, GS-13 to GS-14.
- b. Reassignment of one cartographic compilation aid, GS-5 to geographer/cartographer, GS-5.

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7. [REDACTED] reported that the Assistant Director had approved on 31 July 1953, the transmittal of the following request for non-CIA training to the Office of Training, this being for the second slot of the two made available to this Office by the Office of Scientific Intelligence for utilization by Special Commodities Branch, Materials Division, pursuant to memo to AD/RR from DAD/ST, 21 May 1953 (the first slot was filled per Item 5. d., CSB/RR M-16, 11 June 1953).

Weapons Orientation Course  
Sandia Base, Albuquerque, N.M.  
10-14 August 1953  
Cost to be determined by the Office of Training  
One intelligence officer, GS-13

~~S-E-C-R-E-T~~

8. CSB/RR noted that the Office of Training had approved the following request for non-CIA training (approved by CSB/RR, Item 3, M-19, 23-24 July 1953):

Air Weapons Orientation Course  
Maxwell Air Force Base, Montgomery, Alabama  
17-20 August 1953  
One Major, USAF

9. CSB/RR noted the transmittal of a memorandum to the CIA Career Service Board, dated 30 July 1953, requesting assignment of a career development slot to ORR to accommodate one intelligence officer, GS-11, during period of training at [REDACTED]

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10. a. In connection with Item 5, CSB/RR M-19, 23-24 July 1953, [REDACTED] informed the Board that arrangements had been completed with the Personnel Division to have the files of two of the individuals "shopped" on the proviso that the narrative evaluation required by CIA Notice [REDACTED] be submitted following the return to duty of the division chief. [REDACTED] also informed the Board in the case of the third person that his division had been requested to submit a narrative evaluation in accordance with this Notice and that in the interim an appointment had been arranged for the individual with the Chief, Administrative Staff.

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b. The Board, in line with its policy of considering all requests for inter-Office transfer, agreed that it should review such requests for permission to "shop," and should consider whether the requests should be forwarded to the Personnel Division with an appropriate indorsement by CSB/RR.

11. CSB/RR noted the transmittal of the Monthly Training Report to the CIA/CSB, and called attention to some errors that should be corrected when making the next report.

12. Notation was also made of receipt of a report from the Training Officer, St/A, that persons had received permission during the month of July to take courses at their own expense after hours.

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S E C R E T  
Security Information

CSB/RR - M-19(s)

ORR CAREER SERVICE BOARD  
Minutes of Special Meeting  
30 July 1953

PRESENT

Otto E. Guthe, AD/RR  
[REDACTED], Chairman

25X1A

A special meeting of the ORR Career Service Board was held this date to review the report prepared by the Chairman (in [REDACTED] absence) and [REDACTED] in accordance with Item 13, CSB/RR - M-19, 23-24 July 1953. The report with minor changes was recommended approved by the Board, approved by the Assistant Director, and is attached as Tab A.

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[REDACTED]

AUG 4 1953  
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TAB A  
CSB/RR - M-19(S)  
30 July 1953

FIRST ANNUAL REPORT OF THE ORR CAREER SERVICE BOARD

History

25X1A The ORR Career Service Board was established by ORR Office Notice  
25X1A R52-34, 24 July 1952, in accord with the terms of reference stated in CIA  
Notice [REDACTED], 19 June 1952 (later rescinded and replaced by CIA Regulation  
[REDACTED], 25 May 1953). The membership of the ORR Career Service Board consists of the Assistant Director (ex officio), the Executive (Chairman), the Training Liaison Officer, and the Chief of the Administrative Staff as permanent members, and three temporary members selected by the Assistant Director on the basis of a roster including all elements of the Office. The term of office of the temporary members is nine months.

During the past year the CSB/RR has held 19 regular and 5 special meetings.

Summary of Activity of CSB/RR During the Reporting Period

The CSB/RR accepted responsibility for recommending action to the Assistant Director in

- a. all inter-Office transfers of professional personnel;
- b. all inter-division transfers specifically referred to the Board by the Assistant Director, Executive, or Chief, Administrative Staff;
- c. all changes from clerical to professional status;
- d. all professional promotions from GS-13 to GS-14; and
- e. all clerical promotions above GS-5.

CSB/RR also accepted responsibility for recommending action to the Assistant Director on all requests for subsidization of training beyond normal pay and allowances and all training requests involving absence from normal duty, with or without pay, for periods of 60 days or more, and established interim criteria for acting on such requests.

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In addition to the above specific personnel actions, the Board adopted the following basic policy governing its consideration of requests for non-CIA training outside of normal working hours:

**"The Board**

- a. encourages training related to Agency activities undertaken by individuals on their own initiative and at personal cost (initiative of this type will be a factor in considering requests for additional training under Agency subsidization);
- b. will review with favor requests for training under Agency subsidization when such training is of direct benefit in improving the individual's performance in his assigned field of responsibility and/or has been specifically recommended by his superior; and
- c. considers training for advancement into another field of specialization -- e.g., clerical to professional or between professional disciplines -- to be the responsibility of the individual and, therefore, not subject to Agency subsidization, unless such training is requested of the individual by the Agency, or previous initiative of the individual in obtaining training at personal expense and for this purpose warrants special consideration."

Furthermore, the CSB/RR has reviewed and made recommendations on several proposals of the CSB/CIA and the Professional Selection Panel.

The Present Status of the ORR Career Service Board

The CSB/RR believes that it has established a minimum policy in all matters with which it is competent to deal. The CSB/RR does not believe that it has established minimum policy in all matters with which it is charged by CIA Regulation [REDACTED], 25 May 1953, to deal.

Under the cited regulation, CSB/RR should, as a first order of business, establish a Career Service Program for ORR which would provide for the utilization and development of career employees including their training, assignment, rotation, and advancement. As an adjunct to the concern which the CSB/RR has for ORR personnel on duty with other Offices, the Board should insure the proper execution of rotation plans for career employees from other parts of the Agency who are assigned to ORR on rotation. CSB/RR should concern itself with working conditions and benefits which can strengthen morale among the ORR personnel. The Board should review the personnel intake of the Office with a view to insuring the acquisition of persons with career possibilities. The regulation further authorizes the CSB/RR to maintain supporting groups as appropriate for handling specialized functions within the Office which apply to the concept of

career development. Of course, all of these points are included in a single statement of responsibility of the Board which appears as paragraph 5,c,(1) of the above-cited regulation, viz., "It is the responsibility of the (ORR Career Service Board) to advise (the Assistant Director) on all matters affecting the personnel of this (Office)."

In summary, it is the belief of the CSB/RR that it has not been as effective as it could have been during the past year. There are good and valid reasons why this is true. The Board believes that its effectiveness and usefulness can be enhanced if certain objectives of ORR are clarified. The Board feels that the personnel objectives in terms of the ORR mission need to be defined as a first step toward the establishment of ORR promotion, training, rotation, reassignment, and recruitment policies. Without knowing the long-range objectives of ORR, the Board considers itself not competent to formulate such policies.

Recommendations

That the Assistant Director appoint a committee to formulate a personnel policy in terms of the long-range objectives of ORR.

That the members of this committee include the Executive, the Special Assistant to the Assistant Director (in his capacity as Training Liaison Officer), Chief, Administrative Staff, Chief, Economic Research, Chief, Geographic Research, and Chief, Coordination.

That a final report of this committee be submitted to the Assistant Director not later than 1 October 1953.

That upon approval of the basic personnel policy by the Assistant Director, the CSB/RR be authorized to develop detailed promotion, training, rotation, reassignment, and recruitment policies within the framework of the basic personnel policy.

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Chairman  
ORR Career Service Board

APPROVED:



OTTO E. GUTHE  
Assistant Director  
Research and Reports

25X1A

CSB/RR - M-19

ORR CAREER SERVICE BOARD  
Minutes of Meeting  
23-24 July 1953

PRESENT

Chairman

25X1A

1. The Minutes of the 18th Meeting of the ORR Career Service Board (CSB/RR - M-18), 9 July 1953, were approved.

2. A critique of the Basic Intelligence Course was presented to the Board at its request by a member of the Office who had recently completed the course. It was felt that the course was extremely well-planned and beneficial to new employees, but with the exception of certain lectures was of little value to intelligence officers on duty four months or more. The speaker recommended that the course be compulsory only for new employees and personnel re-assigned from clerical to professional positions.

3. CSB/RR recommended approval of the following training for one individual currently on duty with this Office in an IAC position and directed [REDACTED] to sign the formal request upon its receipt for the Board:

25X1A

Air Weapons Orientation Course  
Maxwell Air Force Base  
Montgomery, Alabama  
17-20 August 1953  
One Major, USAF

4. CSB/RR recommended approval of a proposed memorandum addressed to the CIA/CSB requesting the assignment of a career development position to one intelligence officer GS-13 for a rotation assignment in the Office of Training.

5. The Board noted the requests of three intelligence officers for release from present assignment and change in career designation

S E C R E T

Security Information

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and directed [REDACTED] to contact the individuals to determine if intra-Office transfer could be effected to their satisfaction and to inform them that if this is not desired, change in career designation would be made following transfer. [REDACTED] was asked to report on his findings at the next meeting of the Board.

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6. CSB/RR noted the transmittal of a memorandum to the Personnel Director from the EX/RR in reply to request for concurrence in the assignment of ORR career designations to five individuals, stating that the Office concurred in the case of three of the individuals, the fourth having since resigned, and the fifth to be considered by the Board because the individual is not currently assigned to ORR. In connection with the latter case, the Board recommended that action be withheld pending determination of whether or not a slot is available for this individual within ORR, and that the Personnel Director be so informed.

7. CSB/RR agreed that consideration of all requests for career guidance submitted to it by individuals desiring transfer and/or change in career designation to further their CIA career was one of its major responsibilities. However, a number of questions arose in connection with items 5 and 6 above regarding the assignment of and changes in career designations, particularly with regard to time relationship between change in designation and actual or contemplated transfer. It was agreed the Board would, pending clarification of Agency policy, handle these matters on an ad hoc basis.

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8. [REDACTED] reported that the request for training of one geographer (cartographer) GS-12 was extended from 15 August to 22 August 1953 (Reference: CSB/RR M-18, 9 July 1953).

9. CSB/RR noted the transmittal of a memorandum to the Office of Training from one intelligence officer GS-13 requesting approval of changes in training program and concurred in this request (Reference: Item 5.b., CSB/RR M-14, 14 May 1953).

10. CSB/RR noted receipt of the report of one intelligence officer GS-12 on his attendance at a special course on gas turbines at the University of Michigan and recommended this report be forwarded to the Office of Training, through the AD/RR (Reference: Item 5.a., CSB/RR M-14, 14 May 1953).

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11. [REDACTED] reported the Office of Training had approved the request that additional funds be paid to one intelligence officer GS-7 to cover the cost of training in excess of the amount estimated (Reference: Item 15, CSB/RR M-18, 9 July 1953).

-2-

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S E C R E T  
Security Information

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12. [REDACTED] reported that the Office of Training had approved the 16 requests for attendance at the conference on the USSR at the School of Advanced International Studies (Reference: Item 2, CSB/RR M-18, 9 July 1953).

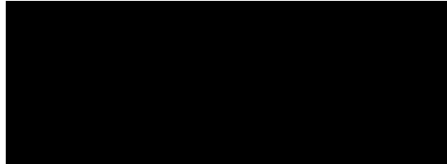
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13. In connection with Item 5, CSB/RR M-18, 9 July 1953, Mr. [REDACTED] reported on his meeting with the area chiefs regarding the establishment of a standardized ORR promotion policy. As a result of this meeting it was determined that prior to the formulation of a promotion policy, a personnel policy within the framework of CIA Regulations, 20 Series, would first need to be written defining qualification standards, the ORR training program, and the concept of career development within CIA.

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The Board accordingly directed that a study be prepared outlining the gaps existing in the present personnel policy, the Board's responsibilities in this connection, and requesting the AD/RR's approval of authority to develop a personnel policy designed to fill these gaps. [REDACTED] volunteered to prepare this study for submission to the Board at a special meeting next Thursday, 30 July 1953.

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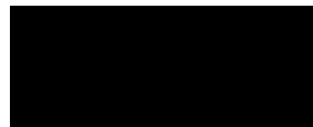
28 July 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board  
FROM : Secretary, ORR Career Service Board  
SUBJECT : Monthly Report of ORR Career Service Board  
REFERENCE : Memorandum from CIA Career Service Board, dated 23 October 1952  
requiring Monthly Report of ORR Career Service Board Activities

Forwarded herewith is a report of the status of training for the period 16 June through 15 July 1953. Minutes of CSB/ORR meetings of 25 June and 9 July 1953 have been forwarded to your Office.

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/s/



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S-E-C-R-E-T  
Security Information

SUMMARY

<u>15 JUNE</u>	<u>TRAINING</u>	<u>15 JULY</u>
1	Program C	1
0	Area Study	5
0	Air Weapons	1
4	Rotation Loan	3
6	Rapid Reading	11
1	Service Schools	1
26	Russian Language	23
0	Italian Language	0
11	German Language	8
0	Chinese Language	4
14	Basic Intelligence	32
2	Clerical Refresher	6
3	Various University Courses	4
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67		99

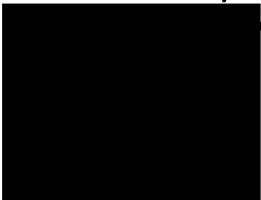
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CSB/RR - M-18

ORR CAREER SERVICE BOARD  
Minutes of Meeting  
9 July 1953

PRESENT

Otto E. Guthe, AD/RR  
Chairman



25X1A

1. The Minutes of the 17th Meeting of the ORR Career Service Board (CSB/RR - M-17), 25 June 1953, were approved.

2. CSB/RR recommended approval of 16 requests for attendance at a conference on the USSR at the School for Advanced International Studies of the Johns Hopkins University, 10-14 August 1953, at the Sheraton-Park Hotel, Washington, D. C.

3. CSB/RR recommended approval of the following request for non-CIA training and directed [redacted] to refer the matter to the individual's Area Chief prior to submission to the AD/RR for approval to ascertain whether the length of time requested for this training would be adequate:

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Special Instruction in Terrain Rendering  
University of Michigan  
2-15 August 1953  
No tuition; estimated cost of travel and per diem: \$515.00  
One Geographer (Cartographic) GS-12

4. CSB/RR recommended approval of the following promotion actions:

- a. One Secretary (Steno) GS-6 to GS-7
- b. One Administrative Clerk GS-6 to GS-7

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5. The Board directed [REDACTED], as Secretary of the Board and Chief of the Administrative Staff, to consult with the Area Chiefs and present their recommendations as well as other pertinent material to the Board for its consideration in recommending an Office promotion policy to the AD/RR (Reference: Item 8, CSB/RR M-17, 25 June 1953). It was recommended that the Area Chiefs review this matter within their respective areas prior to meeting with [REDACTED]

25X1A

6. The Board noted the Chairman's memorandum to the DD/I, dated 2 July 1953, in connection with the CIA/CSB Agenda for its 2 July Meeting. The Chairman informed the Board that in subsequent discussion with [REDACTED] Special Assistant (Admin.) for DD/I, it was learned that this matter has not as yet been settled.

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7. The Board discussed the memorandum received from the CIA/CSB, dated 22 June 1953, and agreed that the qualities listed therein, bearing on suitability for career service in CIA, generally covered the qualifications desired.

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8. At the request of the [REDACTED] CSB/RR considered the proposed rotation of one Intelligence Officer GS-12 from FDD to ORR and recommended approval of the rotation to D/A/RR for a period of three months. The Board approved the proposed reply of the Chairman to the OO/CSB and directed [REDACTED] to arrange the administrative details of the rotation assignment.

25X1A

9. CSB/RR discussed the memorandum received from the Chairman, GSO/CSB, dated 12 June 1953, concerning the initial career designation of one GSO employee (GS-5 Illustrator), and requested the Administrative Staff to arrange for interviews for this employee through the GSO/CSB to determine whether a transfer to ORR would be desirable in the event of a suitable vacancy in ORR and availability of a replacement in GSO.

10. CSB/RR noted the reassignment of one Statistical Clerk GS-5 to Intelligence Officer GS-5, because of the reclassification of the position. (See Item 9b, CSB/RR M-17, 25 June 1953, for action of Board on earlier Form 52 on this same individual transferring and promoting to GS-7 contingent on approval of the Area Chief; this approval was withheld.)

11. Notation was made of the transmittal of the Monthly Training Report to the CIA/CSB on 29 June 1953.

-2-

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S E C R E T  
Security Information

12. The Board considered a memorandum received from one Intelligence Officer GS-12 concerning training program changes and progress and directed [REDACTED] to request the necessary approval from the Office of Training of the suggested changes.

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13. Notation was made of the receipt of two reports on non-CIA training submitted in accordance with Office Regulation R50-13 -- one Intelligence Officer GS-15 who attended the Industrial College and one Intelligence Officer GS-14 who attended the Army War College. The Board requested that the latter individual submit an appendage to his report on the type individual who would benefit most by the course at the Army War College.

14. Notation was also made of the Training Report of persons who have received permission to take courses at their own expense after hours, submitted in accordance with Item 2, CSB/RR M-16, 11 June 1953.

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15. [REDACTED] reported that the Office of Training had considered the action of the Board concerning the case of [REDACTED] inadequate (Reference: Item 3, CSB/RR M-16, 11 June 1953). [REDACTED] briefed the Board on the case and the pertinent documents were reviewed. The Board reaffirmed its previous approval of the case and recommended that the AD/RR direct [REDACTED] to take all measures necessary to bring the case to a satisfactory close. (The AD/RR so directed [REDACTED])

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[REDACTED]

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CSB/RR - M-17

ORR CAREER SERVICE BOARD  
Minutes of Meeting  
25 June 1953

PRESENT

Chairman

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1. The Minutes of the 16th Meeting of the ORR Career Service Board (CSB/RR - M-16), 11 June 1953, were approved.

2. In connection with Item 6, CSB/RR M-16, [REDACTED] reported that an Agency precedent has been established approving subsidization of training for IAC personnel assigned to CIA.

25X1A

3. Notation was made of CSB/RR recommendation of approval of the following requests for non-CIA training hand-carried to Board members during the interim between CSB/RR M-16 and the present meeting:

- a. Chinese language and Chinese economy at Cornell University, University of Michigan, and a year's field work in the Far East for one Intelligence Officer GS-9, June 1953 to June 1955; cost to be determined by the Office of Training.

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[REDACTED] informed the Board that O/TR has approved the first phase (Cornell) of the above request for training and advised that based on the individual's performance while there, the second phase (Michigan) will be approved; also, if his work at Michigan is of a high level, then efforts will be made to have him sent to the Far East to complete the program.

- b. Special Program on Chinese Central Asia at Georgetown University for four Intelligence Officers (GS-13, 2-GS-11, GS-5), 29 June to 4 September 1953; cost to be determined by the Office of Training.

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██████████ advised that notification of approval of the above four requests had been received from O/TR.

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4. ██████████ directed the Board's attention to a copy of a memorandum addressed to him from one Intelligence Officer GS-12 furnishing a report on non-CIA training completed at George Washington University (Reference: CSB/RR M-13, 30 April 1953, approving request for training, and Office Regulation R50-13, 12 June 1953, requiring submission of report). A copy of this report has been transmitted to the Office of Training.

5. CSB/RR recommended approval of the following request for non-CIA training for one Intelligence Officer GS-15:

Russian Central Asia, Part One (Kagakhatan, Kirghizstan, Turkmanistan and Ugbekistan) and Russian Central Asia, Part Two (Caucasus, Black Sea, and Caspian Regions) at Georgetown University, 21 September 1953 to June 1954; cost to be determined by the Office of Training.

6. CSB/RR noted the following reassignment actions effected because of the reclassification of the positions involved:

- a. Three Clerk-Typists GS-4 to Intelligence Assistants GS-4
- b. One Clerk-Steno GS-5 to Intelligence Assistant GS-5

25X1A

7. The Chairman requested that ██████████ submit his recommendations at the next Board meeting on the Board's responsibility in connection with reassignments from clerical to professional positions other than those designated Intelligence Officer positions.

8. The Chairman requested that the Office promotion policy be placed on the Board's agenda for discussion at the next meeting, and stated that in the interim he would discuss both policy and procedures with the AD/RR.

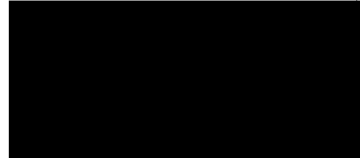
9. CSB/RR reviewed the following personnel actions:

- a. Promotion of one Intelligence Officer GS-13 to GS-14; recommended consideration be deferred pending further consideration by the Area Chief (Reference: Item 3, CSB/RR M-9, 5 March 1953).

-2-

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- b. Promotions of three Secretary-Stenocs GS-5 to GS-6 and one reassignment and promotion from Statistical Clerk GS-5 to Intelligence Officer GS-7. CSB/RR recommended approval providing that the Area Chief concerned indicated his approval.



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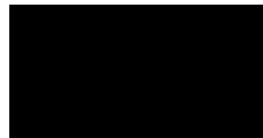
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Security Information

29 June 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board  
FROM : Secretary, ORR Career Service Board  
SUBJECT : Monthly Report of ORR Career Service Board  
REFERENCE : Memorandum from CIA Career Service Board, dated  
23 October 1952, requiring Monthly Report of ORR  
Career Service Board Activities.

Forwarded herewith is a report of the status of training for the period 16 May through 15 June 1953. Minutes of CSB/RR meetings of 19 May, 28 May, and 11 June 1953 have been forwarded to your office.

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S-E-C-R-E-T  
Security Information

SUMMARY

<u>15 MAY</u>	<u>TRAINING</u>	<u>15 JUNE</u>
4	Rotation Loan	4
1	Service Schools	1
21	Rapid Reading	6
0	Basic Intelligence	14
12	Russian Language	26
1	Italian Language	0
5	German Language	11
11	Clerical Refresher	2
1	Program C	1
11	Various University Courses	3
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S-E-C-R-E-T



CSB/RR - M-16

ORR CAREER SERVICE BOARD  
Minutes of Meeting  
11 June 1953

PRESENT

 Chairman

25X1A

1. The Minutes of the 15th Meeting of the ORR Career Service Board (CSB/RR - M-15), 28 May 1953, were approved.
2. The Board noted the transmittal of the Monthly Training Report to the CIA Career Service Board on 29 May 1953, and requested that the name of the individual presently attending the training facility at Regensburg, Germany, be included in this report. The Board requested that in addition to this Monthly Training Report it be furnished each month with a list of all persons who have received permission to take courses at their own expense after hours.
3. Notation was made of the Board's concurrence 5 June 1953 in memorandum to the Director of Training requesting an additional sum of money be paid to one Intelligence Officer GS-7 to cover the cost of his training at Columbia University in excess of the figure estimated.
4. Notation was also made of a memorandum to the Director of Training from the Chief, Strategic Division, 4 June 1953, requesting the withdrawal of one Secretary-Steno GS-5 from the Second Semester Elementary Russian Course at the U.S. Department of Agriculture Graduate School which had been approved by the Board on 14 May 1953 (CSB/RR M-14). At the Chairman's request  was to determine whether the individual withdrew from the course before any payment had been made to her by the Office of Training and whether any expenditure of funds had been made by either the individual or the Government.  subsequently reported to Chairman, CSB/RR, that this course had never been fully organized, pending knowledge of number of applicants, and that no funds had been furnished the individual by O/TR or spent by the applicant.)

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5. CSB/RR recommended approval of the following non-CIA training requests:

- a. "Advanced Readings in Chinese" -- Cost: \$67.50  
Institute of Languages and Linguistics  
Georgetown University  
22 June through 15 August 1953  
One Intelligence Officer GS-9
- b. Chinese Language Course -- Cost: \$76.25  
Tutorial Arrangement  
One Intelligence Officer GS-7
- c. "First Year Russian" -- Cost: \$64.00  
George Washington University  
23 June to 17 August 1953  
One Secretary-Steno GS-5
- d. "Weapons Orientation Course"  
Cost: To be determined by Office of Training  
Sandia Base, Albuquerque, N. M.  
30 June through 3 July 1953  
One Intelligence Officer GS-14

25X1A

6. With reference to a specific request, the Board discussed the eligibility for training of IAC personnel on detail with this Office. [REDACTED] reported the Office of Training had informed him that, while no official statement of Agency policy had been made, O/TR looked with favor on making opportunities available for IAC personnel on grounds of general advantage to the U.S. Government. In addition, it appeared in this case that the individual was at the beginning of his tour with this Office, so that the Agency also might expect to benefit. It was further pointed out that none of the available group courses, at less expense to the Government, suited the requirements in this case. On these considerations, the Board recommended approval of the following course:

"Special Russian Reading Course" -- Cost: \$5.00 per hour  
Berlitz School of Languages  
15 June through 15 October 1953, 3 hours per week  
One Lt. Commander, USN

7. CSB/RR recommended that a request for non-CIA training together with release from Office duties for one day a week not be approved in its present form, but authorized the Secretary to approve for the Board a request for payment of the following training should the request be resubmitted without any request for Office time:

"Intermediate Economic Theory" -- 22 June to 31 July 1953  
"Business Statistics" -- 3 August to 11 September 1953  
American University -- Cost: \$78.00  
One Intelligence Officer GS-12

S E C R E T

25X1A

The Board directed [REDACTED] to prepare a memorandum to the individual's division chief informing him of the Board's recommendation.

8. CSB/RR recommended approval of the following reassignment and promotion actions:

- a. Promotion of one Administrative Clerk GS-5 to Administrative Assistant GS-6.
- b. Promotion of one Intelligence Officer GS-13 to GS-14.
- c. Promotion of one Editorial Clerk GS-5 to GS-6.
- d. Reassignment of one Secretary-Steno GS-5 to Intelligence Officer GS-5.

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CONFIDENTIAL

Security Information

OFFICE OF RESEARCH AND REPORTS

24 July 1952

Office Notice R52-34

SUBJECT : Institution of RR Career Service Board

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REFERENCE: [REDACTED]

1. Pursuant to Tab B, Section III of reference, the ORR Career Service Board will be composed of the following:

a. Permanent Members - The Assistant Director; the Deputy Assistant Director-Executive, Chairman; the Training Liaison Officer, and the Chief of the Administrative Staff.

b. Rotating Members - There will be at all times three rotating members, including at least one woman, selected by roster from Office units. Initial designations are: Dr. O. E. Guthe, Deputy Assistant Director-Geography; [REDACTED], Chief, Industrial Division; and [REDACTED], Administrative Assistant to the Assistant Director.

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c. Secretariat - The Chief, Administrative Staff, will provide such secretarial support as may be found necessary.

2. Roster of rotating members will be published later.

3. The responsibilities of this Board are as outlined in Tab B, Section III, C., of reference.

4. The ORR Career Service Board will meet on call of the Chairman.

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[REDACTED]  
ROBERT AMORY, JR.  
Assistant Director

ORR Distribution No. 3

CONFIDENTIAL

ONE



C O P Y

S-E-C-R-E-T  
Security Information

22 June 1953

MEMORANDUM FOR: Executive Secretary  
CIA Career Service Board

SUBJECT : Report of ONE Career Service Board for  
Month ending 19 June 1953

The ONE Career Service Board met at 4:00 on Friday, 19 June,  
and took action as follows:

- 25X1A a. Replacement for [REDACTED] selected to attend  
the forthcoming course at the Air War College;

Action: AD/NE will discuss this requirement with  
AD/CI in view of the fact that ONE recently  
agreed to the transfer of [REDACTED]  
to OCI.

25X1A

- 25X1A b. Assignment for [REDACTED], currently ONE representative,  
25X1A [REDACTED]

Action: DAD/NE/A will write [REDACTED] to inform him  
that ONE wishes him to head up Soviet Group  
of ONE Staff on his return this fall

25X1A

- c. Promotion Action on Member of Staff;

Action: Defer promotion until further testing.

- d. Review of Staff Requirements for additional members  
in General Group;

Action: Each member of Board to keep on lookout for  
prospective General Group material. One  
ONE Specialist considered good current pros-  
pect. No immediate action to be taken.

- e. Clarification of status of Staff Specialists now in  
DD/P in whom ONE has reversionary rights;

Action: DAD/A to discuss matter with DD/P Division  
or Staff heads for whom these individuals  
are now working.

S-E-C-R-E-T

S-E-C-R-E-T  
Security Information

f. Intra-Office Rotation for Three Staff Members:

Action: Approved in principle but no immediate moves authorized

g. Giving Support Staff personnel more direct representation on the ONE Career Service Board:

Action: Board voted unanimously to increase its membership in order to do so, and elected ~~James W. [redacted]~~ ONE Administrative Officer, to fill this vacancy.

25X1A

25X1A

/s/

[redacted]  
Vice Chairman  
ONE Career Service Board

- 2 -

S-E-C-R-E-T

CENTRAL INTELLIGENCE AGENCY  
OFFICE OF NATIONAL ESTIMATES

30 July 1952

O/NE NOTICE NO. 68

SUBJECT : O/NE Career Service Board

REFERENCE : Section III of the Final Report of the Career Service Committee, approved by the DCI on 19 June 1952

1. The O/NE Career Service Board is hereby established.
2. The composition of the O/NE Career Service Board is as follows:

Dr. Sherman Kent (ex officio)

25X1A

 Secretary (non-voting)

3. It will be the responsibility of this Board to:
  - a. Serve as advisor to the Assistant Director on all matters pertaining to the Career Service Program.
  - b. Direct within the Office the application and functioning of the Career Service Program, including but not limited to:
    - (1) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.
    - (2) Sponsoring, developing and executing the Career Service Program of the Office, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.

SECRET

- (3) Reviewing Personnel Evaluation Reports and proposed development plans for individuals in terms of training, assignment, advancement, rotation and promotion.
  - (4) Recommending cancellation or continuance of career development actions.
  - (5) Participating in the development and execution of approved extra-Office rotation systems.
  - (6) Submitting a semi-annual Personnel Evaluation Report to the Sponsoring Office on each rotation appointee from another Office.
  - (7) Ensuring that the rotation appointees detailed by their Office to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by their Office are productive and their assignments commensurate with the purpose of the appointments.
  - (8) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps".
  - (9) Reviewing continuously the personnel intake of the Office, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.
- c. Supervise supporting groups or Boards as appropriate for handling specialized functions, assigning to them Office personnel as necessary.

25X1A

SHERMAN KENT  
Assistant Director  
National Estimates

- 2 -

SECRET

OCI

Minutes of the Fourteenth Regular Meeting  
of the OCI Career Service Board  
Held 17 August 1953

25X1A

Present:  Acting Chairman

 Executive Secretary,  
Agency Career Service Board

NOTE: Copies of minutes transmitted to Staff and Division Chiefs for their advice and guidance will be detached from material for general circulation, since distribution of these minutes is strictly limited.


1. The Fourteenth regular meeting of the OCI Career Service Board was held at 1400 hours, 17 August 1953, in the Situation Room.

2. The minutes of the previous Career Service Board Meeting were approved.

3. Old Business

a. The tabulation of the 56 training items, approved by the Board for distribution to all OCI Personnel, is now in the process of preparation. The Training Liaison Officer informed the Board that this project will take quite a while before it is completed.


25X1A

b.  presented a list of seventeen individuals who went on Area Refresher Trips during the period of June 1952 to June 1953. This report was received and noted by the Board.

4. The following reports were received:

a. Benefits and Promotion Policy

25X1A

 presented a list of four GS-11 and below and seven GS-12 and above whose promotion actions had been processed since 15 July 1953.

This report was received and noted by the Board.

*SECRET*

b. Rotation, Personnel Evaluation, and Supervision

1. On 31 July 1953 fifty Career Development Slots were administratively assigned to the Office of Deputy Director (Administration). These fifty Career Development Slots have been reduced to forty. Career Development Slots will be allocated on an individual basis to the various offices by the CIA Career Service Board for training and other career development purposes. Such slots will be allocated to facilitate development actions which are justified and which require an individual's absence from his assigned work for longer than six months, and will terminate upon completion of such training or career development action. The Office concerned will be required to plan for the individual's reassignment within its normal personnel ceiling.

When Career Development Slots are required for the purpose of providing training and for the purpose of providing career development actions other than training, as provided for under Public Law 110, and in accordance with applicable CIA Regulations, the allotment of Career Development Slots by the CIA Career Service Board will be made on the basis of joint recommendation of the Assistant Director (Personnel) and Director of Training in each case.

2. The request for a Career Development Slot for [REDACTED] to participate in Program C (Russian Area and Language Training School at [REDACTED] was forwarded to the CIA Career Service Board. [REDACTED] was transferred, effective 2 August 1953, to a JOT slot on the Office of Training Table of Organization, pending clarification of the Career Development Slots.

25X1A

25X1A

25X1A

3. The action authorizing the Career Development Slots has also cancelled the three Rotation Loan Slots assigned to OCI. Of these three Rotation Loan Slots, only one was occupied as of 31 July 1953 and that by [REDACTED]. Action must be taken by 31 August 1953 to reassign [REDACTED] to a Career Development Slot. Action also will be taken to reassign [REDACTED] to a Career Development Slot.

25X1A

25X1A

25X1A

SECRET

c. Selection and Procurement

25X1A

[REDACTED] gave the following report for the period  
15 July 1953 to 12 August 1953:

25X9

[REDACTED]

During this period there were two resignations, one separation and two transfers. It was also pointed out that one OCI employee is scheduled to be transferred in the near future to the Strategic Intelligence Division, [REDACTED]

25X1A

Twelve individuals were put in process for various Staffs and Divisions.

Five individuals were cancelled out during this period. Three of these declined our offer and two were withdrawn at the request of Personnel Division, CIA. These five were in process for clerical and secretarial positions.

Six individuals entered on duty in OCI during this period.

This report was received and noted by the Board.

d. Training and Plans

The following report was given on the Status of Training:

Twenty-seven OCI employees attended the Eleventh Agency Orientation Course held at the Department of Agriculture Auditorium 4 August through 7 August 1953.

Nominations for CIA Training Courses submitted to the Office of Training for the following:

Clerical Refresher Course, [REDACTED]  
Intelligence Staff and [REDACTED] Western  
Division.

25X1A

25X1A

The requests for nomination to the Conference on USSR at the School of Advanced International Studies, Johns Hopkins University, have been approved by the Office of Training for the following named individuals:



25X1A

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Minutes of the Thirteenth Regular Meeting  
of the OCI Career Service Board  
Held 20 July 1953

25X1A

Present: [REDACTED] Acting Chairman

[REDACTED] Executive Secretary  
Board

(NOTE: Copies of minutes transmitted to Staff and Division Chiefs for their advice and guidance will be detached from material for general circulation, since distribution of these minutes is strictly limited.)

1. The Thirteenth regular meeting of the OCI Career Service Board was held at 1400 hours, 20 July 1953, in the Situation Room.

2. The minutes of the previous Career Service Board meeting were approved.

3. Old Business

At its last regular meeting the Board directed that a memorandum be forwarded to the CIA Career Service Board requesting two additional rotation slots. This request was forwarded to the CIA Career Service Board 23 June 1953. [REDACTED] Executive Secretary, Agency Career Service Board, advised this Office that the Agency is in the process of reassigning rotation slots to the Agency Career Service Board.

25X1A

4. The following reports were received:

a. Benefits and Promotion Policy

25X1A [REDACTED] presented a list of seven GS-11 and below and two GS-12 and above whose promotion actions had been processed since 15 June 1953.

25X1A [REDACTED] submitted a report on the promotion record of four area divisions.

This report was received and noted by the Board.

**SECRET**

b. Rotation, Personnel Evaluation and Supervision

No report was submitted for this period.

c. Selection and Procurement

25X1A

[REDACTED] gave the following report for the period 10 June 1953 to 15 July 1953:

25X9

[REDACTED]

During this period there were four resignations, one transfer and one transfer pending.

Eighteen individuals were put in process for various Staffs and Divisions.

Six individuals were cancelled out during this period. Four declined our offer, one was disapproved by the Agency for security reasons and one was disapproved for medical reasons. Three of these were in process for professional positions and three for clerical positions.

During this period twelve individuals entered on duty in OCI.

This report was received and noted by the Board.

d. Training and Plans

(1) The Training Liaison Officer advised the Board that the Watch Officer Program is progressing, and that within a few months the CIA Watch Office will be able to take over the responsibilities of the IDO.

(2) The following report was given on the Status of Training:

Nominations for CIA Training Courses submitted to the Office of Training for the following:  
Language Courses (CIA), [REDACTED]  
Western Division; Clerical Refresher Course,  
[REDACTED], Far Eastern Division.

25X1A

25X1A

25X1A

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5. Agency Career Service Board

25X1A

[REDACTED] informed the Board that Mr. Huntington D. Sheldon, AD/CI has been appointed to the Agency Career Service Board for a period of six months beginning 1 July through 31 December 1953 to succeed Mr. Sherman Kent, whose membership expired 30 June 1953.

25X1A

[REDACTED] stated that fifty rotation slots will be reserved for the Agency Career Service Board subject to the approval of the Director, and will be allotted to facilitate development actions which are properly justified and which require an individual's absence from his assigned work for longer than six months. He further stated that the allotment of these slots will terminate upon completion of training or other career development for which they were designated.

6. New Business

The Board approved the interim action of the Training Liaison Officer in approving the request for nominations to the Conference on USSR at SAIS.

25X1A

[REDACTED] will inform [REDACTED] of action to be taken in reassigning [REDACTED] rotation slot vacated by [REDACTED]

25X1A

25X1A

The Board approved the recommendation of the Training Liaison Officer that he be given authority to request the sponsoring office to cancel out or defer planned training when request for training is in excess of OCI's fixed program for FY-1954. 25X1A

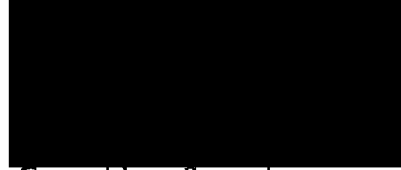
The Board approved the suggestion of [REDACTED] that the Area Refresher Program for FY-1953 be reviewed and a report submitted to the Board at its next regular meeting.

**SECRET**

7. Adjournment

The meeting was adjourned at 1505 hours.

25X1A



Executive Secretary  
OCI Career Service Board

Distribution:

Members, OCI Career Service Board  
Chief, Career Development Staff  
OCI Personnel Officer

Minutes of the Twelfth Regular Meeting  
of the OCI Career Service Board  
Held 15 June 1953

25X1A

Present:



Acting Chairman

Executive Secretary

Agency Career Service Board

(NOTE: Copies of minutes transmitted to Staff and Division Chiefs for their advice and guidance will be detached from material for general circulation, since distribution of these minutes is strictly limited.)

1. The Twelfth regular meeting of the OCI Career Service Board was held at 1400 hours, 15 June 1953, in the Office of the Assistant Director.

2. The minutes of the previous Career Service Board Meeting were approved.

3. Old Business

None

4. The following reports were received:

a. Benefits and Promotion Policy

25X1A [redacted] presented a list of thirteen GS-11 and below and two GS-12 and above whose promotion actions had been processed since 18 May 1953.

25X1A [redacted] will make a comparative analysis of the promotion record of the four area divisions and submit a report of his findings to the Board at its next regular meeting.

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COS/3

b. Rotation, Personnel Evaluation and Supervision

The Training Liaison Officer requested permission of the Board to submit a formal request to the CIA Career Service Board for two additional rotation slots for the purpose of allowing OCI employees to participate in the two year training programs at [REDACTED] and to insure complete control over OCI employees who participate in these programs.

25X1A

This request was approved by the Board.

25X1A

In response to [REDACTED] request for approval of Career Service planning for [REDACTED] over a period of several years, [REDACTED] stated that career planning should be shown on the Personnel Evaluation Report. It was suggested that the PER be made OCI's official plan for each individual.

25X1A

25X1A

c. Selection and Procurement

25X1A

[REDACTED] gave the following report for the period 14 May 1953 to 10 June 1953:

25X9

[REDACTED]

During this period there were three resignations and five transfers.

Twenty individuals were put in process for various Staffs and Divisions.

Seven individuals were cancelled out during this period. Five of these declined, one was withdrawn at OCI request and one was disapproved by the Agency for security reasons. Four of these were in process for professional positions and three for clerical positions.

Six individuals entered on duty in OCI during this period.

This report was received and noted by the Board.

*SECRET*

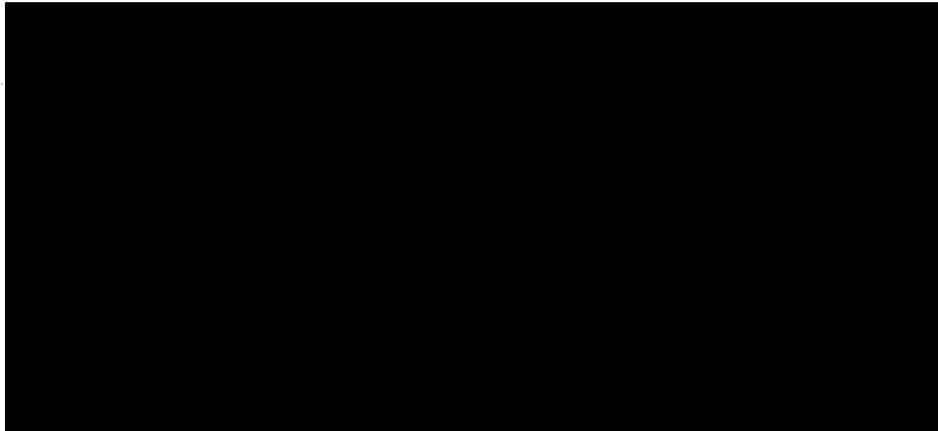


25X1A

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25X1A




This report was received and noted by the Board.

5. New Business

25X1A


 recommended that the Training Requirements Plan considered by the Board as Tab D, be followed, with reasonable flexibility for substitution and interchange, and that improvised training plans proposed from time to time and not provided for therein be adopted only when substituted for planned activity or when planned for in FY 1956.

25X1A

 also recommended that the 56 items listed be tabulated, with brief comment, for distribution to OCI personnel as an inventory of available training opportunities.

The Board approved these recommendations.

25X1A

The Board agreed that all requests for exemption or deferment from the Basic Intelligence Course (in accordance with CIA Regulation ) should be routed through the Board for its approval or disapproval, and that justification be in more detail than heretofore.

The meeting was adjourned at 1155 hours.



25X1A

Executive Secretary  
OCI Career Service Board

Distribution:

Members, OCI Career Service Board  
Chief, Career Development Staff  
OCI Personnel Officer

**SECRET**

C O P Y

S-E-C-R-E-T  
Security Information

CENTRAL INTELLIGENCE AGENCY  
OFFICE OF CURRENT INTELLIGENCE  
Washington, D. C.

OCI NOTICE NO. 52-7  
OCI Career Service

11 July 1952

1. On 13 June 1952 the Director of Central Intelligence approved a Career Service Program for the Agency, under which members of the Agency are offered certain career opportunities. The details of this Program are outlined in CIA Notice [REDACTED] dated 19 June 1952, copies of which have been distributed to all OCI Division and Branch Chiefs. These may be read by anyone in OCI, and distribution to each individual will be made as soon as practicable.

25X1A

2. On 19 June 1952 the first implementing regulation was issued by the Office of Current Intelligence, OCI Regulation No. 70-2, setting up the Career Service Board comprising the Assistant Director, the Deputy Assistant Director, and Chiefs of the Policy and Liaison, Intelligence and Publication Staffs. The first meeting of the Board was held 9 July and action was taken to put into effect certain provisions of the Program pertaining to planned training, rotation and development of individual careers in OCI. It will be noted that in CIA Notice [REDACTED] certain career benefits will not be available until authorized by Government legislation.

25X1A

3. The Deputy Chief, Policy and Liaison Staff, has been designated permanent non-voting secretary of your Career Service Board, to whom all inquiries and suggestions should be addressed with respect to the Career Service program.

4. The individual members of OCI Career Service Board will welcome suggestions and will keep you informed with respect to developments.

/s/ H. D. Sheldon

H. D. SHELDON  
Assistant Director,  
Current Intelligence

Distribution No. 3

S-E-C-R-E-T  
Security Information

C O P Y

S-E-C-R-E-T  
Security Information

OFFICE OF CURRENT INTELLIGENCE, CIA, REGULATION

NUMBER OCI 70/2

OCI CAREER SERVICE BOARD

19 June 1952

A. POLICY

CIA requires that each Office establish a Career Service Board to perform certain functions for that Office under the CIA Career Service Program. OCI policy provides that fullest use be made of the career facilities of the Agency as they particularly apply to the specific needs of OCI or as they afford an opportunity for the professional improvement of individuals in OCI.

B. RESPONSIBILITIES WITHIN OCI

The OCI Career Service Board is hereby established and shall consist of the following members;

- Chairman - Assistant Director (ex officio)
- Member - Chairman, Publications Board
- Member - Chief, Policy & Liaison Staff
- Member - Chief, Intelligence Staff
- Secretary - Non-voting - OCI Personnel Officer - Serves as Secretariat in performing staff support for the Board.

In the justified absence of one or more of the specified members his Deputy should attend. Should a vacancy exist in any of the designated positions, the Assistant Director will designate a temporary member of the Board for the period of such vacancy. Meetings are held regularly on the last Monday of each month but may be cancelled or postponed by the Chairman. Additional meetings may be held on the Chairman's call. Three members will constitute a quorum.

- C. The mission of the OCI Career Service Board is to serve the Assistant Director, Current Intelligence, in all matters concerning the Agency Career Service. The Board is responsible to the Assistant Director for the operation of the Career Service Program within OCI in accordance with policy established by the CIA Career Service Board. It is responsible for collaboration with other Office Boards on inter-Office career service

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Security Information

C O P Y

S-E-C-R-E-T  
Security Information

OFFICE OF CURRENT INTELLIGENCE, CIA, REGULATION  
OCI CAREER SERVICE BOARD

NUMBER OCI 70/2

problems. It is the final authority in recommending to the Assistant Director all matters concerning rotation, training, advancement and assignment of individuals in OCI. It is primarily concerned with the implementation of policy and with the review of detailed recommendations concerned with the careers of OCI individuals.

D. FUNCTIONS

The OCI Career Service Board shall:

1. Serve as advisor to the Assistant Director on all matters pertaining to the Career Service Program. ✓
2. Direct within the Office the application and functioning of the Career Service Program, including but not limited to: ✓
  - a. Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program. ✓
  - b. Sponsoring, developing and executing the Career Service Program of OCI, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board. ✓
  - c. Recommending cancellation or continuance of career development actions. ✓
  - d. Participating in the development and execution of approved extra-Office rotation systems. ✓
  - e. Submitting a semi-annual Personnel Evaluation Report to the Sponsoring Office on each rotation appointee from another Office. ✓
  - f. Ensuring that the rotation appointees detailed by OCI to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by OCI are productive and their assignments commensurate with the purpose of the appointments. ✓

-2-

S-E-C-R-E-T  
Security Information

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Security Information

OFFICE OF CURRENT INTELLIGENCE, CIA, REGULATION

NUMBER OCI 70/2

OCI CAREER SERVICE BOARD

19 June 1952

- g. Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps". ✓
- h. Reviewing continuously the personal intake of OCI, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality. ✓
- 3. Supervise supporting groups or Boards as appropriate for handling specialized functions, assigning to them Office personnel as necessary. ✓
- 4. Reviewing Personnel Evaluation Reports and proposed development training. ✓
- 5. Review and recommend advancement and promotion plans for individuals; including, but not limited to:
  - a. Special training courses within OCI.
  - b. Nominees for courses outside OCI.
  - c. Planned progression within OCI for the career development of key individuals.
  - d. Long-range planning to include rotation and training assignments outside OCI.
  - e. Reassignment and advancement involving more than one Division or Staff.
  - f. All OCI promotions into grade GS-12 and above.

/s/ Kingman Douglass

KINGMAN DOUGLASS  
Assistant Director,  
Current Intelligence

Distribution No. 2

-3-

Security Information

OSI

CONFIDENTIAL  
Security Information

Approved For Release 2001/08/29 : CIA-RDP78-03578A000200020001-8

MINUTES

OSI CAREER SERVICE BOARD

15 July 1953


25X1A

PRESENT:

 Chairman

1. The minutes of the previous Board meeting were approved as written.

25X1A

2.  brought the Career Service Letter No. 1 to the attention of the Board. This Letter will be disseminated to the division and staff chiefs. The OSI Career Service Board is continuing to implement the suggestions in the Letter and will make recommendations to the CIA Career Service Board on matters for their consideration.

3. One promotion request was reviewed and the Board will submit its recommendation to the Assistant Director.

4. Nineteen Personnel Evaluation Reports were reviewed by the Board and four were returned to Division Chiefs for more specific information.

5. One application for an indoctrination at Fort Knox, Kentucky was approved.

6. Two applications for the Strategic Intelligence School commencing 7 August 1953 were reviewed and the division chiefs concerned will be notified of the decisions of the Board.

7. Working List #2, subject "Qualities Bearing on Suitability for Career Service in CIA" presented by the Professional Selection Panel for comments of the Career Service Boards was discussed. The OSI Career Service Board made the recommendation that the list of basic qualities contain fewer factors to be considered and that a suggested list be submitted to the Panel.

(Continued)

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CONFIDENTIAL  
Security Information

Approved For Release 2001/08/29 : CIA-RDP78-03578A000200020001-8

8. The individual evaluations of the Intermediate Intelligence Course completed 26 June were discussed. It was the decision of the Board to have [REDACTED] carefully study the evaluations, and discuss the course with those who attended, review the curriculum, obtain the Office of Training's opinions of the course and report his conclusion of the value of the course at the next Board Meeting.

25X1A

9. A status report on Personnel Evaluation Reports was presented by the Secretary and the Board agreed that such a report will be given once a month.

10. The monthly Training Activities Report and a summary of training activities for 1952 and the first 6 months of 1953 were reviewed.

25X1A

[REDACTED]  
Secretary

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C O N F I D E N T I A L

Approved For Release 2001/08/29 : CIA-RDP78-03578A000200020001-8

MINUTES

OSI CAREER SERVICE BOARD

1 July 1953

25X1A

PRESENT:

 Chairman

1. The minutes of the previous Board meeting were approved as written.
2. Sixteen requests to attend the Conference on USSR at the Johns Hopkins University, School for Advanced International Studies, from 10-14 August 1953, were approved.
3. Fifteen Personnel Evaluation Reports were reviewed by the Board and two were returned to Division Chiefs for additional information.
4. Discussion on "Qualities Bearing on Suitability for Career Service in CIA" was postponed until the next Board meeting.

25X1A

  
Secretary

C O N F I D E N T I A L

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JUL 20 1953  
COS/13

MINUTES

OSI CAREER SERVICE BOARD

18 June 1953

25X1A

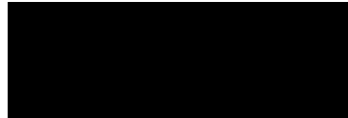
PRESENT:



Guest

1. The minutes of the previous Board meeting were approved as written.
2. One promotion request was received and the Board will submit its recommendation to the Assistant Director.
3. Three requests for external professional training were approved.
4. Personnel Evaluation Reports were reviewed and found satisfactory. PER's processed after this date will have the routing sheets attached when presented to the Board.
5. The report on the Training Activities for the month of June was reviewed by the Board.
6. The question of additional rotation slots for OSI was discussed and it was agreed that at a later date three more slots would be requested.

25X1A



Secretary

CS/6

CONFIDENTIAL  
Security Information

MINUTES

OSI CAREER SERVICE BOARD

3 June 1953

25X1A

PRESENT:



Chairman

1. The minutes of the previous Board meeting were approved as written.
2. Nominations for the Weapons Orientation Course, Sandia Base, New Mexico were considered and two nominees were selected to attend the courses given 4-7 August and 18-21 August respectively.
3. One promotion request was reviewed and the Board will submit its recommendation to the Assistant Director.
4. Three requests for external Russian language training were approved.
5. Personnel Evaluation Reports were reviewed and found satisfactory. It was agreed that the original PER would be reviewed by the Board before it is forwarded to Personnel.
6. The attached status report on the Reports Writing Course was presented by the Secretary.

25X1A



Secretary

1958  
COS/3

**C O N F I D E N T I A L**

**Security Information**

**OFFICE OF SCIENTIFIC INTELLIGENCE**

**Notice No. 52-55**

**DATE : 21 November 1952**

**SUBJECT : OSI Career Service Board**

**REFERENCE: CIA Notice No. [REDACTED], dated 19 June 1952**

25X1A

**1. Purpose**

This is to set forth OSI organization and functions and delineate policy to implement the CIA Career Service Program by establishing a Career Service Board to perform certain functions for OSI (CIA Notice No. [REDACTED] 19 June 1952).

25X1A

**2. Organization and Functions**

- a. The OSI Career Service Board shall consist of the following members:

Assistant Director (Chairman ex officio)  
Deputy Assistant Director, Chairman  
Executive Assistant  
Chief, General Services Staff  
Two Division and/or Staff Chiefs (rotating, to be appointed by the Chairman)  
Chief, Administration Branch, Secretary, non-voting

The Board shall meet subject to the call of the Chairman. Three members shall constitute a quorum. All Division and Staff Chiefs shall receive minutes of the meetings for further dissemination.

- b. The OSI Career Service Board is responsible to the Assistant Director for the formulation and operation of an OSI Career Service Program in accordance with CIA Career Service Policy and with due consideration for the special needs of OSI.

DEC 22 1952  
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**C O N F I D E N T I A L**

**Security Information**

c. The OSI Career Service Board shall:

- (1) Serve as adviser to the Assistant Director (or Office head) on all matters pertaining to the Career Service Program.
- (2) Supervise the formulation and implementation of a proposed OSI Career Service Program designed to attract, develop, and maintain with the Agency competent scientific intelligence officers and the supporting intelligence research and administrative personnel.

This program shall establish adequate policy and criteria as to recruiting, training, rotation, promotion, maintenance of professional competence, and special inducements, as consistent with CIA policy and regulation.

- (3) Direct within the Office the application and functioning of the Career Service Program, including but not limited to:
  - (a) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for the improvement of the Career Service Program.
  - (b) Sponsoring, developing and executing the Career Service Program of OSI, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.
  - (c) Reviewing Personnel Evaluation Reports and proposed development plans for individuals in terms of training, assignment, advancement, rotation and promotion.
  - (d) Recommending cancellation or continuance of career development actions.
  - (e) Participating in the development and execution of approved extra-Office rotation systems.

**C O N F I D E N T I A L**

C O N F I D E N T I A L

Security Information

- (f) Submitting a semi-annual Personnel Report to the Sponsoring Office on each rotation appointee from another Office.
- (g) Ensuring that the rotation appointees detailed by OSI to another office are not overlooked for warranted promotion and ensuring that rotation appointees received by OSI are productive and their assignments are commensurate with the purpose of the appointments.
- (h) Reviewing continuously personnel turnover and the conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps."
- (i) Reviewing continuously the personnel intake of OSI, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.
- (j) Review and recommend development and promotion plans for individuals, including:
  - (a) All OSI promotions to the grade of GS-12 and above.
  - (b) All transfers from clerical to professional status.
  - (c) Training assignments exceeding one or more months absence from the Office.

1. Policy

- a. It shall be the policy of this Office to give the fullest possible support to the professional development and advancement of its employees in accordance with the objectives of the CIA Career Service Program. Plans for the training, rotation, advancement and reassignment of OSI personnel will not be imposed without prior employee consultation, and shall be arrived at

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to the mutual satisfaction of the employee, his supervisor, and the Board whenever possible.

- b. The OSI Career Service Board is in no way a substitute for any aspect of the normal employee-supervisor relationship. It shall continue to be the policy of OSI that an individual in a Division or Staff will first take up his personnel problems, including those matters coming under the jurisdiction of the Career Service Program, with his immediate supervisor or his Division Chief. The problem should normally be discussed and settled by conferences between the individual and his supervisor with adequate counsel from the Administrative Officer, OSI.
- c. In those cases where the individual so desires, he may appeal from a decision of his immediate supervisor and Division Chief affecting his career directly to the OSI Career Service Board through the Administrative Officer, OSI.

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Assistant Director  
Scientific Intelligence

Distribution No. 5

- 4 -

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Minutes of the Eighth Meeting of the Career Service Board  
22 July 1953

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The eighth meeting of the Career Service Board convened this date at 1200 hours. Present were:

George G. Cury, Chairman

Member

Member

Member

Acting Member

Member

Member

Member

Secretary (non-voting)

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1. The Chairman advised that the 13 employees transferring from FDD to [redacted] should be advised that they may request their career designations changed if they so desire.

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2. Career Service Letter No. 1 was discussed with particular emphasis on paragraph 3, time in grade for promotions. It was the consensus of opinion that the suggested guide was too elastic and the times in grade too short and that CO policy should adhere to the old CIA/Civil Service system. Certain exceptions to this policy will be allowed if justified. An [redacted] notice will be issued covering this subject.

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3. Division and Staff Members were requested to comment on Career Service Letter No. 1.

4. [redacted] reported on the Human Resources Program which was completed recently in FDD. The Division was divided into three groups, one of Branch Chiefs and two of Section Chiefs. These groups met for 1½ hours, two days a week for six weeks, to discuss various aspects of personnel management and administration. Two follow-up meetings have been held. [redacted] felt that the course, which dealt entirely in theory, was very worthwhile but doubted that further follow-up courses would be, unless Training went into specific case problems.

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5. Rotation has been defined as normally being an assignment of six months or longer duration. It was suggested that temporary assignments of three months or less be used more frequently and reported under career service activities. It was felt that this type training, especially on an exchange basis, would be more advantageous than some internal training courses and generally would provide better training with fewer manhours lost. It was agreed that [redacted] should make greater use of such assignments which are to be reported on an individual basis to the Career Service Board, with a copy for inclusion in the individual's personnel file.

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6. [redacted] announced that the DD/I area Training Liaison Officers hold meetings irregularly and that the next meeting will be held 26 August. Any suggested items for the agenda should be in to [redacted] by 12 August. Minutes of these meetings would be distributed only if conclusions were reached when the Director of Training attends.

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Minutes of the Seventh Meeting of the [REDACTED] Career Service Board  
27 May 1953

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The seventh meeting of the [REDACTED] Career Service Board convened this date at 1100 hours. Present were:

George G. Carey, Chairman

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[REDACTED] Member  
[REDACTED] Member  
[REDACTED] Member  
[REDACTED] Member  
[REDACTED] Member  
[REDACTED], Member  
[REDACTED] Secretary (non-voting)

1. There was a general discussion of career designation of [REDACTED] employees with particular reference to the manner in which all personnel will be notified of their designation. In view of the fact that all employees were initially designated [REDACTED], it was determined that a letter to this effect would be sent out to all employees by the [REDACTED] Career Service Board notifying them of their designation and advising them that this designation may be changed, if such change is appropriate, as well as the manner in which request for changes should be submitted. This letter will be discussed at a Career Service Board Meeting on Wednesday, 3 June 1953.

2. [REDACTED] announced that the Chairman, CIA Career Service Board, had advised the [REDACTED] Career Service Board's interpretation of the memorandum from the Chairman, CIA Career Service Board, subject "Action to be Taken on the Professional Selection Panel Recommendations", dated 29 April 1953, was correct, i.e. the Panel will consider only such employee cases as are referred to it and will not be required to screen all personnel either entering on duty or already employed.

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/s/

[REDACTED]

Secretary

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C O P Y

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17 April 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

SUBJECT: █████ Career Service Board Action - 15 December 1952 -  
15 March 1953

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1. In accordance with your request, I am submitting the following report of the Office █████ Career Service Board for the period 15 December 1952 - 15 March 1953.

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2. Due to the physical separation of our three divisions, and also due to the widely divergent nature of their operations, a great part of the Career Service Program has been decentralized and placed directly under the control, guidance and review of the three divisions chiefs who are members of the Career Service Board. Official meetings of the Board have been held to a minimum during the last quarter. However, the █████ has a weekly staff meeting of his division chiefs, Chief, Sovmat Staff, and a representative from the P&C Staff. As all of these offices are members of the █████ Career Service Board, questions are often discussed at these staff meetings which might properly be presented before a formal Career Service Board meeting.

STATSPEC

3. At a meeting on 7 January 1953, the Human Resources Program was discussed and it was noted that this program had been initiated in the Foreign Documents Division. At the termination of the program in FDD, the results will be discussed and in all probability such a program will then be initiated in █████

STATSPEC

14 January 1953 - There was discussion in regard to the proposed longevity awards for foreign nationals and it was decided to prepare a memorandum to be forwarded to the Incentive Awards Committee recommending that █████ foreign nationals on duty with the division for ten or more years be presented with some token of recognition, not to exceed \$25.00 in value. As █████ and FDD employ no foreign nationals, these divisions need take no comparable action.

STATSPEC

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29 January 1953 - Discussion of reduction in force in █████ and OO's capacity to absorb personnel. Division chiefs had already considered their requirements and after a perusal of some 50 folders reported interest in 17 CIA employees in █████ who may be returned to this country.

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17 February 1953 - Discussion of [redacted] report on FDD Human Resources Program which appears to have been satisfactory to all concerned.

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4 March 1953 - Consideration of additional folders for personnel in [redacted] and the expression by the divisions of additional interest, bringing the total of those whom we would like to interview to 37.

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11 March 1953 - Chairman, [redacted] Career Service Board, stated that the DD/I was interested in a list of GS-15's and 14's presently employed in [redacted] with a view to possible future assignments to positions of additional responsibilities. Chairman of the Career Service Board, therefore, asked the Career Service Representatives for a review of the Personnel Evaluation Reports of all GS-14's prior to transmitting them to him. He also requested that in cases where PER's on GS-14's had not as yet been completed, this be done and evaluation be accomplished as soon as possible. The representative from [redacted] stated that he had interviewed a number of GS-14's from other offices who are seeking changes or assignment in the Agency. He has made arrangements to refer the personnel files of such applicants to other divisions and the Sovmat Staff as appropriate.

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14 March 1953 - A survey was made to determine what personnel in the Office [redacted] had been on duty for two years, three years and five years. Out of the total number of approximately [redacted] on duty as of this time, it was discovered that [redacted] had been on duty for over five years; [redacted] between three and five years, and [redacted] between two and three years, for a total of [redacted]. In other words, 28% of the total [redacted] personnel have been on duty in excess of five years; and 63% of total [redacted] personnel have more than two years service. These percentages would have been considerably greater if computed against the average on duty figure over the five-year period. We believe that these figures show conclusively that the vast majority of [redacted] personnel have entered on duty with the firm intention of making CIA their career.

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/s/ [redacted]

Deputy Assistant Director for Operations

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OO NOTICE  
NO. 52-1

6 August 1952

CAREER SERVICE BOARD, OFFICE OF OPERATIONS

1. The CIA Career Service Program is designed to identify, develop, effectively use and reward individuals who have the skills required by CIA; motivate them towards rendering maximum service to the Agency; and eliminate from the service in an equitable manner those, who in spite of the Program, fail to perform effectively.
2. This Notice outlines responsibilities and procedures under the CIA Career Service Program to be followed by all elements. This Office intends to obtain maximum benefit from the Program for its personnel.
3. Career Service Board, Office of Operations

3. Career Service Board, Office of Operations

- a. Establishment and purpose. In accordance with paragraph III, Tab E of CIA Notice [REDACTED], the Office of Operations Career Service Board is established herewith to advise the Assistant Director for Operations in overall control and guidance of (O) components in their implementation of the CIA Career Service Program in accordance with their respective needs. The OO Career Service Board will be composed of the following persons:

Assistant Director for Operations (ex officio)

Chief or Deputy, [REDACTED]

Chief or Deputy, [REDACTED]

Chief or Deputy, MEM

Chief, Secret Staff

Member, P & G Staff, OO

Secretariat, non-voting (Division administrative officers will perform this support for the Board on a 12-months rotation basis)

Three members will constitute a quorum.

The Assistant Director for Operations will schedule Board meetings as often as necessary, or at the request of a Board member.

- b. Responsibilities and functions. The OO Career Service Board is responsible to the Assistant Director for Operations for:

- (1) Advice on all matters pertaining to the Career Service Program, and policy recommendations for improving (O) practices concerning assignment, training opportunities, advancement and rotation of personnel.

- (2) Review of OO implementation of the CIA Career Service Program, responsibility for the application and functioning of which is decentralized to a Divisional basis. (Due to the specialized and diverse functions of the Divisions and Secret Staff, and

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the importance of minimizing time and paper work to only that needed for effecting the Program's operation in OO according to desired policy, decentralization will prevent administration and direction of the program from itself becoming a management problem.)

- (3) Supervision and guidance of the Divisions' application of the Career Service Program include, but are not limited to:
- (a) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.
  - (b) Sponsoring, developing and executing the Career Service Program of the Office of Operations, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.
  - (c) Reviewing Personnel Evaluation Reports and recommending to AD/O appropriate action on proposed development plans for individuals in terms of training, assignment, advancement, rotation and promotion.
  - (d) Recommending cancellation or continuance of career development actions.
  - (e) Participating in the development and execution of approved extra-Office rotation systems.
  - (f) Submitting a semi-annual Personnel Evaluation Report to the sponsoring Office on each rotation appointee from another Office.
  - (g) Ensuring that the rotation appointees detailed by OO to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by OO are productive and their assignments commensurate with the purpose of the appointments.
  - (h) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen moral and increase "esprit de corps".
  - (i) Reviewing continuously the personnel intake of OO especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.
- (4) Supervise supporting groups or Boards as appropriate for handling specialized functions, assign to them Office personnel as necessary.

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**Minutes of the First Meeting**

**DD/A Career Service Board**

**Tuesday, 7 July 1953, at 3:00 p.m. in the**

**Director's Conference Room**

**1. Those present were:**

**Colonel L. K. White, Chairman**  
**Mr. George E. Malone**

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**2. Through discussion, the Board reached the following conclusions:**

a. All positions in the Agency, the duties and responsibilities of which fall in the general administrative category should be identified. The Board has no desire to require personnel who now occupy these positions to affiliate for career purposes with the DD/A Career Service Board. However, as the Board's operations and resources become more fully developed, the Board believes that it has the responsibility for reviewing proposals concerning future assignments of personnel to these positions.

b. In order to give appropriate attention to career management activities involving all levels of personnel under the jurisdiction of the DD/A Board, a sub-Board should probably be organized with responsibilities for clerical employees.

c. The Personnel Office should provide necessary secretariat services for the Board.

d. Before the Board can embark on programs of career planning and development for individual employees, it will be necessary to inventory and analyze the personnel assets or resources, in terms of the abilities, potentialities and interests of the people who come under the Board's control. Until such an appraisal is made, no real purpose would be served if the Board reviewed each personnel action affecting employees who have the general administrative career designation.

e. The DD/A Career Service Board must see to it that selected personnel of the administrative offices are rotated to other offices where they will have the opportunity to acquire knowledge and skill which will ultimately qualify them for general administrative work.

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For example, a personnel specialist might be assigned to the Logistics Office and to the Comptroller for training in supply and finance administration. Initially, this program should be limited to individuals in GS-14 and above.

3. To implement the principles summarized above, and to establish the general framework of its operations, the Board agreed upon the following actions:

a. Final approval on the statement of objectives of the Administrative Career Service will be deferred until all members of the Board can give further study to this question. Board members will furnish to the Secretariat any comments they have concerning the draft statement distributed by the Chairman for consideration.

b. The Personnel Office was requested to perform necessary record-keeping operations in support of the Board's work. This function would be exercised under the guidance of the Secretariat.

c. The Secretariat was instructed to inventory, study and report to the Board on its assets, in terms of qualifications possessed by employees under the Board's jurisdiction.

d. The Secretariat was also instructed to develop a list of all general administrative positions existing in the Agency.

e. Individual personnel actions pertaining to personnel under the Board's jurisdiction should not be referred to the Board for review until a sufficient body of material is developed to give the Board an intelligent basis for action through such review. In the meantime, the Secretariat was instructed to bring those actions before the Board about which questions of qualifications or other problems might exist.

f. The Chairman will explore the feasibility of establishing a sub-Board for clerical employees.

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**[The Career Service Board in the DD/A area is in  
process of being organized]**

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MINUTES OF THE TENTH MEETING

PERSONNEL CAREER SERVICE BOARD

Tuesday, 21 July 1953, at 8:45 a.m. in the  
AD/P Conference Room, 118 North Building

1. The following individuals were present:

Mr. George E. Meloon, Personnel Director

Acting Deputy Personnel Director

Chief, Personnel Division (Covert)

Chief, Personnel Division (Overt)

Chief, Classification & Wage Division

Secretariat

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2. The following actions were taken by the Board:

a. The minutes of the ninth meeting of the Board on 1 July 1953 were approved.

b. The Board received a report on the distribution of the booklet entitled "Facts for Members of the Personnel Career Service" together with accompanying memoranda concerning career designation.

c. The Personnel Director reported on a meeting on 14 July 1953 with representatives of the DD/P complex to present the program of the Personnel Career Service.

d. The Board discussed a proposed distribution of kits of training and reference materials to components outside the Personnel Office. It was agreed that each component would be issued either one kit or two kits, depending upon the number of persons within the component who are primarily engaged in personnel activities. Distribution within the Personnel Office will be determined in the very near future.

e. The Board reviewed a proposal concerning the relationship between the Board and the Training Liaison Officer of the Personnel Office. The Board reaffirmed its earlier decision (fifth meeting, 4 May 1953) that the Executive Secretary of the Board should also be Training Liaison Officer.

f. The Board received a report on the activities of its Secretariat in coordinating Board actions on individual cases with appropriate Placement Officers, and on requesting Placement Officers to take actions which are indicated by approved Board decisions.

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g. The Board reviewed a proposal concerning its future use of Senior Placement Officers. The following recommendations were approved:

(1) That prior to each meeting of the Board the Executive Secretary review the individual cases on the agenda, request the appropriate Senior Placement Officer to attend the meeting, and provide him beforehand with proper briefing on the circumstances of the case and opportunity to prepare for the meeting.

(2) That until the conclusion of each case the appropriate Senior Placement Officer serve the Board not only as technical advisor for the case but also as the Board's action arm (accomplishing interviews; obtaining concurrences; arranging for assignments, reassignments, details, and rotation placements; and other "placement" actions).

(3) That the appropriate Senior Placement Officer attend the meetings of the Board in the same non-voting capacity as its Executive Secretary, and that he and the Executive Secretary coordinate their activities and perform as a team to provide the Board with balanced executive secretariat service, each with prescribed areas of responsibility.

(4) That the Executive Secretary of the Board be directed to prepare specific detailed recommendations as to the use of Senior Placement Officers and their relationships to the Board, and that these recommendations be submitted for the Board's review.

h. The Board reviewed and discussed a memorandum from the Chairman, CIA Career Service Board, subject "Career Service Letter No. 1," dated 10 July 1953, which provides guidance in certain career service matters.

i. The Board reviewed the Personnel Evaluation Reports and personnel folders of selected career employees (cases presented under the interim procedure recorded in Paragraph 2 s (12) of the minutes of the fifth meeting). Recommendations were prepared with respect to the most effective use of these individuals and to promoting their career development.

j. The Board received a report on training currently being offered to a member of the Personnel Career Service prior to his reassignment to the DD/P complex.

k. The Board reviewed a proposed training plan (one year of part-time training within the Personnel Office) requested for a Personnel Officer in an area division of the DD/P complex. A more appropriate individual orientation program was discussed by the Board and will be recommended to the requesting component.

l. The Board reviewed a proposed training plan (two weeks of general orientation within the Personnel Office) requested for a Military

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Personnel Officer in an area division of the DD/P complex. As in the previous case, a more appropriate program was discussed by the Board and will be recommended to the requesting component.

m. The Board reviewed and prepared recommendations concerning proposed personnel actions as requested by the Personnel Director.

n. Upon the request of the Personnel Director, the Board prepared recommendations concerning changes in Board membership required by the reorganization of the Personnel Office.

3. The eleventh meeting of the Personnel Career Service Board was scheduled for Thursday, 20 August 1953, at 8:45 a.m. in the AD/P Conference Room.

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MINUTES OF THE NINTH MEETING

PERSONNEL CAREER SERVICE BOARD

Wednesday, 1 July 1953, at 8:45 a.m. in the AD/P  
Conference Room, 118 North Building

1. The following individuals were present:

[REDACTED] Acting Deputy Personnel Director  
[REDACTED] Deputy Chief, Personnel Division (Covert)  
[REDACTED] Chief, Personnel Division (Overt)  
[REDACTED] Chief, Classification and Wage Division  
[REDACTED] Secretariat

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2. The following actions were taken by the Board:

a. The minutes of the eighth meeting of the Board on 2 June 1953 were approved.

b. Action on Item 2 of the agenda (report on the status of a proposed training plan requested for a Personnel Officer in an area division of the DD/P complex) was postponed pending the receipt of additional information concerning the present duties of the individual concerned.

c. The Board reviewed preliminary job progression charts developed for six of the specialized areas within the Personnel Career Service. It was agreed that the charts represented a proper approach to presenting logical progressions in the specialized areas, and that duty descriptions and qualification requirements for each level on each ladder should be developed. It was agreed that logical methods for advancing to each successive level on each ladder should also be presented. The Board agreed that specific requirements for entering at the bottom of each professional ladder should be presented, together with logical sources of personnel. It was also agreed that it would be desirable if the charts depicted the opportunities for lateral transfer between ladders and between specialized areas. The Board recommended that charts be developed for clerical and administrative areas (including particularly the Transactions and Records functions) which reflect advancement through Grade 6 and which indicate the most logical advancements from that level, including advancement to professional areas. The Board recommended that its Secretariat should continue to develop these charts in coordination with the divisions and staffs concerned.

d. The Board received a report on the adequacy of Personnel Evaluation Reports prepared for members of the Personnel Career Service, and on the proposed future use of statistical studies to assist in finding

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deficiencies in evaluations. The Board concurred in these studies, and also instructed its Executive Secretary to discuss evaluations with those supervisors who may be preparing stereotyped non-individualized recommendations in PERs.

e. The Board recommended that the proposed transfer of a member of the Personnel Career Service to a position outside the Personnel Office be delayed until he has completed the project to which he is assigned and until he has completed a program of training in the functions of the Personnel Office.

f. The Board reviewed an outline of a proposed development program for Junior Professional Trainees within the Personnel Career Service. It was agreed that the outline would be given to the chiefs of divisions and staffs for comment but only after the forthcoming reorganization of the Personnel Office.

g. The Board received a report on the publication status of the booklet entitled "Facts for Members of the Personnel Career Service."

h. The Board was informed of a meeting (scheduled for July 11th) of the Personnel Director and key Personnel Officers of the DD/P complex. The purpose of the meeting is to present (upon request) the complete career service program of the Personnel Career Service.

i. The Board received a report that the proposed kits of training and reference materials to be issued to Personnel Officers are being assembled by the Research and Planning Staff and will be issued in the near future.

j. Action on Item 9 of the agenda (discussion of a proposal to interview all members of the Personnel Career Service in order to record their occupational goals and career interests) was postponed pending final determination of the membership of the Personnel Career Service.

k. The Board reviewed the Personnel Evaluation Reports and personnel folders of selected career employees (cases selected under the interim procedure recorded in Paragraph 2 s (12) of the minutes of the fifth meeting). Recommendations were prepared with respect to the most effective use of these individuals and to promoting their career development. The Board stressed that appropriate Placement Officers be kept informed of these recommendations and be used in arranging for necessary personnel planning and actions.

l. The Board received a report on action taken in individual cases by its Executive Secretary in accordance with the Board's recommendations at its eighth meeting (Paragraph 2 e. of the minutes of that meeting). Additional recommendations were prepared by the Board on the basis of the report. The Board also examined a supplementary report which presented in chart form the qualifications of key personnel in the covert trans-

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actions and records activity, and discussed the possibility of developing such personnel for specialized professional areas. The Board re-asserted its desire that its Executive Secretary coordinate his activities on these individual cases with the appropriate Placement Officer (e.g., notifying him of Board decisions, discussing proposed training or reassignments with him, providing him with copies of records of interviews with employees and their supervisors).

m. The Board reviewed a progress report on the awarding of "PE" career designations to persons assigned outside the Personnel Office.

n. Action on Item 13 of the agenda (discussion of numerous requisitions for Personnel Officers which have been received from various components of the Agency) was postponed pending clarification of the personnel authorizations of both the requesting components and the Personnel Office.

o. The Board reviewed and prepared recommendations concerning cases which propose changes of career designation to "PE".

3. The tenth meeting of the Personnel Career Service Board was scheduled for Tuesday, 21 July 1953, at 8:45 a.m. in the AD/P Conference Room.

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MINUTES OF THE EIGHTH MEETING

PERSONNEL CAREER SERVICE BOARD

Tuesday, 2 June 1953, at 10 a.m. in AD/P  
Conference Room, 118 North Building

1. The following individuals were present:

Gen. W. H. H. Morris, Jr., Assistant Director (Personnel)  
Mr. George E. Maloon, Personnel Director  
[REDACTED] Chief, Personnel Division (Covert)  
[REDACTED] Chief, Personnel Division (Overt)  
[REDACTED] Chief, Classification and Wage Division  
[REDACTED] Secretariat

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2. The following actions were taken by the Board:

a. The minutes of the seventh meeting of the Board on 19 May 1953 were approved.

b. The Board reviewed a proposed booklet entitled "The Personnel Career Service" to be distributed to each career employee designated a member of the Personnel Career Service. Recommendations were prepared concerning the booklet's size, format, style, security classification, subject matter, title, and publication.

c. The Board reviewed the proposed kits of training materials to be issued to new and trainee Personnel Officers. The following recommendations concerning the kits were prepared:

(1) The kits should be examined by the Divisions and Staffs of the Personnel Office in order that they may recommend additional material to be enclosed.

(2) Each kit should contain a proposed memorandum which would establish information and service contact points throughout the Personnel Office (reference Paragraph 2c of the minutes of the fifth meeting).

(3) Each kit should contain the handbook developed by the Central Processing Branch.

(4) Each kit should contain lists of selected references and bibliographies for self-training uses (reference Paragraph 2h(1) of the minutes of the fourth meeting).

(5) The kits should be issued without delay (the Research and Planning Staff will maintain distribution records by name, and will undertake to keep all kits up-to-date as new or revised materials are available).

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(6) The kits should also be issued to all Personnel Officers who receive a "PE" career designation and who are not assigned to the Personnel Office.

d. The Board discussed a proposed training plan for a Personnel Officer in an area division of the DD/P complex. It was concluded that agreement on the plan should be postponed until the Board has the results of a desk audit of the position involved and until more information can be obtained from the individual and his supervisors.

e. The Board reviewed the Personnel Evaluation Reports and personnel folders of fourteen career employees (cases selected under the interim procedure recorded in Paragraph 2s(12) of the minutes of the fifth meeting). Recommendations were prepared with respect to the training or reassignment of these persons to use them more effectively and to promote their career development.

f. Discussion of the following items on the agenda was postponed until the next meeting of the Board:

(1) Review of preliminary job progression charts developed for six of the specialized areas within the Personnel Career Service.

(2) Report on proposed investigations of the adequacy of Personnel Evaluation Reports prepared for members of the Personnel Career Service.

(3) Review of outline for proposed development program for Junior Professional Trainees within the Personnel Career Service.

3. The ninth meeting of the Personnel Career Service Board was scheduled for Tuesday, 30 June 1953, at 10:00 a.m. in the AD/P Conference Room.

Approved For Release 2001/08/29 : CIA-RDP78-03578A000200020001-8

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1 August 1952

PERSONNEL DIRECTOR MEMORANDUM NO. 35-52

SUBJECT: ESTABLISHMENT OF PERSONNEL OFFICE CAREER SERVICE BOARD

1. The CIA Career Service Program was approved by the DCI on 13 June 1952 and published on 19 June 1952 as CIA Notice No. [REDACTED]

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2. In order to implement that part of the program which internally concerns the Personnel Office, there is established the Personnel Office Career Service Board which shall consist of the following members:

Chairman - Personnel Director  
Member ex officio - Assistant Director (Personnel)  
Member - Chief, Classification and Wage Division  
Member - Chief, Personnel Division (Overt)  
Member - Chief, Personnel Division (Covert)  
Executive Secretary - Special Assistant to the Personnel  
(Non-Voting) Director

3. a. In the absence of a member of the Board, his Deputy shall serve in his place.

b. Regular meetings of the Board shall be held on the first Friday of each month.

c. Special meetings of the Board may be held at the call of the Chairman at the request of any member of the Board.

d. Three members of the Board shall constitute a quorum.

e. The Executive Secretary shall keep the records of the Board and shall prepare and distribute agenda and minutes of the meetings.

4. The Personnel Office Career Service Board shall:

a. Serve as advisor to the Assistant Director (Personnel) on all matters pertaining to the Career Service Program in the Personnel Office.

b. Direct within the Personnel Office the application and functioning of the Career Service Program, including but not limited to:

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(1) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.

(2) Sponsoring, developing and executing the Career Service Program of the Personnel Office, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.

(3) Reviewing Personnel Evaluation Reports and proposed development plans for individuals assigned to the Personnel Office in terms of training, assignment, advancement, rotation and promotion.

(4) Recommending cancellation or continuance of career development actions.

(5) Participating in the development and execution of approved rotation systems between the Personnel Office and other components of the Agency.

(6) Submitting a semi-annual Personnel Evaluation Report to the Sponsoring Office on each rotation appointee from that Office.

(7) Ensuring that the rotation appointees detailed by the Personnel Office to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by the Personnel Office are productive and their assignments commensurate with the purpose of the appointments.

(8) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps".

(9) Reviewing continuously the personnel intake of the Personnel Office, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.

c. Supervise supporting groups or boards as appropriate for handling specialized functions, assigning to them Personnel Office personnel as necessary.

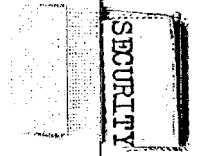
5. The Board shall undertake whatever additional responsibilities that may be assigned to it from time to time by the CIA Career Service Board. It shall also assume whatever additional responsibilities for review and recommendation it deems necessary in order to fully implement the CIA Career Service Program within the Personnel Office.

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GEORGE E. MELTON

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C O P Y

C O P Y

MEETING OF SECURITY OFFICE CAREER SERVICE BOARD

2 June 1953

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1. The meeting was opened by [REDACTED] Chairman, at 3:00 p.m. The activities of our office for the month of May in support of the Career Service Program were reviewed and approved. They included the following:

a. Seventeen Security Office employees completed a three week intensified investigative training course preparing them for specialized investigative assignments throughout the [REDACTED]

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b. Three Security Office trainees completed two to four week rotation assignments in Operations Branch of the Special Security Division. These assignments broaden their knowledge of operational activities and increase their knowledge of office and Agency policy and procedures for guidance in their [REDACTED] assignments.

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c. Four trainees were assigned to the Special Referral Branch to perform certain investigative assignments for the same approximate periods and to increase their experience.

d. Two additional Security Office agents were briefed and prepared through documentation and medical processing for overseas courier or escort assignments. Twenty-five employees are now in this prepared category and subject to assignment of special duties of this nature at any time and to any point required overseas.

e. A total of forty-two employees were interviewed during the month for the purpose of exploiting their abilities and future in our office and the Agency. Advice was given a number of these personnel, particularly where certain phases of training available in this office and Agency would assist not only the employee, but his usefulness to our organization.

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f. The following formal training was participated in by Security Office personnel during the month:

	<u>Participants</u>
Special Security Office Training Course for Investigators (4 May - 21 May 1953 - 14 Group) Completed in May	17
Operations Course (27 April to 29 May 1953) Completed in May	3
Reading Improvement Course (16 March through 1 May 1953) Completed in May	4
Started 18 May to 3 July 1953	1
CIA Orientation - Completed in May (5 May through 8 May 1953)	24
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<u>Languages</u>	
<u>Phonograph Records and Manuals</u> (Started in January 1953 and continuing)	
German	2
Spanish	5
French	2
Russian	2
Japanese	1
(Completed in May)	
Hindustani	1
(Started on various dates since January 1953 and continuing)	
<u>Headquarters</u>	
German	2
Russian	1
Spanish	1
<u>Internal</u>	
<u>Classes</u>	
9 February through 29 May (Completed in May)	French 1
Not completed in class; Material furnished student at training center for continuation of studies in this language.	German 1
Laboratory facilities (Continuing)	German 3* Japanese 1 French 1

\*One commenced 4 May

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External

George Washington University	French	1
2 February through 21 May 1953 (Completed in May)		
11 March intended to finish 23 May, but extended to June because of interruption)	Russian	1
Technical Training - Furnished by TSS		3
11 May to 22 May 1953 (Completed in May)		
Training Program in Records Management		1
14 April to 11 May 1953 (Completed in May)		

2. The question was raised as to whether or not our Board could assist in correcting the below average morale in our two Records and Control Sections. It was agreed that the condition was due largely to shortage of personnel in sections which shortage has existed since January 1953 and has, in fact, grown steadily worse. It was pointed out that clerical conferences are held on a quarterly basis for the purpose of broadening the knowledge of these personnel, and increasing their interest. In addition, everything possible is done to assure proper placement within the range of the assignments and personnel available.

3. The records of the thirty-eight employees of our office on Security Officer Career assignments to other offices within and outside [redacted] were reviewed. The records show existing controls including a monthly report to the Director of Security, with names of these employees, the location of their assignment, their grade and the date of such grade, the grade of the slot, their rotation date and recommendations. Recommendations to the Director of Security in the May report were as follows:

a. That two former Security Office employees whose names were included on the list forwarded to the CIA Career Service Board as Security Office Career Designates, be deleted from such list since their current assignments as operations officers integrates them completely with their present office of assignment, and since they indicated personally that they desire to become career employees of the other offices.

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b. That five employees of this group, who appear to have been in grade for periods in excess of equally qualified personnel at Headquarters be recommended for promotion provided their services warrant such action.

c. That six additional employees in assignments outside our office, who were erroneously omitted from the list of Security Office Career Designates be added thereto.

4. Our approach in filling vacancies in the office and for Security Officers was reviewed to assure that the procedure is in the best interests of Career Development. It was pointed out that we have complete records on our employees setting forth area preferences, area assignment interest, skills, languages, experience, education, grade, training, and other information; that we now have 125 persons interested in overseas Security Officer assignments in grades 7 through 13; that our employees are improving monthly through training in language and other courses; and that in the selection of a likely candidate for a vacancy the entire list of interested persons is studied, following which candidates are eliminated based on considerations such as grade, specific requirements of the proposed job, area as compared to area interest of the candidate, etc. The board agreed that this procedure is completely satisfactory in meeting the needs of the security program and proper development and placement of personnel.

5. The vacancy in our Alien Affairs office (GS-12 slot) was discussed as a possible assignment for a career development of a good candidate. The requirements of this position were reviewed and it was approved that we proceed in making a recommendation to fill this slot through the procedure set forth in the above paragraph and in the event a likely candidate is not available that efforts be made through Personnel to locate a prospect in CIA.

6. In support of the overseas security program, a desk is being established within this Office for the centralizing of administrative support of overseas Security Officers. One of the assignments of the officer on this desk will be the aspects of career service, to follow carefully the work performance of the officers assigned overseas, their performance of duty in all categories of activities and the quality of their substantive security work. At the same time the desk officer will determine

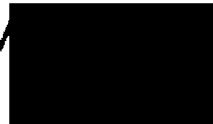
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their support requirements, interests, and other requirements, so as to permit them to properly perform their function. This arrangement will permit, from the career standpoint, a more factual reporting system on the development and performance of officers assigned to overseas positions.

Respectfully submitted,

/s/



Secretariat

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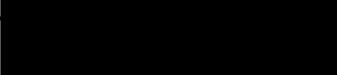
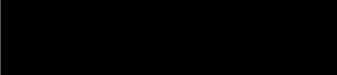
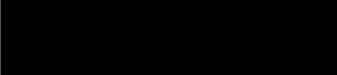
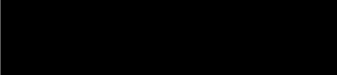
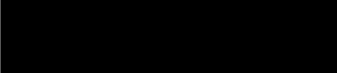
10 September 1952

I&SO NOTICE NUMBER - 52-5

SUBJECT: CIA Career Service Program  
(I&SO Career Service Board)

1. A CIA Career Service Program has been established to select, train, and effectively use individuals who have potentialities to meet present and anticipated job needs of the Agency. It is also intended to reward individuals who have the skills required by the Agency; to motivate them towards rendering maximum service with the Agency and to eliminate from the service in an equitable manner those who, in spite of the Program, fail to perform as effective members of the organization. Under the Program, each office is required to establish a career service board. The composition of I&SO Career Service Board is as follows:

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- |             |   |   |  |
|-------------|---|---|--|
| Chairman    | - |  | (ex-officio)<br>Officer, CIA                                 |
| Member      | - |  | Executive Officer, I&SO                                      |
| Member      | - |  | , Chief, Special Security                                    |
| Member      | - |  | f, Security Division   |
| Member      | - |  | , Chief, Administration                                      |
| Secretariat | - |  | puty Chief, Administration<br>, and<br>raining Officer, I&SO |

2. The meetings of the Board will be held at least once a month on the call of the Chairman. Three members will constitute a quorum. The

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I&SO Career Service Board may establish supporting boards as appropriate for the handling of specialized functions.

3. The I&SO Career Service Board is responsible to the Security Officer, CIA, for the operation of the Career Service Program in accordance with policy established by the CIA Career Service Board. It includes (1) collaboration with other office boards on inter-office career service problems, and (2) the review for approval of the Security Officer, CIA, of plans for the rotation, training, advancement and assignment recommended for the individual by his supervisor.

4. The functions of the I&SO Career Service Board shall be to serve as advisor to the Security Officer, CIA, on all matters pertaining to the Career Service Program, and to direct within the office the application and functioning of the Program. This shall include, but will not be limited to, the following:

- (a) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.
- (b) Sponsoring, developing and executing the Career Service Program of I&SO, including an intra-office rotation system, and reporting periodically to the CIA Career Service Board.
- (c) Recommending cancellation or continuance of career development actions.
- (d) Participating in the development and execution of approved extra-office rotation systems.
- (e) Submitting a semi-annual Personnel Evaluation Report to the sponsoring office on each rotation appointee from another office.
- (f) Ensuring that the rotation appointees detailed by I&SO to another office are not overlooked for warranted promotion and ensuring that rotation appointees received by I&SO are productive and their assignments commensurate with the purpose of the appointments.

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- (g) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps".
- (h) Reviewing continuously the personnel intake of I&SO, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.

5. The I&SO Career Service Board will also supervise supporting groups or boards as appropriate for the handling of specialized functions, assigning to them office personnel as necessary.

6. The Board will review Personnel Evaluation Reports and proposed development training. It will recommend advancement and promotion plans for individuals, including, but not limited to, the following:

- (a) Special training courses within I&SO.
- (b) Nominees for courses outside I&SO.
- (c) Planned progression within I&SO for the career development of capable individuals.
- (d) Long-range planning to include rotation and training assignments outside I&SO.

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Executive Officer

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C O P Y

13 August 1952

**TO :** Executive Secretary  
CIA Career Service Board

**FROM :** Assistant Deputy/Inspection and Security

**SUBJECT:** Career Service Board, I&SO

The Career Service Board for the Inspection and Security Office has been established and consists of the following members:

	Chairman	-	[REDACTED]	(ex officio) Officer, CIA
	Member	-	[REDACTED]	Executive Officer, I&SO
25X1A	Member	-	[REDACTED]	Chief, Special
	Member	-	[REDACTED]	, Security Division
	Member	-	[REDACTED]	(Chief, Administra- staff
	Secretariat	-	[REDACTED]	uty Chief, Adminis- g Staff, and aining Officer, I&SO

/s/ SHEFFIELD EDWARDS  
Colonel, GSC

I&SO:HJC/ewd (8-13-52)

**Distribution:**  
Deputy Security Off., CIA  
Executive Off., I&SO  
Chief, SSD  
Chief, Security Div.  
Chief, A&FS  
Deputy Chief, A&FS

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C O P Y

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Security Information

17 July 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board

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ATTENTION: 

FROM: Chairman, Comptroller Career Service Board

SUBJECT: Report of Career Service Activities

Pursuant to your memorandum of 23 October 1952, there are attached minutes of the Eleventh Meeting of the Office of the Comptroller Career Service Board which cover activities of the Board for the period 15 June 1953 through 15 July 1953.

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/s/ 

Attachment

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ELEVENTH MEETING OF THE OFFICE OF THE COMPTROLLER  
CAREER SERVICE BOARD

1. The eleventh meeting of the Office of the Comptroller Career Service Board was held at 11:00 a.m. on Wednesday, 15 July 1953.

2. The secretary made the following report:

- (1) Discussed briefly minutes of the 7th Meeting of the CIA Career Service Board held 21 May 1953.
- (2) Eight employees were enrolled in the Basic Intelligence Course.
- (3) One employee was enrolled in Reading Improvement.
- (4) Eleven were enrolled to attend the Orientation and Indoctrination starting 4 thru 7 August 1953.
- (5) One Training Evaluation Report had been received by the Training Liaison Officer on an employee who had completed BIC. The question was raised as to what extent these TER should be circulated. The Board agreed that they should be shown the employee and the supervisor in all cases.
- (6) Copies of Career Service Letter No. 1 were given to all Board Members for their information.

3. The Chairman presented to the Board a request from the GSO Career Service Board to determine if three individuals who were working in that Office as Couriers and Tab Project Planner could be considered acceptable to the Office of the Comptroller for EF Career Designations. The Board agreed that it could not approve this request since the type of jobs they were doing did not fall in the Comptroller field. GSO was accordingly advised by memorandum dated 16 July 1953.

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4. [REDACTED] brought to the attention of the Board the fact that the Program Plan for the Office of the Comptroller had not been completed due to pressure of other duties in the Office. The Board readily accepted [REDACTED] voluntary suggestion that he draft up what he thought should be the Program Plan of the Office and submit it to the Board at the next meeting in August.

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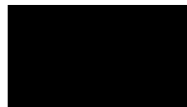
5. The next item discussed was that of assigning HF Career Designations to those personnel throughout the Agency who occupy budget and fiscal positions and which were forwarded to this Office by Personnel. The Board agreed that (a) a list should be forwarded to Personnel showing those personnel in which we concur should carry HF designation; (b) a list of personnel in other organizational units proposed for HF designations for which further review is required by Office of the Comptroller Career Service Board; and (c) a list of Finance personnel located overseas not shown on list furnished by Personnel.

6. The Board agreed that the Chairman would prepare recommendations to the CIA Career Service Board relative to Qualities Bearing on Suitability for Career Service in CIA.

7. Meeting adjourned at 12:15 p.m.

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/s/



Chairman  
Comptroller Career Service Board


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10 June 1953

25X1A

TO: Executive Secretary, CIA Career Service Board  
ATTN:   
FROM: Secretariat, Comptroller Career Service Board  
SUBJECT: Amendment to Memorandum of 18 August 1952, Subject:  
Office of Comptroller Career Service Board

Please add to paragraph (b) of subject memorandum the following member to the Office of Comptroller Career Service Board:

Member - Chief, Program Analysis Staff


/s/ 

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C O P Y

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Security Information

10 June 1953

MEMORANDUM TO: Executive Secretary, CIA Career Service Board  
25X1A ATTENTION:   
FROM: Chairman, Comptroller Career Service Board  
SUBJECT: Report of Career Service Activities

Pursuant to your memorandum of 23 October 1952, there are attached minutes of the Tenth Meeting of the Office of Comptroller Career Service Board which cover activities of the Board for the period 15 May through 15 June 1953.

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/s/ 

Attachment



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TENTH MEETING OF THE OFFICE OF THE COMPTROLLER  
CAREER SERVICE BOARD

1. The tenth meeting of the Office of the Comptroller Career Service Board was held at 10:30 a.m. on Wednesday, 3 June 1953.

2. The Chairman stated that the employee discussed in Item 10 of last month's Minutes had finally been approved by the Personnel Office and Office of Training on a detail to the Budget Division for a period of six months.

3. [REDACTED] gave an oral report on the meeting of the Professional Panel Board which he had attended on 8 May 1953. He stated further clarification on the functioning of this Board would be issued in the form of memoranda in the near future.

4. The Chairman read the memorandum of 8 May 1953 from the DD/A to the Comptroller, subject: "Office Career Service Boards," with attachments of (1) "Principles to Govern the Functioning of Office Career Service Boards in the DD/A Organization" and (2) example of a program plan developed by the Personnel Office Career Service Board which had been forwarded for use in developing office programs. He instructed the Secretariat to furnish each Board member with a copy of attachments (1) and (2) and requested each Board member to review and submit any material which it is felt should be included in the program plan for the Office of Comptroller Career Service Board. This material will then be reviewed and discussed at the next Board meeting for use in developing the office program.

5. The Secretariat made the following report:

- a. One (1) person was enrolled for the last Reading Improvement Course;
- b. Seven (7) persons were enrolled in the Basic Intelligence Course (1 June - 10 July);
- c. 13 persons were enrolled in study at outside universities and schools at their own expense; (See attached list)
- d. No persons were enrolled in study at outside universities and schools at Government expense; (See attached list)

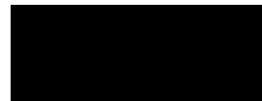
The Chairman requested that attention be given to selecting candidates for the Reading Improvement Course beginning 13 July - 28 August.

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6. The Chairman brought before the Board candidates within the Office of the Comptroller to fill the vacancies in the Technical Accounting Staff and passed around brief resumes of their qualifications, experiences, etc. He further stated that none had been selected for the positions in view of limited experience in commercial accounting, which is a prerequisite in these jobs, but he would like the opinion of the Board on these. Each member read the briefs and concurred with the Chairman's recommendation that none should be selected for these specific jobs. He stated that he wanted it clearly understood that these people were good in their respective jobs but did not have specialized training for the TAS accountant positions.

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/s/



Secretariat

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PERSONNEL ENROLLED IN STUDY AT OUTSIDE UNIVERSITIES  
AND SCHOOLS AT THEIR OWN EXPENSE

<u>Name</u>	<u>School or University</u>	<u>Course Taken</u>
[REDACTED]	Southeastern University	Accounting
[REDACTED]	LaSalle Extension Corres. Course, Chicago, Illinois	Accounting
[REDACTED]	U. S. Department of Agri- culture, Graduate School	Federal Accounting Procedure (completed in May 1953)
[REDACTED]	G. W. School of Law	Law
[REDACTED]	American University	Mathematics
[REDACTED]	Southeastern University	Accounting
[REDACTED]	Dale Carnegie School	Leadership Training
[REDACTED]	George Washington Univ.	Psychology
[REDACTED]	U. S. Dept. of Agriculture	Elementary Spanish
[REDACTED]	American University	English Composition
[REDACTED]	Benjamin Franklin	Accounting
[REDACTED]	Georgetown School of Law	Law
[REDACTED]	Benjamin Franklin	Accounting

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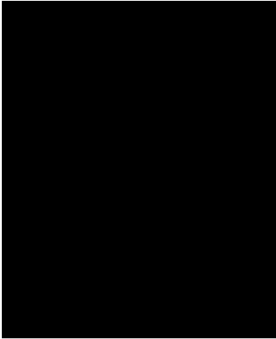
Amendment to Minutes of Tenth Meeting of Comptroller Career Service Board

PERSONNEL ENROLLED IN STUDY AT OUTSIDE UNIVERSITIES  
AND SCHOOLS AT THEIR OWN EXPENSE

Name

School or University

Course Taken



Stenotype Institute of  
Washington

Stenotyping

Washington School for  
Secretaries

Shorthand and Typing

Georgetown University  
Foreign Service School

Spanish

American University

Budgetary Control

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Approved For Release 2001/08/29 : CIA-RDP78-03578A000200020001-8

*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Career Development Staff

DATE: 4 September 1952

FROM : Comptroller

SUBJECT: Amendment to Memorandum of 18 August 1952, Subject: Office of Comptroller Career Service Board.

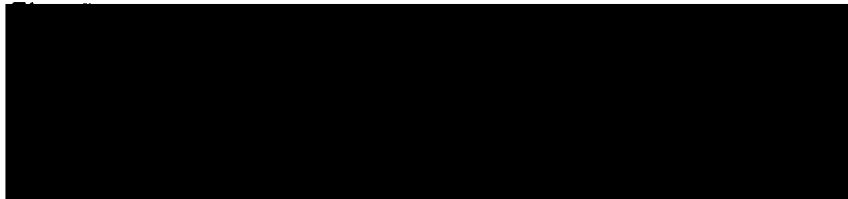
1. Please add to Paragraph (b) of subject memorandum the following member to the Office of Comptroller Career Service Board:

Member - Chief, Technical Accounting Staff

2. Also, reference is made to agenda for CIA Career Service Board first meeting, Tuesday, 26 August 1952 at 4 p.m., which was submitted to this Office for comment. Paragraph 1(b) of memorandum for Chairmain, CIA Career Service Board, dated 15 August 1952, from the Executive Secretary, CIA Career Service Board, subject: Report of Progress in Activating the Career Service Program for the Period 13 June through 15 August 1952, should be deleted in its entirety and the following substituted therefor:

b. Comptroller's Office.

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R. SAUNDERS

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C O P Y

18 August 1952

MEMORANDUM FOR: Chief, Budget Division  
Chief, Fiscal Division  
Chief, Finance Division  
Chief, Organization and Methods

FROM : Comptroller

SUBJECT : Office of Comptroller Career Service Board

A. POLICY

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In accordance with CIA Notice No. [REDACTED] issued 19 June 1952, each Office is required to establish a Career Service Board to perform certain functions under the CIA Career Service Program. The policy of the Office of Comptroller provides that fullest use be made of the career facilities of the Agency as they particularly apply to the specific needs of the Office of Comptroller or as they afford an opportunity for the professional improvement of individuals of the Office of Comptroller.

B. RESPONSIBILITIES WITHIN THE OFFICE OF COMPTROLLER

The Office of Comptroller Career Service Board is hereby established and shall consist of the following members:

Chairman	- Comptroller (ex officio)
Member and Alternate	
Chairman	- Deputy Comptroller
Member	- Chief, Budget Division
Member	- Chief, Fiscal Division
Member	- Chief, Finance Division
Member	- Chief, Organization & Methods Division
Secretary	- Non-voting - Evaluations Officer - Serves as Secretariat in performing staff support for the Board

In the justified absence of one or more of the specified members, his Assistant or Acting Assistant will attend. Should a vacancy exist in any of the designated positions, the Comptroller will designate a temporary member of the Board for the period of such vacancy. Meetings will be held periodically upon call by the Chairman. Three members will constitute a quorum.

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**C. MISSION**

The mission of the Office of Comptroller Career Service Board is to direct the Agency Career Service Program of the Office of the Comptroller. The Board is responsible for the operation of the Career Service Program within the Office of the Comptroller in accordance with policy established by the CIA Career Service Board; collaboration with Office Boards on inter-Office career service problems; final authority in recommending to the Comptroller all matters concerning rotation, training, advancement, and assignment of individuals in the Office of Comptroller; and the review of recommendations concerning the careers of individuals of the Office.

**D. FUNCTION**

The Office of Comptroller Career Service Board will carry out the functions as set forth in CIA Notice No. [REDACTED] which should be carefully read and disseminated to all employees.

25X1A

**E. PERSONNEL EVALUATION REPORTS**

25X1A

CIA Notice No. [REDACTED] dated 19 June 1952, also provides that Personnel Evaluation Reports will be prepared annually or as often as required on all personnel. CIA Notice No. [REDACTED] dated 1 August 1952, describes the purpose, necessity, etc., of the evaluation reports.

25X1A

It is imperative that you take appropriate steps to have this Notice disseminated to all supervisory employees of your office.

Within the very near future the Office of Training will meet with all supervisory personnel of the Comptroller's Office to further discuss and explain the contents of Notice [REDACTED]. It is suggested that you and your supervisors be prepared to present any questions concerning the preparation of evaluation reports at this meeting.

25X1A

/s/ E. R. SAUNDERS

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- 2 -

LOGISTICS



MEDICAL

C O P Y

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Security Information

20 August 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board  
FROM : Secretary, Medical Office Career Service Board  
SUBJECT : Monthly Report of Career Service activities

1. In compliance with your memorandum of 23 October 1952, report of the activities of the Medical Office Career Service Board for the month ending 15 August 1953 is submitted.

2. During this period there were three (3) meetings of this board. A copy of the minutes of each meeting is attached. There was no activity of this board not included in these minutes.

3. There are no individuals from this office in inter-office rotation status or in extra-CIA training status.

25X1A

/s/



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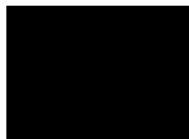
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29 July 1953

M I N U T E S

Medical Office Career Service Board Meeting of 21 July 1953.

Members Present:



25X1A

25X1A  
25X1A

25X1A  
25X1A

25X1A  
25X1A

25X1A

25X1A

25X1A

25X1A

1. The request of [REDACTED] (Med. Tech.) for three months leave-without-pay was considered. [REDACTED] was interviewed by the board. He stated he had not been told why he was considered unfit for o/s service with the Medical Office by C/PD. C/MS was invited into the Board meeting to clarify his opinion of the case. C/PD was invited into the Board meeting to establish what had been told to [REDACTED]. He stated that he had told [REDACTED] that he was not qualified for an o/s assignment. It was decided that [REDACTED] would acquaint [REDACTED] with the fact that since he was medically disqualified for a position o/s he would be given a release from the Medical Office.

25X1A

25X1A

2. The request of [REDACTED] from [REDACTED] concerning the promotion of [REDACTED] from GS-7 to GS-9 was considered. The action was deferred until a confirming report had been received by the physician who relieved [REDACTED].

25X1A

25X1A

3. The request of [REDACTED] for a release from the Medical Office for the purpose of seeking employment elsewhere within the Agency, was considered. It was decided to grant the release providing a suitable replacement was available. [REDACTED] was commended by the Board for the excellent service she has rendered the Medical Office during her 18 months of assignment.

4. The request for resignation by [REDACTED] for the purpose of returning to college, was considered. The Board agreed to separate [REDACTED] 15 August 1953. The question of a replacement for [REDACTED] was deferred until the next meeting.

25X1A

25X1A

5. [REDACTED] was interviewed. She stated that she desired and o/s assignment but would stay with the Medical Office at least until November.

6. A request from the Technical and Administrative Advisory Committee was read. It was agreed that the DC/MS would answer the request for the Board by memo.

/s/



25X1A

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Security Information

11 July 1953

**MINUTES**

Medical Office Career Service Board Meeting of 30 July 1953.

Members Present: [REDACTED] Chairman

25X1A

1. The minutes of the previous meeting were approved.
2. The reply of the Chairman of the Board to the question on assignment of personnel which was posed by the Medical Technician and Administrative Employee Advisory Committee was approved by the Board.
3. The matter of the promotion of [REDACTED], GS-8 (Med. Tech.) which was considered at the meeting of 19 June 1953 and deferred to a later date, was terminated in view of [REDACTED] resignation. 25X1A  
25X1A
4. The matter of the Evaluation Report of [REDACTED], GS-4 (Receptionist) which was discussed at the meeting of 19 June 1953, was again discussed. It was recommended that the report as submitted be returned to her supervisor [REDACTED], for revision and resubmission in view of the inadequacy of supervisor's entry in Item 11. 25X1A  
25X1A
5. The request of C/PCD that [REDACTED], GS-7 (Med. Tech.) be returned from duty in Central Processing for duty in PCD was recommended for approval. The Board recommended that [REDACTED], GS-9 (Med. Tech.) be assigned to duty in Central Processing as [REDACTED] replacement. 25X1A  
25X1A  
25X1A
6. The recommendation of C/PCD that [REDACTED], GS-7 (Med. Tech.) be granted permission at once to seek employment elsewhere in the Agency was discussed. The Board recommended that this request be approved. 25X1A
7. The Board discussed and recommended for approval, the request of [REDACTED], GS-7 (Med. Tech.) assigned to FE I, that he be trans- 25X1A
8. The Board reviewed the report from C/PCD concerning the clerical training course pursued by [REDACTED], GS-5 (Secy.). 25X1A

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25X1A

9. [REDACTED] GS-5 (Clerk-Steno.) was interviewed by the Board concerning her request for permission to seek employment elsewhere in the Agency, which request has already been approved. Mrs. [REDACTED] was commended for her service with the Medical Office. The stipulation in her release that it would be effective when a replacement is available was explained to her. [REDACTED] indicated that she understood the necessity for this stipulation.

25X1A

25X1A

10. The Medical Office clerical-secretarial situation was reviewed. It was recommended that the three girls now being processed for employment be assigned as follows:

- 25X1A
- (a) [REDACTED] PD as secretary to C/Clin. Br./PD.
  - (b) [REDACTED] SSS as secretary to ADS.
  - (c) [REDACTED] ASD as clerk-stenographer for Supply Office.

25X1A

11. The Board concurred in the recommendation of FE that [REDACTED] GS-8 (Med. Tech.) be promoted to GS-9.

25X1A

12. The Board concurred in the recommendation of FE that [REDACTED] GS-7 (Med. Tech.), be promoted to GS-8.

25X1A

13. The Board concurred in the reply prepared by the Chairman to the questionnaire submitted by the CIA Career Service Board concerning qualities suitable for CIA career service.

25X1A

/s/ [REDACTED]

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Security Information

13 August 1953

M I N U T E S

Medical Office Career Service Board Meeting of 12 August 1953.

Members Present: [redacted] Chairman

25X1A

1. The minutes of the previous meeting were approved.

2. The Board recommended that the request of [redacted] GS-8 (Med. Tech.), that his previous resignation (effective 15 August 1953) be withdrawn and that his actual resignation be effective on such date (not later than 31 December 1953) as a suitable replacement shall have been obtained.

25X1A

3. The Board, with the concurrence of C/TSD, recommended that [redacted] GS-5 (Secy.), be promoted to GS-6 (Secy.).

25X1A

25X1A

4. The Board recommended that [redacted] GS-8 (Med. Tech.), be assigned to [redacted] in place of [redacted] GS-6 (Med. Tech.), who is currently under orders for that station. This assignment is subject to approval by C/PD.

25X1A

25X1A  
25X1A

5. The Board concurred in the recommendation of DC/MS that [redacted] GS-4 (Secy.) be promoted to GS-5.

25X1A

25X1A

6. The Board concurred in the recommendation of C/PCD that [redacted] GS-8 (Med. Tech.), be promoted to GS-9.

25X1A

25X1A

7. The Board concurred in the recommendation of Chief, FE/3, that [redacted] GS-13 (Med. Off.), be promoted to GS-14.

25X1A

8. For the record the Board noted the query from FE Division and the reply from Senior Representative, [redacted] concerning the transfer of [redacted] GS-7 (Med. Tech.), from Medical to [redacted]

25X1A

25X1A

25X1A  
25X1A

9. The Board recommended that [redacted] GS-7 (Med. Tech.), be assigned to [redacted] as replacement for [redacted] GS-8 (Med. Tech.). Board also recommended concurrent promotion to GS-8 for [redacted]

25X1A

25X1A

25X1A

25X1A

25X1A

/s/ [redacted]

**C O P Y**

**S-E-C-R-E-T**  
**Security Information**

**29 July 1953**

**MEMORANDUM FOR: Executive Secretary, CIA Career Service Board**  
**FROM: Secretary, Medical Office Career Service Board**  
**SUBJECT: Monthly Report of Career Service activities**

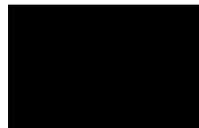
1. In compliance with your memorandum of 23 October 1952, report of the activities of the Medical Office Career Service Board for the month ending 15 July 1953 is submitted.

2. During this period there were two (2) meetings of this board. A copy of the minutes of each meeting is attached. There was no activity of this board not included in these minutes.

3. There are no individuals from this office in inter-office rotation status or in extra-CIA training status.

25X1A

/s/



Enclosures (2) a/s (dup)

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22 June 1959

**H I N T S**

**Medical Office Career Service Board Meeting of 23 June 1959**

Members present: [redacted] Chairman (Acting for Mr. [redacted])

ASD/MS  
ASD/MS

25X1A

25X1A

1. The request of [redacted], GS-8 (Med. Tech.) that he be promoted to GS-9 was discussed. [redacted] was invited to present his views to the Board, which he did. Essentially his feelings are that since he has been with the Agency for three and one-half years, and has been a GS-8 for one year, he should be promoted to the GS-9 slot which he now occupies in TSD/MO. He feels that he has demonstrated his ability and is confident that he can satisfactorily fulfill the duties of Physical Requirements Officer. Following [redacted], C/TSD, was interviewed by the Board. He has no objection to promotion of [redacted] and would in fact have submitted recommendation for such promotion if at the end of another month or two [redacted] performance had continued as satisfactorily as it has up to this point. The Board recommended that [redacted] continue at his present grade for 60 days. At the end of this time, and provided his service continues to be satisfactory, and [redacted] further provided that C/TSD specifically recommends it, [redacted] will be promoted to GS-9. [redacted] is to notify [redacted] and C/TSD of this recommendation.

25X1A

25X1A

25X1A

25X1A

2. The Board heard and deferred to a later meeting the request of C/TSD that action be taken to stabilize to the extent possible the tenure of the incumbent of the Chief Technician position of TSD.

3. The request of [redacted], GS-8 (Med. Tech.), now assigned to [redacted], for promotion to GS-9 was considered. It was recommended that further consideration of this matter be deferred until next Board meeting. In the meantime [redacted] will discuss the matter with [redacted], Medical Officer at [redacted]. At next meeting [redacted] who was [redacted] superior in [redacted] will be consulted, as will [redacted]

25X1A

25X1A

25X1A

4. Evaluation Reports for following employees were reviewed:

25X1A

[redacted]-5 (Clerk)  
[redacted] GS-4 (Receptionist)

In the case of [redacted] the Board concurred in the recommendation of her supervisor (C/PCD) that she be enrolled in the Agency clerical refresher course. In connection with Evaluation Reports in general, C/ASD will at next Board meeting brief the Board on regulations and directions pertaining to these reports. The Board recommended that the reviewing official (C/TSD) for [redacted] report be queried as to the adequacy of the entry in Item 11



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of her report. Board feels that the entry "Efficient Worker" is perhaps an inadequate description of the employee's major duties.

5. Report of Clerical Training for following employees were received:

25X1A

 (B-3) (Clerk)  
, (B-5) (Secretary)

25X1A

/s/ 

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6 July 1953

M I N U T E S

Medical Office Career Service Board Meeting of 2 July 1953

Members Present: [redacted] Chairman

25X1A

1. The minutes of the previous meeting were approved.

25X1A

2. The recommendation of C/TSD dated 26 June '53 that [redacted] GS-8 (Med. Tech.) be promoted to the grade of GS-9 was discussed. It was recommended that recommendation of last meeting that [redacted] serve in his present grade and position for period of 60 days (until 18 August '53) before being promoted be adhered to.

25X1A

25X1A

3. The request of [redacted] GS-3 (Clerk-Typist) that she be given permission to seek employment elsewhere in the Agency was again considered. It was recommended that the offer by Personnel Division to arrange a mutual reassignment of [redacted] and an individual from the office to which she would be assigned be accepted.

25X1A

25X1A

25X1A

4. Dr. Tietjen indicated that his discussion with C/PD has resulted in a recommendation that [redacted] GS-8 (Med. Tech.) be granted his request to seek employment elsewhere within the Agency. The Board concurred in this. C/PD will so inform [redacted] at the same time informing him that the Medical Office would have to approve any subsequent overseas assignment, even though he may not be a member of the Medical Office, [redacted] is to seek this Agency reassignment at his leisure but this should be done within six months.

25X1A

25X1A

25X1A

5. The matter of replacement in Central Processing for [redacted] GS-7 (Med. Tech.), upon his overseas assignment was discussed. AC/PCD was contacted and with his concurrence [redacted] GS-7 (Med. Tech.) of that division, will replace [redacted].

25X1A

25X1A

25X1A

6. The request of [redacted] GS-9 (Phys. Requir. Of.), dated 1 July '53 that he be allowed to seek employment elsewhere within the Agency was considered. It was recommended that [redacted] be granted this permission. C/ASD will keep the Board informed of progress in this matter.

25X1A

7. The further discussion of the preparation of Evaluation Reports was deferred until the return of [redacted] who had requested that this matter be placed on the agenda.

8. The Board reviewed the latest Evaluation Report on each of the following:

25X1A

[redacted] GS-7 (Nurse)

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25X1A

9. The Board invited [REDACTED] C/TED, to appear and discussed with him his request of 19 June '53 that to the extent possible the tenure of the incumbent of the Chief Technician position of TBD be stabilized. [REDACTED] explained the reasons for his request. The Board indicated that the need for permanency and quality in this position would be kept in mind, and that any personnel action involving this position would receive appropriate consideration in the light of [REDACTED] remarks. 25X1A

25X1A

25X1A

10. [REDACTED] GS-9 (Chief Nurse) was invited to appear to discuss in general the Nurse Career Program. She reviewed the nurse situation, comparing employment here with employment in other Government Agencies. It is her opinion that CIA employment compares very well in this respect. Nurse morale is in general good. [REDACTED] does feel, however, that certain higher grades are perhaps indicated; specifically, she feels that the nurse in charge of a Health Room (Building J, and Quarters I) bears additional responsibilities that call for a higher grade than the GS-7 currently authorized. C/ASD was directed to re-examine the Nurse grade structure and submit a report with recommendations.

25X1A

11. The Board reviewed the report from C/PD wherein [REDACTED], GS-6 (Med. Tech.) was found fully qualified for Medical Office duty. 25X1A

25X1A

/s/ [REDACTED]

**COPY**

**S-E-C-R-E-T**  
**Security Information**

19 June 1953

**MEMORANDUM FOR:** Executive Secretary, CIA Career Service Board  
**FROM:** Secretary, Medical Office Career Service Board  
**SUBJECT:** Monthly Report of Career Service activities

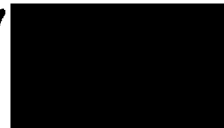
1. In compliance with your memorandum of 23 October 1952, report of the activities of the Medical Office Career Service Board for the month ending 15 June 1953 is submitted.

2. During this period there was one (1) meeting. A copy of the minutes of this meeting is attached. There was no activity of this board not included in these minutes.

3. There was no individuals from this office in inter-office rotation status or in extra-CIA training status.

25X1A

/s/



Enclosure (1)

C O P Y

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3 June 1953

**MEDICAL OFFICE CAREER SERVICE BOARD MEETING  
21 May 1953**

25X1A

Members Present: [redacted] Chairman

1. The minutes of the previous meeting were approved.

2. The matter of a Career Plan for Medical Technicians was again discussed. In lieu of the questionnaire proposed at the last meeting, it is recommended that an ad hoc committee, to be known as the Medical Technician and Administrative Employee Advisory Committee, be formed. Purpose of this committee would be to develop the policy concept for a Medical Technician and Administrative Employee Career Program. Members of this committee would be selected from technicians and administrative employees who are at present occupying positions calling for grades up to and including GS-11 (Administrative presently occupying positions calling for GS-12 and above will receive individual career program attention by the Board). This committee would report its findings and recommendations to the Medical Office Career Service Board. The following individuals were nominated for membership on this committee.

25X1A

[redacted] GS-9 (Med. Tech. Asst.)  
[redacted] GS-9 (Admin. Asst.)  
[redacted] GS-8 (Med. Tech.)

25X1A

[redacted] was nominated as chairman of this committee.

25X1A

25X1A

3. The Board recommended that [redacted] and [redacted], both GS-7 (Medical Technician) be recommended to their respective receiving divisions for promotion to GS-8. Both are presently being reassigned.

25X1A

25X1A

4. The Board considered the request of [redacted] GS-3 (Clerk-Stenographer), for permission to seek employment elsewhere in the Agency. The Board recommended that approval not be granted at this time. Instead, it was recommended that [redacted] and [redacted] GS-4 (Clerk-Stenographer) exchange positions within the Medical Office.

25X1A

25X1A

25X1A

/s/ [redacted]

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COPY

15 August 1952

**TO :** Executive Secretary, Career Service Committee  
**FROM :** Chief, Medical Staff  
**SUBJECT:** Career Service Program

1. A Career Service Board has been appointed for the Medical Office composed of the following permanent members:

Chief or Deputy Chief, Medical Staff  
Chief, Special Support Division  
Chief, Administrative Services Division

Temporary members will be appointed to represent individual categories of medical personnel as each comes under discussion.

2. The permanent board has had several meetings, the most recent of which was also attended by three temporary members representing technical interest. At that meeting problems of promotion, rotation, and training were discussed.

3. Board activities have served to establish the following points:

- a. Non-professional technical personnel in the Medical Office are career people; they will enthusiastically support a career program and expect opportunity to experience the products of such a program in an equitable fashion.
- b. Career programming must encompass the field as well as headquarters. The program thus extends its influence into organization and authority. This poses several obvious but interesting problems whose solution is a function of development.

4. The Medical Office welcomes this opportunity to participate in career programming and will provide whatever cooperation is required.

/s/ JOHN R. TIETJEN, M. D.

MD/JRT:ajs (15 August 1952)

Distribution:

Orig. & 1 - Addressee  
2 - MD File

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**C O P Y**

**CONFIDENTIAL**  
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27 July 1953

**MEMORANDUM FOR:** Executive Secretary, CIA Career Service Board  
**FROM:** Chairman, GSO Career Service Board  
**SUBJECT:** Monthly Report of GSO Career Service Activities

1. During the period of 16 June to 15 July 1953, the GSO Career Service Board held one (1) meeting on 26 June 1953.
2. In accordance with memorandum of 26 June 1953 from the Assistant Director (Personnel) attaching a list of CIA employees of other Agency components who had been proposed for GS career designations, this office reviewed the Official Personnel Files of 27 employees, all of whom are personnel assigned to the [redacted] or to overseas field activities. Of these, General Services Office concurred in the assignment of GS career designations to 12, and, based on present assignments, previous CIA experience, and their work experience prior to coming to CIA, recommended the assignment of career designations of other offices to 14. One (1) individual on the list had resigned from the Agency and we have not received the files on the remaining five (5) people as yet, but will advise the Assistant Director (Personnel) as soon as we have reviewed their present assignments, previous work experience, and qualifications.
3. During this period, one (1) career employee of this office received a cash award and a Certificate signed by the Personnel Director as a result of his submission of an employee suggestion under the Incentive Awards Program.
4. A total of 18 promotions within General Services Office were processed, one (1) employee transferred from OCD to GSO, and two (2) GSO employees were released for transfer into other CIA activities.
5. One employee requested Agency approval during this period to engage in non-CIA school courses secured on his own initiative, his own time, and at his own expense.
6. Employees who entered training courses at CIA expense or on CIA time are shown on the attached list.
7. Tours of our Printing and Reproduction Plant in [redacted] were conducted during this period for a total of ten (10) Agency employees.

Enclosure

List of Employees  
who Entered Training

Approved For Release 2001/08/29 : CIA-RDP78-03578A000200020001-8  
Courses at CIA Expense or on CIA Time

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/s/ [redacted]

25X1A

25X1A

25X1A

25X1A

25X1A



ORG PERSONNEL WHO HAVE ATTENDED VARIOUS TRAINING COURSES ON CIA TIME OR AT CIA EXPENSE

(16 June 1953 through 15 July 1953)

<u>Present Title</u>	<u>Present Grade</u>	<u>School</u>	<u>Course</u>	<u>Dates</u>
Records Analyst	GS-7	American University	Ninth Annual Institute in the Preservation and Administration of Archives (31.550F)	6/22/53 - 7/17/53
Records Analyst	GS-5	" "	"	6/22/53 - 7/17/53
Tab Equip. Opera.	GS-4	IBM School Washington, D. C.	Wiring Principles	7/6/53 - 7/17/53
Clerk (Typing)	GS-4	CIA Training Office	Shorthand II and Transcription	6/22/53 - 7/10/53
Records Analyst	GS-7	CIA Training Office	Reading Improvement	7/13/53 - 8/28/53

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C O P Y

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10 July 1953

MEMORANDUM FOR: Executive Secretary, CIA Career Service Board  
FROM: Chairman, GSO Career Service Board  
SUBJECT: Summary of Career Service Activities of General Services Office for Quarterly Period From 16 March to 15 June 1953

1. Actions of the GSO Career Service Board were as follows:

a. 16 March to 15 April 1953

See memorandum of 13 April 1953 and minutes of board meeting held on 15 April 1953.

b. 16 April to 15 May 1953

See minutes of meeting held 7 May 1953.

c. 16 May to 15 June 1953

See minutes of two meetings held 18 and 29 May 1953. At these meetings the procedure for handling assignment of initial Career Designations to GSO employees was agreed upon. The Board also discussed the considerable waiting period already required for processing, orientation, training and entering on duty of new employees and the additional six weeks required for their attendance (in the case of GS-7 and above) at the BIC(SUP) course, which prolongs even more the period the operating activity must wait before being able to fully utilize their services. It was decided that a proposal would be submitted for consideration in attempting to shorten this period for administrative support personnel as much as possible by having them receive as much of this training as possible while on duty on a SECRET clearance while awaiting full clearance. This, of course, would require concurrence of the Security Officer.

2. In addition to the information contained in the minutes of the meetings mentioned above, the following activities have resulted or been handled in normal daily GSO operations:

a. Initial career designations were tentatively assigned to the majority of GSO employees. Memorandums were forwarded to other Office Career Service Boards as appropriate giving the names of GSO employees who felt qualified for and requested Career Designations of their respective Offices. These memorandums were written in order that the boards concerned may consider the qualifications of these employees and determine whether or not they were acceptable for assignment of Career Designations under their jurisdiction.

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b. During the months of March and April GSO transferred six (6) Machine Records personnel to FE, DD/P, to provide General Services support at an installation overseas. GS career designations were recommended for these employees for further rotation in General Services support activities upon completion of their present assignment.

25X1A

c. One GSO employee, [REDACTED] Assistant Chief, Printing and Reproduction Division, was nominated 6 May 1953 to attend one of the Defense Colleges.

d. A Records Management Training Program was conducted by the General Services Office in cooperation with the Office of Training from 14 April through 11 May 1953, which covered the principal phases of records management, i.e., records creation, maintenance and disposition. A total of 87 persons were selected by their respective offices to attend the training course. These included persons nominated as Area Records Officers, Administrative Officers, and members of our own Records Management Staff. Total attendance at all sessions amounted to 632, with an average of 79 for each session. At the conclusion of the last meeting, certificates were given to those who did not miss more than one session. A total of 62 certificates were issued. Each person was also given appropriate reference material pertaining to the various phases of the records management program, such as Reports Management, Forms Management, and Correspondence Management. In continuance of this training program, GSO is issuing a series of bulletins outlining various phases of the program which need attention and giving general instructions on how certain technical portions of the program may be established and carried out. To date three such bulletins have been issued. Some training has already begun on the Agency File Manual and additional courses are planned in Forms Management, Reports Management and Correspondence Management. Some Offices have expressed interest in this program but indicated that they did not have individuals on their Staff to carry out the duties of Area Records Officers and in these cases we will supply qualified personnel from our staff.

e. Requests for approval for two Records Analysts of our Records Services Division [REDACTED] to attend at CIA expense the Ninth Annual Institute in Preservation and Administration of Archives (31.550F) at the American University for the period 22 June to 17 July 1953 were submitted to the Director of Training on 16 June 1953.

25X1A

f. Training requirements for fiscal year 1954 and projected requirements for fiscal year 1955 were submitted for budgetary purposes to the Training Office under cover of memorandum of 2 June 1953.

g. A total of fifteen (15) GSO employees attended the Tenth Agency Orientation Course conducted by the Training Office during the period 5 through 8 May 1953.

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**CONFIDENTIAL**  
**Security Information**

h. During this quarter two employees of the Printing and Reproduction Division received cash awards and Certificates signed by the Director of Central Intelligence as a result of their submission of employee suggestions under the Incentive Awards Program.

i. A total of 60 promotions within General Services were processed and 19 GSO employees were released for transfer into other CIA activities during this period.

j. A total of eight (8) employees requested approval during this period to engage in, or, in the case of new employees, to continue in non-CIA school courses or training secured on their own initiative, on their own time, and at their own expense.

k. Employees who entered training courses during this period at CIA expense or on CIA time are shown on the attached lists. 25X1A

l. Tours of our Printing and Reproduction plant in [REDACTED] were conducted during this period for a total of approximately 111 Agency employees representing a total of 18 different offices.

25X1A

/s/ [REDACTED]

Attachments

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O. G. S. PERSONNEL WHO HAVE ATTENDED VARIOUS TRAINING COURSES

(15 March 1953 through 15 April 1953)

25X1A

<u>Name</u>	<u>Present Title</u>	<u>Present Grade</u>	<u>School</u>	<u>Course</u>	<u>Dates Attended</u>
[REDACTED]	Clerk (Typing)	GS-4	Office of Training	Shorthand I	3/30/53 - 4/17/53
[REDACTED]	Microphotographer	GS-3	Office of Training	Typing II	3/30/53 - 4/17/53
[REDACTED]	Tab Machine Operator	GS-3	IBM School Washington, D.C.	Machine Operation	4/6/53 - 4/24/53
[REDACTED]	Tab Machine Operator	GS-3	IBM School Washington, D.C.	Key Punch	4/6/53 - 4/24/53
[REDACTED]	Chief, General Services	GS-16	*	Records Management Training Course	4/14/53 - 5/11/53
[REDACTED]	Deputy Chief, General Services	GS-15	*	"	4/14/53 - 5/11/53
[REDACTED]	Deputy Chief, General Services	GS-15	*	"	4/14/53 - 5/11/53
[REDACTED]	Chief, Printing & Reproduction Division	GS-14	*	"	" "
[REDACTED]	Asst. Chief, Printing & Reproduction Division	GS-13	*	"	" "
[REDACTED]	Chief, Records Mgt. & Distribution Branch	GS-13	*	"	" "
[REDACTED]	Asst. Chief, Records Mgt. & Distribution Branch	GS-12	*	"	" "

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25X1A Name	<u>Present Title</u>	<u>Present Grade</u>	<u>School</u>	<u>Course</u>	<u>Dates Attended</u>
	Publications Officer	GS-14	*	Records Management Training Course	4/14/53 - 5/11/53
	Chief, Machine Records Branch	GS-13	*	"	" "
	Admin. Officer	GS-11	*	"	" "
	Records Analyst	GS-11	*	"	" "
	Records Analyst	GS-9	*	"	" "
	Records Analyst	GS-11	*	"	" "
	Records Analyst	GS-9	*	"	" "
	Records Analyst	GS-7	*	"	" "
	Records Analyst	GS-7	*	"	" "
	Methods Examiner (Forms)	GS-11	*	"	" "
	Records Analyst	GS-7	*	"	" "
	Records Analyst	GS-9	*	"	" "
	Records Analyst	GS-7	*	"	" "
	Records Analyst	GS-5	*	"	" "
	Records Analyst	GS-5	*	"	" "
	Mail & File Supvr.	GS-7	*	"	" "

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<u>Name</u>	<u>Present Title</u>	<u>Present Grade</u>	<u>School</u>	<u>Course</u>	<u>Dates Attended</u>
[REDACTED]	Mail Clerk	GS-5	*	Records Management Training Course	4/14/53 - 5/11/53
[REDACTED]	Mail Clerk	GS-5	*	"	" "
[REDACTED]	Mail Clerk	GS-5	*	"	" "
[REDACTED]	Records Analyst	GS-7	*	"	" "
[REDACTED]	Mail & File Supvr.	GS-9	*	"	" "
[REDACTED]	Records Analyst	GS-11	*	"	" "
[REDACTED]	Records Analyst	GS-11	*	"	" "
[REDACTED]	Mail & File Clerk	GS-5	*	"	" "
[REDACTED]	Mail Clerk	GS-5	CIA Training Office	Reading Improvement Course	3/16/53 - 5/5/53

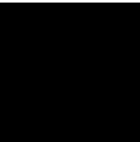
\*This course is sponsored jointly by the General Services Office and the Office of Training.

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GSO PERSONNEL WHO HAVE ATTENDED VARIOUS TRAINING COURSES

(15 April through 15 May 1953)

25X1A

<u>Name</u>	<u>Present Title</u>	<u>Present Grade</u>	<u>School</u>	<u>Course</u>	<u>Dates Attended</u>
	Tab Equipment Operator	GS-3	IBM School Washington, D.C.	General Machine Operation	4/27/53 - 5/15/53
	Microphotographer	GS-3	CIA Training	Typing II	4/27/53 - 5/15/53

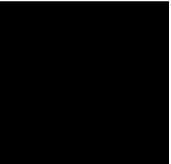


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GSO PERSONNEL WHO HAVE ATTENDED VARIOUS TRAINING COURSES

25X1A

(15 May through 15 June 1953)

<u>Name</u>	<u>Present Title</u>	<u>Present Grade</u>	<u>School</u>	<u>Course</u>	<u>Dates Attended</u>
	Tab Project Planner	GS-9	CIA Training Office	BIC (SUP)	6/1/53 - 7/10/53
	Records Analyst	GS-11	CIA Training Office	BIC (SUP)	6/1/53 - 7/10/53

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Security Information

OFFICE OF GENERAL SERVICES REGULATION

NUMBER OGS 20-15  
11 August 1952

OGS CAREER SERVICE BOARD

I. GENERAL

- A. There has been established in the Agency a Career Service Program. This program is concerned with the identification, development and use of those individuals who desire to render maximum service to the Agency.
- B. The program operates through the Agency Career Service Board and individual boards established in each major office. The Office of General Services therefore participates fully in this program and will exert every effort to carry out the Agency policies issued with respect to the program.

II. ESTABLISHMENT OF BOARD

- A. Effective immediately, there is established a General Services Career Service Board. The board shall consist of the following members:

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- Chairman - - - - - Chief, General Services
- Member - - - - - Chief, Real Estate & Buildings
- Member - - - - - Chief, Printing & Records Management
- Member - - - - - Chief, Records Management
- Secretary (Non-voting) - - Administrative Office

Three members shall constitute a quorum.

- B. Meetings of the Board shall usually be held on the last Friday of each month but may be changed at the discretion of the Board.

III. FUNCTIONS OF BOARD

The General Services Career Service Board shall:

- A. Serve as advisor to the Chief, General Services on all matters pertaining to the Career Service Program.
- B. Direct within General Services the application and functioning of the Career Service Program, including but not limited to:
  - 1. Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.

S E C R E T  
Security Information

OFFICE OF GENERAL SERVICES REGULATION

NUMBER OGS-20-15

OGS CAREER SERVICE BOARD

11 August 1952

2. Sponsoring, developing and executing the Career Service Program of General Services, including an intra-office rotation system and reporting periodically to the CIA Career Service Board.
  3. Recommending cancellation or continuance of career development actions.
  4. Participating in the development and execution of approved extra-office rotation systems.
  5. Submitting a semi-annual Personnel Evaluation Report to the Sponsoring Office on each rotation appointee from another office.
  6. Ensuring that the rotation appointees detailed by General Services to another office are not overlooked for warranted promotion and ensuring that rotation appointees received by General Services are productive and their assignments commensurate with the purpose of the appointments.
  7. Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps."
  8. Reviewing continuously the personnel intake of General Services, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.
- C. Supervise supporting groups or Boards as appropriate for handling specialized functions, assigning to them Office personnel as necessary.
- D. Reviewing Personnel Evaluation Reports and proposed development training.
- E. Review and recommend advancement and promotion plans for individuals; including, but not limited to:
1. Special training courses within General Services.
  2. Nominees for courses outside General Services.

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OFFICE OF GENERAL SERVICES REGULATION


NUMBER OGS 20-15

11 August 1952

OGS CAREER SERVICE BOARD

3. Planned progression within General Services for the career development of key individuals.
4. Long-range planning to include rotation and training assignments outside General Services.
5. Reassignment and advancement involving more than one Division or Staff.
6. All General Services promotions into grade GS-12 and above.

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Chief, General Services

Distribution:

Chief, Career Development Staff  
Chief, Building Maintenance & Utilities Division  
Chief, Machine Records Division  
Chief, Printing and Reproduction Division  
Chief, Real Estate and Construction Division  
Chief, Records Management and Distribution Division  
Chief, Motor Pool Branch