

DUP 64-4015
by 65-435

22 JUL 1964

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support

SUBJECT : Review of Career Management Activities


1. It has been several years since most of our concepts of career management were developed and translated into program activities. Now, I think it is timely to review the career management and development practices of the various career services as the basis for exchanging useful ideas which have been generated during this period and for evaluating our central program of personnel support.

2. As a first step, I should like to study any materials published or in use by the career services which supplement Agency regulations by providing more specific policy and procedural guidance in the development and utilization of their personnel. Publications concerning such matters as selection criteria, training standards, promotions, planned rotation, and other aspects of career management are of interest.

3. I would appreciate it if copies of any materials of this kind which are currently in effect for the career services under your jurisdiction could be assembled and sent to me. I will also appreciate your forwarding copies of any earlier issuances of similar materials which serve to illustrate the historical development of career management concepts and techniques in those services. It will be helpful if I can receive these publications by 14 August 1964.

4. It is my intention to utilize the Agency Personnel Advisory Board as the mechanism for the discussion and interchange of policies and practices which may be of common value in the operation of our Career Service System.

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Emmett D. Echols
Director of Personnel

Group I Excluded from
automatic downgrading and
declassification.

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TRANSMITTAL SLIP		DATE
		13 JUL 1964
TO: Head of the Finance Career Service		
ROOM NO. 203	BUILDING South Building	
REMARKS: The Director of Personnel, in the attached memorandum, requests that he be furnished published materials relating to the activities of the several Support Services. Please forward any material which you might have directly to him. Note that he would like to have this done by <u>14 August</u> .		
<i>for</i> ^{VT} LKW		
FROM: Deputy Director for Support		
ROOM NO. 7D26	BUILDING HQ	EXTENSION 5454

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19 September 1960

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COMPTROLLER INSTRUCTION NO. 39, Revised

SUBJECT : General - Training
Specific - Policy and Procedures for
Training of SF Personnel

REFERENCES : (a) Government Employees Training Act -
Public Law 85-507

RESCISSIONS: Comptroller Instruction No. 31, dated 28 November 1956 ✓

Comptroller Instruction No. 39, revised 18 June 1958 ✓

1. PURPOSE

The purpose of this Instruction is to establish the policy and procedures governing the training of personnel of the Office of the Comptroller, and personnel assigned to other components of the Agency who carry the SF career service designation.

2. POLICY

- a. In addition to internal training offered by the Office of Training and by components of this Office, selected Comptroller personnel may be approved for external training at Agency expense when the training is considered to be of sufficient immediate or potential usefulness to the Agency. As declared by the Congress, the criterion shall be "development of maximum proficiency in the performance of official duties by Government employees."
- b. Where the value of the external training to the Agency is not sufficient to justify Agency payment, the limited value may nevertheless justify voluntary payment by the individual and credit to be noted on the Career Record of the individual for use by the SF Career Service

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Board. Congressional policy stated in reference (a) recognizes that "self-education, self-improvement, and self-training" will be supplemented and extended by Government sponsored programs.

- c. Whenever a course is taken purely for personal benefit, neither career service credit nor financial reimbursement will be allowed.
- d. All types of training (Agency, military, academic, and commercial) will be reported to the Comptroller Training Officer for the information and use of the SF Career Service Board. (See Comptroller Instruction No. 82 for requirements for reporting external training.)
- e. Individual and position training plans will be based on the requirements of the official job functions and the employee's career development. The needs of the Agency will be given priority over personal preferences.

3. PROCEDURES

- a. Requests for Internal Training, Form 73, will be signed by the Division or Staff Chief and forwarded to the Training Officer.
- b. When the Agency is asked to approve external (non-CIA) training for credit and to authorize payment of the cost, a Request for Training at Non-CIA Facility (Form 136) will be prepared by the employee. In box 21, "Career Service Board Approval of This Request," the signatures of the appropriate Division or Staff Chief and the Training Officer will indicate their concurrences. The signature of the Comptroller in box 22 will indicate Office approval.
- c. When the Agency is asked to approve external training for credit but without any cost to the Agency, an explanation to this effect will be written under Item 15, "Estimated Expenses".

4. CAREER RECORDS FOR SF PERSONNEL ASSIGNED TO OTHER OFFICES

- a. Personnel carrying an SF Career Designation but not assigned in the Office of the Comptroller will submit training requests through the component to which they are assigned.

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- b. In all such cases, however, the Comptroller should be informed of such training when completed so that career records for all SF Employees can be kept current and complete. A copy of training reports by OTR and other schools should be furnished for the SF Career Service files.

5. MINIMUM STANDARDS FOR FORMAL TRAINING OF COMPTROLLER PERSONNEL

- a. For all personnel (GS-12 or above) who have no current supervisory or managerial responsibilities but who have responsibilities in coordination or staff guidance functions:

Survey of Supervision and Management (OTR 308)

- b. For all personnel who have current first-line or direct supervisory responsibilities:

Supervision (OTR 301)

- c. For all personnel who have current middle-management or higher managerial responsibilities:

Management (OTR 302) - This course is prerequisite for nomination to many senior programs in external training.

- d. For all administrative, secretarial, and clerical personnel GS-7 or below:

Administrative Procedures (OTR 101)

- e. For all personnel GS-7 or above:

Intelligence Orientation (Two Phases) (OTR 901)

- f. For all Branch, Staff, and Division Chiefs who directly support DD/P elements and all personnel GS-11 or higher who directly support DD/P elements:

Operations Support (Two Phases) (OTR 102)

- g. For all personnel proceeding to an overseas position as Senior Finance Officers for the first time or being assigned as Chief Budget and Fiscal Officer of a DD/P Area Division for the first time:

Operations Familiarization (OTR 402)

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- h. For all personnel (GS-7 and above) whenever they are returning from an overseas PCS assignment:

Clandestine Services Review (OTR 409)

6. COMPLIANCE WITH REQUIREMENTS

The training outlined in the previous paragraph is designed to insure that personnel are capable of dealing with problems to be met in current or new assignments involving greater responsibilities or different working relationships. Division and Staff Chiefs will coordinate the required training with the Training Officer and will be responsible for releasing employees from duties so that these standards are met. Consistent with working schedules and other priority requirements, the required courses should be taken as soon as possible after entering on duty and before reassignment or promotion. The Comptroller reserves the right to make directed training assignments in the Office of the Comptroller as necessary to meet SF Career Service requirements.

7. TRAINING BEYOND REQUIRED MINIMUM

The courses prescribed in paragraph 5 represent the minimum standards. Staff and Division Chiefs are urged to enroll employees for additional courses in external or internal training which will "increase efficiency and economy" as intended by Congress. Special consideration should be given to the varied types of training conducted by the Office of the Comptroller. Career employees should also take appropriate OTR courses in Effective Speaking, Writing Workshops, and Conference Techniques. These courses are especially recommended for candidates to senior programs in external training.

8. LANGUAGE DEVELOPMENT PROGRAM (For details on foreign language and area study requirements see Comptroller Instruction No. 89.)

- a. The voluntary study of foreign languages on an off-duty basis is encouraged. Off-duty training may be approved by the Training Officer for the Office.
- b. Foreign language training in direct relation to current and proposed job functions may be approved by the Comptroller as an on-duty assignment under certain conditions. Each request will be judged on its own merits.
- c. Voluntary foreign language training which is not related to job functions and which is undertaken on an off-duty basis may be supplemented by on-duty

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internal training to the extent of five hours per week if approved by Staff or Division Chief.

- d. Foreign language proficiency will be considered by the SF Career Service Board in effecting overseas rotation and other assignments.

9. **WAIVER**

Except as otherwise provided by higher authority, a waiver of these requirements can be authorized only by the Comptroller.



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