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15 July 1965

MEMORANDUM FOR: Director of Personnel

FROM : Chief, Recruitment and Retiree Placement Division

SUBJECT : Annual Report of FY 65 Accomplishments and FY 66-67 Plans and Objectives

NOTE : This report will cover separately the two major areas of C/RRPD responsibility, Recruitment and Retiree Placement.

RECRUITMENT--FY 65 ACCOMPLISHMENTS

1. In re-examining our FY 65 plans and objectives, we are impressed by the fact that the secret of achieving one's goals may be in controlling the language in which they are stated.

2. In essence, we seem to have said very little in last year's estimate that might hurt us should our accomplishments fall short of the mark. Our objective, essentially, was to continue recruiting. For good measure, we seem to have implied "with a minimum number of all-purpose recruiters properly deployed." This would be pretty realistic planning when you come to think about it. Insofar as PRD strength was involved, we simply found ourselves in the same boat with every other Agency component: under orders to trim frills, retrench where possible, live cost-consciously, and get on with the job. All of this we accomplished.

3. Statistically, the fruits of our labor reflect no staggering tonnage. It was not that kind of a year. Requirements and attrition were down. Our image was good, but Recruitment momentum was sacrificed to the Agency-wide exercise of getting down to ceiling. At the outset, this appeared to be a tough target for the Agency to hit, but it managed--component by component, and before the Fourth Quarter was but a few weeks old.

4. Suddenly, getting down to ceiling had become as much a cause for celebration within CIA corridors as getting up to ceiling had been in FY 63. Recruitment lives in a fickle world to be sure. The recruiter's stock in trade is a pair of yo-yo eyes and a built-in grievance that assures him Headquarters planning is purely a contrivance for steering him out of his mind--for as soon as ceiling is within component reach he hears only the cry: "When are you going to get us our personnel?"

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5. Ours is not to wonder why, ours is but to die in the struggle to somehow rid this Agency of its fixation that any temporary deficit in personnel can rightfully be traced to what is too frequently termed a "recruitment shortfall."

6. When the computers take over all attrition and requirements forecasting, selection, investigation, invitational travel, processing, placement, and all the other human steps incidental to entering new employees on duty, Recruitment will still be riding the white steed of virtue (assuming, of course, we have ironed out the few remaining wrinkles in an otherwise altogether organizationally and artistically perfect fabric, satisfying the highest standards, dollar for dollar, of functional design and utility).

7. Our FY 65 accomplishments? These would be living with the month to month uncertainties of Agency staffing determinations, and silently, uncomplainingly, heroically acknowledging to ourselves that others who have a functional role to perform in bringing the right people on board at the right time were not as efficient as we might have wished. Could it be they cut back too far? Could be, when they are known to have demonstrated in FY 63, all up and down the line, that they had the know-how, desire, drive, and capability of totally supporting Recruitment when their support was clearly called for, in their own best interests. These interests still exist, in smaller dimensions, of course, but the head of steam seems to have lost some of its FY 63 pressure.

8. By and large, whatever personnel shortage the FY 65 year-end head count reveals should be slight, temporary at worst, and nothing that would severely cripple operations. So, we refuse to panic. We still have the horses. Give us lead time and we'll give you bodies. No lead time and you'll have to wait for your bodies, sans sympathy.

PERSONNEL DEVELOPMENTS

The following series of personnel vignettes will be seeking to serve two purposes: (a) accounting for any significant changes in the complexion of our work force, and (b) accounting for the realignment of FRB territories. The immediate reaction to our territorial changes is likely to be that PRD is always in a state of flux. This would be an unfair criticism because we have been moving in precisely the opposite direction, strictly toward stabilization of territory and team membership. In effect, if you are forced to cover the same ground with fewer guards, you patrol the area differently, not drastically so but as the geography suggests.

1. [REDACTED] was transferred to the Retiree Placement Counseling Staff and his position as Deputy Chief, PRD, was abolished on 5 February 1965.

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25X1A9a 17. Mr. [REDACTED] (FRB/NPIC) is scheduled to replace Mrs. [REDACTED] (WRO) who is retiring in December 1965. [REDACTED] will also serve as our campus professional recruiter for Maryland, District of Columbia, and West Virginia. 25X1A9a

18. Chief, PRD was privileged in September 1964 to be designated a member of the Personnel Career Service Board for the period ending 31 July 1965.

19. Clerical and Technical Recruiters whose services were terminated

[REDACTED] 25X1A9a

COMMISSIONED RESERVE

1. As both a cushion to fall back on in case of any upsurge in requirements keeping our recruiters on the professional circuit, and as an active clerical and COMMO in-place recruitment reserve, we are proposing at this time the establishment of a Commissioned Reserve comprising as many as thirty (30) retirees or former employees who have relocated to cities at some distance from our Field Offices.

2. This program is as implied, in the formative stage, but it has much to recommend it in giving quick service to write-in applicants or Prospect Referrals at times when it would prove impossible schedulewise, costly transportationwise, or otherwise imprudent to put a full-time recruiter on the case. It would be premature to outline here the full format of this proposal before it is given official status.

THE 100 UNIVERSITIES PROGRAM

1. The second annual running of the 100 Universities Program (of faculty dinners) was conducted in accordance with the October-November 1964 schedule set forth at Tab A, and with the same high degree of success and acceptance that the 1963 presentations were accorded. Total coverage shrank to 87 universities, and there will be still a smaller number in 1965 due to retrenchment in our professional recruiter strength. We are not renaming or "renumbering" the Program, however, what with the prestige the Program has gained under this name within the Agency, as signified by [REDACTED] (Tab B). 25X1A

2. Mr. Lyman B. Kirkpatrick, Jr., Executive Director-Comptroller, in addition to his totally effective personal participation in the 100

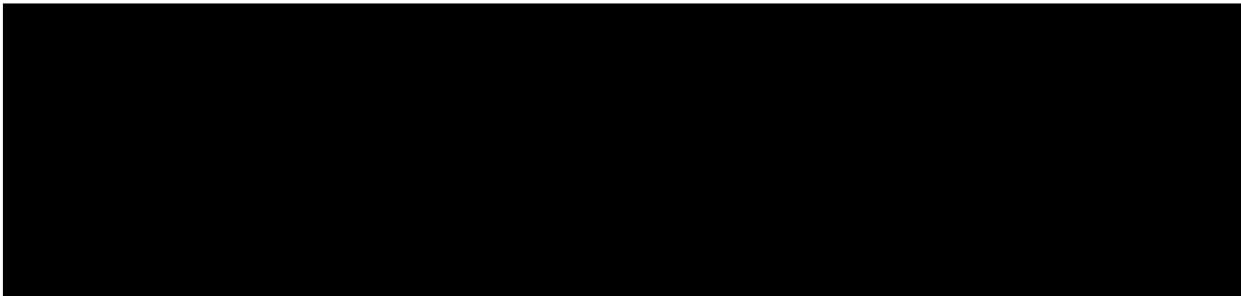
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Universities Program, kept two speaking engagements requested of him by C/PRD and our University Associates at the University of Iowa and Brown University. On 15 March 1965, he addressed a faculty-student audience of over 250 at Iowa; and at Brown, on 14 April 1965, he was the Weekly Convocation guest speaker before a freshman and faculty audience of some 600 intensely interested and appreciative listeners. Retiree Placement Services denies any complicity in the fact that two months later he chose the Personnel Conference [redacted] as the official audience for his announcement he was leaving the Agency to accept an endowed Chair of Political Science at Brown University.

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UNIVERSITY ASSOCIATES

1. The Agenda for the 1964 Annual University Associates Conference is shown at Tab C. As always, this conference reinforced the great good will the Agency enjoys on the campuses represented by these consultants, and the Agency profited by both their formal advice during Conference hours and the informal discussions stimulated by the buffet dinner setting--on this occasion at the home of the Lyman Kirkpatrick.



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3. As is their custom, several of our Associates personally received and assisted various Agency officers who had on-campus missions to perform, in addition to their responding to special requests levied by C/PRD. Particular note should be taken here of the excellent voluntary representation given the Agency by [redacted] when he chaired a panel featuring one of the authors of "The Invisible Government." [redacted] submitted his comments for Agency editing beforehand and served to counter-balance much of the bias that otherwise would have gone unchecked.

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RECRUITMENT FIELD DIRECTORY

1. As we enter FY 66, the roster of our Field Offices shapes up as published in the Recruitment Field Directory at Tab E.

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2. We have nothing to apologize for in terms of office image, nor can we be criticized for overdoing this aspect of RRPD management. We are on the waiting list for Federal Office Building space in those cities where we have not been accommodated as yet due to a shortage of such space, as well as in those cities where Federal Office Building construction is under way or in blueprint.

ANNUAL RECRUITERS CONFERENCE

1. The Agenda for the 1964 (15-25 September) Annual Conference of Professional Recruiters appears at Tab F. During the two weeks immediately preceding the conference, new recruiters [REDACTED] were put through the OTR "Introduction to Intelligence" course.

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2. The 1965 Conference is scheduled for 1-10 September.

3. During FY 65, a three-day round-table meeting was held with NPIC representatives in Washington, 22-24 March 1965, in which [REDACTED] represented PRD Headquarters and our eight eastern recruiters participated

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[REDACTED]
This conference went a long way toward clearing the decks for an intensive recruitment effort in behalf of NPIC, and toward acquainting NPIC branch chiefs with the necessity for their prompt consideration of candidate files and close follow-up of applicants in whom they evince employment interest. [REDACTED] as the FRB NPIC coordinator, and the NPIC Administrative and Personnel Officers handled all arrangements.

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4. C/PRD attended the Western College Placement Association Conference in Palm Springs in January 1965 together with Messrs. [REDACTED]

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5. C/PRD also attended the AMA 28-30 October 1964 Personnel Orientation Seminar ("Equal Job Opportunities--Recruiting, Selecting and Employing Minority Personnel"). For a full report, see Tab G.

6. Chief, FRB [REDACTED] was privileged to participate in three training programs during the year. He attended the ADP for Systems Analysts course, 15-26 February 1965, conducted by the Department of Army; the Middle Management Institute, 19-23 April 1965, sponsored by the Civil Service Commission; and the Personnel Management for Federal Executives course, 19-28 May 1965, also conducted by the Department of Army.

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1964-1965 ACADEMIC RECRUITMENT SCHEDULES

1. Subject schedules for individual recruiters are shown at Tab H. This was primarily the CTP and ORR year and the year of the "One Week

University," meaning an extended stay at a major university for the purpose, in one dimension, of firming up faculty contacts. With the loss of three full-time clerical recruiters, the transfer out of FRB of [REDACTED] the termination of [REDACTED] appointment, and the transfer of [REDACTED] from PRD to RPCS, the "One Week University" is a part of our past (I can only hope the faculty contacts were firming up). So is the ORR Day.

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2. We had no more tangible success in recruiting economists by the ORR Day device (a day set aside for the exclusive interviewing of Economics majors by our recruiter and an ORR representative working in tandem) than we had working alone. If this is capitulation, I capitulate. ORR can send its representatives to the campuses of its choice, when it pleases--so long as the ORR representative, working through the department head, makes his recruitment presence known in advance to the placement director, and encounters no objection. The economist shortfall is something Government at large is having to live with these days.

3. As for CTP candidates, FY 65 gave us our fair share of good-looking prospects. If CTP needs a fuller pipeline, which is the Program's contention, it will have it this year.

4. Campus scheduling for 1965-1966 will strike a happy balance as between proven component needs, be they mathematicians for NPIC, economists, Career Trainees, RID analysts, engineers or what have you.

5. The recruiter must make his specific interviewing requirements known in advance to each college or university he calls on--and be more brutal in rejecting the misfits, no matter how much he wishes we needed them.

6. Further, a number of college and university dates will have to give way--during the mid-September to March hunting season--to the business and secretarial schools and junior colleges turning out secretarial graduates; and to days set aside at U.S.E.S. and elsewhere for COMMO; and for non-campus NPIC recruitment.

7. We're out of the "catering" business insofar as individual components are concerned. Our Recruitment strength is now such that it must be conserved and deployed on a come-what-may, come-our-way day to day Agency-wide program of pipelining until PRD blows the whistle on applicant overages in one category and asks for more attention to another. We can't forecast overages and shortfalls, but we can monitor what we observe entering the pipeline and call new signals accordingly. This is about the way it's going to have to be.

WRO RECRUITMENT

1. The tremendous workload that WRO stays on top of and turns into EOD's is a continuing source of satisfaction. FY 65 simply put another jewel in the WRO crown. See Tab I.

2. My former fears of losing our Sixteenth Street WRO location have subsided; it is believed that any reasonably intelligent applicant in the metropolitan Washington area will be able to find our WRO facility in Rosslyn almost as easily as he or she now manages to find us in Washington. Normally, this is a one-time visit, and, if the applicant is properly motivated, he can find us in Rosslyn. He'll have to since over-all Agency plans at this writing have RRPD merging its Sixteenth Street, Glebe Building, and Quarters Eye units into the Ames Building in Rosslyn in January 1966, where POD/IAS also will be housed. We have asked for (a) first floor space, (b) adequate visitor parking, and (c) rewording of our listing in the telephone directory to "If moved, call 351-2028."

FY 66-67 PLANS AND OBJECTIVES

1. We have pretty well hinted at, or blocked out, our current planning in the course of recapitulating FY 65 accomplishments and developments. It is difficult to do otherwise. This section, however, will restate certain of these objectives and identify others, in no special order:

a. We can take no further reduction in PRD personnel strength without seriously affecting our recruitment capability.

b. We can use a Commissioned Reserve (Clerical and COMMO) to bolster our present recruitment assets and render faster service to write-in applicants and Prospect Referrals.

25X1A5a2 c. We must completely overhaul our recruitment advertising machinery by dispensing altogether with the inadequate services of [REDACTED] and employing the services and facilities of a more knowledgeable, market-minded, recruitment-oriented advertising agency
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d. We must tailor a year-round recruitment program to fit the monthly, or quarterly, EOD input margins set by ceiling-minded components or programs such as RID, SSG, CTP, IAS, and COMMO, while continuing a steady drive for NPIC and ORR. As to competitively hard-to-fill or otherwise rare skills, we must look to the professional guidance and assistance of an aggressive advertising agency to lead us to these candidates.

e. We can anticipate greater management and clerical mileage out of these RRPD assets once all of our units are co-located in Rosslyn. Any dividends accruing from co-location of our non-management professional personnel are certain to be welcomed and likely to be needed as well.

f. The section in last year's Annual Report labeled "Streamlining and Savings" is cited in this context for recommended re-reading, as

it still would be applicable under the heading of continuing savings. Over and above the numerous curtailments, short cuts, or savings and refinements heretofore integrated into PRD operations, we have recently converted our bulk mailing practice from Registered to the cheaper and equally secure Certified Mail channel; we have put a spending ceiling on the overly generous recruiter who cannot manage his 100 Universities dinners prudently; we are watching recruiter schedules for use of POV when air travel might be called for, and cheaper; and we are monitoring scheduled returns to residence when a week-end on the road with a Saturday interviewing schedule would be in order; we have curbed one recruiter's excessive use of telephone communication, and another's propensity for high mileage in a tight territorial corridor. Without trying to take all the enjoyment out of recruitment, we are forced to operate on the theory that all recruiters are not conservationists by nature or prior training--which is not to say by any stretch of the imagination that a single one of them is profligate by his design. What some possess by way of outstanding recruitment ability simply is not found in combination with always infallible administrative judgment. We suffer from the same weakness, hence are somewhat competent at detecting it in others.

g. We still hold to the idea that appreciable savings are to be accrued from recruiting only the fully investigated secretary or typist, and we have worked hard to prove that the need for a provisional clearance pool is a long-cherished OP fiction. There still is some slippage in the system somewhere, however, so FY 66 must find us putting our PRD, FRB, and WRO heads together with those of POD, IAS, and OS/ID to see if we can't stop the leak in the EOD pipeline that flooded the IAS provisional pool again in the dying days of FY 65. This year the components weren't taking the fully-cleared secretaries and typists once they were on board and waiting to be called. Then, when they could see Fourth Quarter ceiling space clearing, they pushed the panic button because full field investigations weren't materializing rapidly enough to suit them. It was a strange year, this year of accommodating to the ceiling that wouldn't lift--even when the components said all the old magic words and snapped their fingers as had been their Mary Poppins custom. Maybe it was a good "conditioner"--as with the horse that needs such a race in order to run the same distance the next time out.

h. On SSG secretaries, we missed the mark by not putting enough candidates into the pipeline. By the same token, we lost our carrot when all of Government started providing transportation to Washington. We need a new carrot. Opting for SSG offers no visible advantages to offset some very visible disadvantages. We may have to dangle GS-07 or GS-06 (Step 3) in front of the likely-looking SSG candidate. This proposal was under consideration when we went to press.

i. Tab J sets out our thoughts of a year ago with respect to the automation aspects of storing and retrieving informational data that

would expedite and help to modernize certain of our recruitment procedures and remove existing bottlenecks. [REDACTED] is our expert on automation, and his recommendations still stand. We are happy to report that OP took certain significant study steps in FY 65 toward achieving these short- and long-range objectives.

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2. Any omissions of significant developments, accomplishments, plans, or objectives that belong in this report must be attributed to my oversight, and in no way to my intentionally overlooking the good efforts of all PRD personnel who have contributed to whatever success or improvement this program may be entitled to claim in FY 1965.

3. The FY 65 production totals are shown at Tab K.

RECRUITMENT BROCHURE

There appears at Tab L the 1964 version of our recruitment brochure printed by LOG/Printing Services Division, with the outside advice (gratis) of a New York public relations firm known to Mr. Kirkpatrick. This brochure was late in coming off the presses (mid-October) and is now outdated, of course, by the changes in senior personnel cited by name in the text. In this particular, other public relations consultants tell us the text violated one of the fundamental rules of economics. In other respects, however, it is spoken of as projecting good recruitment "image."

RETIREE PLACEMENT--FY 65 ACCOMPLISHMENTS

It's a little early in this ball game to be speaking of accomplishments. About all we can do is recite a few factors of birth, christening, and post-natal nourishment. Then, our FY 66 and beyond Plans and Objectives can hint of our program hopes for a healthy infancy, and certain accomplishments.

BACKGROUND

1. Congressional passage of the Agency's Early Retirement Legislation triggered a movement in the DDP for a mechanism to support the out-placement of its qualifying careerists.

2. The DDP position postulated that the POD/Out Placement Branch activity would be inadequate for the Directorate's purposes; and it circulated a project outline that proposed to establish an overtly identified CIA corporation with a downtown Washington office and staff having ready access to psychological-testing, management consulting, and other executive search experts and techniques, as well as access to an annual operating budget of approximately a quarter of a million dollars.

3. This plan had merit, in keeping with the Agency's legislative plea, that its DDP careerists would be at a disadvantage in shopping their clandestine operational experience on the open market. The proposed project put its main emphasis upon finding second careers for front line and second level managerial talent.

4. The Office of Personnel was invited to submit a proposal for the central management of a second-career placement service to all directorates and all levels of careerists. This proposal took the T/O form of a beefed-up Out Placement Branch that would dangle from the prestigious heights of the Office of the DCI. This plan failed to muster its first endorsement, however, when the DDS opined that its obvious orientation belonged within the OP orbit as a Personnel management function. This advice was pondered by the Director of Personnel, and then a funny thing happened one day to C/PRD on his way to a staff forum. D/PERS noticed that his cottails were not flying. This prompted him to conclude he was not keeping C/PRD busy.

5. This would have been one day in January because on 2 February 1965 D/PERS and C/PRD were called to an all-directorate meeting, chaired by the Executive Director-Comptroller, to hear the DDP-corporation project proposal and offer a counter proposal that would provide central care and consideration to the retiring careerists of all components. Our (my) presentation of the OP proposal lacked coherence, clarity, and conviction, but it had one strong feature: it was cheap! C/PRD became C/RRPD (see Tab A1). At this meeting, the Comptroller appointed an Ad Hoc Committee, to be chaired by D/PERS and seat representatives of the four directorates, the General Counsel, and BPAM; its purpose would be to offer the earliest possible advice, and consent, as to the modus operandi of an efficient retiree counseling and placement service, and then disband. This committee convened for one meeting in FY 65. As of this writing, it has not disbanded.

6. Quite frankly, my interest in acquiring the Retiree Placement function (aside from the obvious satisfaction inherent in any manifestation of the Director of Personnel's confidence that I could carry a heavier workload) was in the prospect that it would constitute a form of group insurance for holding our professional recruitment strength at a minimum acceptable level; noises were already being made outside OP to the effect Recruitment wasn't cutting back as rapidly as personnel requirements were descending. These are the same theorists, of course, who would argue that once you have parked your car you may as well get rid of the gas tank. In any case, we clearly foresaw the need, nation-wide, for second-career manpower market intelligence and direct assistance to Agency retirees who would find new jobs in these markets and in any number of specific geographic locations; thus, our Field Offices and Field Recruitment force would provide the Agency this built-in, no additional expense asset. I'm certain it was the Executive Assistant to the Director of Personnel, [REDACTED] who first figured that 2 plus 2 equaled 4 in this particular. And it's working out that way. Our recruiters are turning up second-career opportunities for both early and older retirees, especially in the academic areas--which figured, but in other areas as well; and their efforts can only be more productive as we move along.

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7. What had not occurred to us, however, was that putting Recruitment astride Retiree Placement would surface some rather obvious shortcomings in the Agency's overall management of its personnel assets, because we soon discovered we were retiring certain skills we were having great difficulty recruiting, at a time when the individual's usefulness was far from spent. Accordingly, we pointed out these inconsistencies to the Director of Personnel and he, in turn, to the directorates, with his reminder that they had a voice of their own they could exercise in behalf of extending Civil Service retirees, with rare skills, beyond the age 60 and age 62 cut-off points, whereas the Agency Retirement Board would rule on any and all extensions purely for reasons of financial hardship.

8. This resulted in certain in-place extensions--primarily of older women who were proficient in their jobs--; certain transfers of skills from one directorate to another, normally following retirement and conversion to contract status; and ARB hardship extensions--but now with instructions to the individual to work closely with RPS in finding other employment.

9. Obviously, we have been working to date essentially with the Civil Service retiree group going out in FY 64 or Calendar 1965, and working with very little lead-time at that. Off hand, I would say we can support the claim that as many as twenty (20) of these 1965 retirees are now placed in productive employment either inside or outside the Agency; either by our direct or indirect assistance, their own efforts, or through the enlightened approach of the directorates themselves. It matters not, and we care not, where credit is lodged. There is consolation enough in the fact proper treatment has been accorded deserving retirees. Their names will not be brought into this Annual Report.

10. What did occur to us at the outset of Retiree Placement counseling was that it would be well to keep [redacted] OPB (now ERB, Employment Referral Branch) function and RPS compartmented as separate services to resignees, voluntary and involuntary, and retirees, respectively. And, in either case, we knew it would be totally unwise, if not disastrous, to be misrepresenting the qualifications of any individuals we were assisting. In turn, and to the extent we became cognizant, neither will we misrepresent the merits of prospective employers to our own personnel. This, therefore, is the single philosophy by which we govern all of our out-placement activity. For a box score on FY 65 ERB activity, please refer to Tab B1.

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11. One thing more as to the operating philosophy of RPS. Our function is PLACEMENT, not all-encompassing expertise on pensions, insurance, benefits, high-five calculations, exit-interviewing, retirement regulations, or other of the many ramifications of advice and consultation required by the retiree when he is confronted with the facts of what is about to be his retirement life. To the extent that we are knowledgeable of regulations, etcetera, and we should be, we will use such knowledge only as a check on the advice or guidance prospective retirees are receiving within other components of the Office of Personnel, that is, when there appears to be some confusion in their minds. We are NOT seeking to add to our responsibilities ANY of the assigned functions of other OP divisions or staffs. If other OP staffs and divisions have Retiree Placement advice to offer us, however, we're available.

12. Finally, by way of background introduction, a new CIA Retirement Board and secretariat was constituted [redacted] to manage the Early Retirement program, quite apart from the Agency's Civil Service retirement program and its Agency Retirement Board and secretariat [redacted] function. We will be working with both Boards and secretariats, of course, and learning as we go.

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FY 66-67 PLANS AND OBJECTIVES

1. Structurally, Retiree Placement Services comprises a part-time chief, myself, and a full-time two-man Retiree Placement Counseling Staff, [redacted] assisted by a Secretary, [redacted] -plus the services, as required, of our Field Recruiters.

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2. Our objective is the placement of all Agency retirees who require or may desire continuing part- or full-time employment after retirement from the Agency. If this objective is achieved in individual cases prior to their retirement RPS will be functioning extremely efficiently; if it is not achieved in certain cases, our services will follow that retiree into retirement, until we either effect placement--with his or her self-help, of course-- or determine that we are knocking ourselves out in a hopeless cause. And there will be such cases, we know; and other cases which will not be truly deserving of our determined efforts, for reasons, say, of financial affluence. Still and all, Psychological therapists tell us that

well-to-do retirees sometimes need busy-work as much as the indigent needs income. The full dimension of our program, therefore, is unlimited. These same psychologists tell us, however, they would never test the retiree for intelligence or aptitude, but only for attitudinal indices, to determine the individual's psychological approach to retirement, if it is not readily discernible as healthy, positive, and fearless. This is going to be somewhat beyond our competence. Accordingly, the A&E Staff has volunteered its services in this area, as they may be required.

3. To achieve our objective of pre-arranged placement prior to retirement, we are going to need lead time, as much as five years minimum in some cases, as against being jammed up as we are now with 1965 graduates. We now have the roster of Civil Service retirees through Calendar Year 1970. This is good, and we are starting now to work with the Classes of 1966 and 1967, so that our efforts throughout those years will be devoted, by and large to the Classes of 1967 and 1968, and beyond. The five-year advance notification letter is a good letter, as far as it goes. With it, however, there must go an attachment that we are devising--a separate squib, "YOUR POST-RETIREMENT EMPLOYMENT OPPORTUNITIES," to trigger the letter recipient's advice to RPS, by form memo (as another attachment) as to his post-retirement part- or full-time employment assistance needs, preferred areas of location, etc. This form memo would also have the individual indicate his desire for an RPCS counseling session (and let him state his preference as to a morning or afternoon appointment), etc. What we are hitting at here is that we can use something more than [REDACTED] urging the Civil Service retiree to counsel with us only to have many of them put it off until the last minute. We think, therefore, that we are coming up with something that will give us lead time on this group as well as an indication as to employment areas in which we should be thinking before this first interview. Furthermore, it will catalog for us, over their own signatures, those upcoming retirees who flatly state they do not need RPS assistance in second-career counseling and placement.

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4. With the Early Retirement group, I am not prepared to say just how it will work. We haven't been told. There is no five-year advance letter going to the participants in this program. They can take off at will once they have attained age 50 and are in the program. Or, as we understand it, they can stay on to age 60--unless they are identified under the Director's authority for earlier retirement. This is a wide age span, ten years. Technically, it is even wider, and should be, if our program is to succeed. We should be working now with the 45-year olds who are certain to become participants at age 50, and who want to retire at or near that age. In our opinion, they should be permitted to state this intent, without promotional or other prejudice. Will they be? We're in the wait-and-see stage at this writing. Thus, to state our plans and objectives (other than placement assistance when the retiree is ready) for this group would be premature as of this annual report date. It is best, therefore, that we set aside any non-existent specifics and return to generalities.

5. Generally, our first and continuing job is to produce hard intelligence as to where the second-career opportunities are going to be

generated for our retirees. I say our retirees advisedly because certain logical areas such as the Peace Corps and 18 International Organizations of the United Nations are or appear to be off limits to former Intelligence careerists, either by inter-agency agreement (Peace Corps) or by deductive reasoning. Specifically, our former employees would be suspect in seeking employment in certain non-profit organizations that obviously could lend cover to their continuing efforts as clandestine procurers of intelligence information if this were the Agency's interest. But, by hard intelligence, we have reference also to the great many career fields in which we would not be treated with suspicion: Education, Trade Associations, Franchising, Real Estate, Accounting, Research, Translation, Banking, Sales, Merchandising, Hospital Administration, Industrial Security, Hotel and Motel Management, Investigation, Claims--one has to let his mind wander far afield from Intelligence in any effort to exhaust the possibilities that could exist for our retirees.

6. We are gradually tracing such opportunities to their sources, and talking with the authorities who will talk frankly with us in terms of qualifications, age, income, openings, etc. As we compile these data, we compartment it--in a so-called Prospectus for Continuing Employment after Retirement in Higher Education, for example, ditto Secondary Education, for example, ditto Hospital Administration, et cetera. We use folders of individual loose-leaf binders for these data and the data are being continually updated and made available as a library of leads for the prospective retiree who may wish to explore them. We snatch, grab, and gather in from all likely sources other materials of interest to personnel who are in the retirement zone.

7. Beyond this, we counsel--which is largely the art of listening and agreeing with the individual as to his own plans, desires, or expectations. It is our responsibility, as I see it, however, to identify and syphon off the fantasy and keep the individual's aspirations within the immediate realm of an attainable goal. If the individual is totally dry of ideas as to any possible new employment for himself, we might listen for the mention of a hobby, or some talent that had not even been registered with the Agency.

8. We are not professionals in retiree placement, yet, but neither are we prepared to turn Agency retirees over to outside Employment Agencies as the only answer. We are having some success and we are building our program block by block. We believe we can come to know our employees better than they can ever become known by total strangers in the outside world of the Employment Agency. We believe our retirees are marketable--at almost any age. We believe we can market them, with their self-assistance. Further, it is our philosophy that we are privileged to have the responsibility of using our imagination in any area that calls for such a considerable cargo thereof. I am speaking for [REDACTED] too. They share my optimism, which makes for a compatible working relationship.

25X1A9a

9. By way of seeking all the education we can get in this field, Chief, Retiree Placement Services attended a three-day American Management Association Workshop Seminar in New York City in late June entitled "Pre-Retirement and Post-Retirement Counseling Programs." Insofar as

Counseling Programs went, the seminar was highly informative for us. Insofar as what we are attempting to do--Retiree Placement--the other registrants listened with great admiration (for the Agency's personnel management posture) but with considerable amazement that we were confident we could bring it off. It became clear to me that as Government agencies and major corporations view it, we are very definitely among the pioneers in this field.



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B

This Notice Expires 1 July 1966

25X1A

SECURITY

7 June 1965

PUBLIC APPEARANCES, STATEMENTS, AND PUBLICATIONS

1. The purpose of this notice is to remind all employees that it is CIA policy to avoid publicity, public appearances, statements, or publications by CIA personnel whenever these might be linked to the Agency. This policy is difficult to achieve in a free society with a free press and with a tradition of letting the taxpayer know how his tax dollars are being used. Nevertheless, the special circumstances surrounding many of the Agency's activities make it essential that certain practical restraints be observed if CIA's image before the people and the Congress is to inspire the respect and confidence which the Agency deserves.

2. Consequently any Agency employee invited to make a public appearance or statement, or considering writing for publication, must obtain approval under the provisions of [redacted] before making any commitment. In general, Agency personnel will be authorized to appear before non-Governmental groups only if there are reasonable guarantees against publicity, if the discussion is considered off-the-record, and if on balance the Agency would gain by the appearance. Examples of useful appearances would include:

25X1A

a. Meeting with college or university faculty members under the "100 Universities Program" whose purpose is to assist in Agency recruitment.

b. Briefings of selected business or corporation executives whose support and cooperation are desired.

3. CIA encourages its employees to participate in community and civic affairs such as church groups, the PTA, welfare work, the Boy Scouts, etc. However, in such activities the employee participates as an individual and must do everything possible to avoid public identification with the Agency, unless authorized to be so identified.

[redacted signature block]

25X1A

W. F. RABORN
Director

DISTRIBUTION: ALL EMPLOYEES

GROUP 1
Excluded from automatic
downgrading and
declassification

TAB

C

REVISED AGENDA
UNIVERSITY ASSOCIATES
ANNUAL CONFERENCE

26 October 1964

2 and 3 November 1964

Monday, 2 November
(USIB Conference Room, 7E-26)

Hour
0815

Bus Transportation to Headquarters from
1016 Sixteenth Street, N. W.

0900

Opening Remarks

Emmett D. Echols
Director of Personnel

0910

Welcoming Remarks

~~_____~~ Lt. General Marshall S. Carter
Deputy Director of
Central Intelligence

0930

The U. S. Intelligence Community
and Counterinsurgency

Lyman B. Kirkpatrick, Jr.
Executive Director-
Comptroller

1030

--Coffee Break--

1045

The World Situation

R. Jack Smith
Acting Deputy Director
for Intelligence

1145

North Cafeteria Lunch--Informal (Each Associate will be joined by
three alumni of his university.)

1315

The Scientist in Intelligence

Dr. Albert D. Wheelon
Deputy Director for
Science and Technology

1415

Remarks

Matthew Baird
Director of Training

1430

The Career Training Program

~~_____~~
Chief, CTP

25X1A9a

1500

--Coffee Break--

1515

"Resume" (CIA Training Film)

1615

Bus Transportation from Headquarters to Hotels

1800

Bus Transportation from Hotels to Dinner Appointment

1900

Dinner for Associates and Invited Guests

At the Home of Mr. Kirkpatrick
~~_____~~

25X1A9a

2300

Bus Transportation to Hotels

Tuesday, 3 November
(DCI Conference Room, 7D-64)

Hour
0830

Bus Transportation to Headquarters from
1016 Sixteenth Street, N. W.
(Remember: Check out of hotels with baggage.)

0900

Administrative Processing of Travel and
Per Diem Vouchers
(Coffee Available)



25X1A9a

0950

Remarks

Chief, Personnel
Recruitment Division

25X1A9a

1000

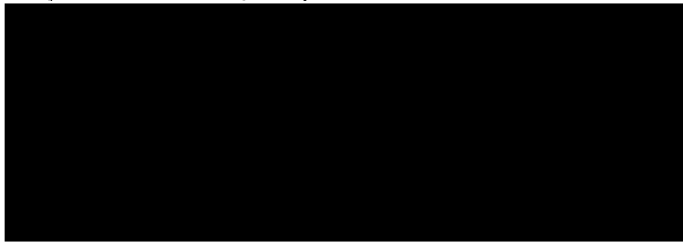
"The 100 Universities Program"
--A Critique--

Panel
Discussion

25X1A9a

Moderator

25X1A5a2



1130

Bus Transportation to NPIC for Cafeteria Lunch

1300

Briefing and Tour of Facility

Arthur C. Lundahl
Director, NPIC

1530

Bus, Limousine, Taxi, and POV Departures
for Airports, Rail Terminal, or Hotels

TAB

D

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TAB F

1964 Annual Conference
of
Professional Recruiters
15-25 September

AGENDA

<u>Date</u>	<u>Hour</u>	<u>Location</u>
15	1000-1200	USIB Conference Room 7 E-26 HQ Joint Orientation Meeting with Agency Officials Participating in 1964 "100 Universities Program" Chairman--Mr. Lyman B. Kirkpatrick, Jr. Executive Director - Comptroller --Cafeteria Lunch with Agency Official with Whom Recruiter is Paired
	1300-	Further Briefing by Recruiter of Official Concerned as to Universities, Faculty Guests, Dinner Arrangements, Travel and Lodging Plans, et (With exception of WRO Appointments) free time for Component Contacts at Headquarters or Other PRD Matters at 643 Broyhill Building

16 }
17 }
18 }

Monday - 21 September (701 Broyhill)

0900-1000	Chief, PRD	
1000-1100	Dr. John M. Clarke, Chief, Office of Budget, Program Analysis, and Manpower (Coffee Break)	25X1A9a
1115-1200	[REDACTED] - "Backstopping" --Lunch--	25X1A9a
1300-1400	[REDACTED] Chief, Clerical Assignment Branch/POD	
1400-1530	Chief, FRB (Coffee Break)	
1545-1700	NPIC (Round Table) [REDACTED], Chairman	25X1A9a

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declassification

Tuesday - 22 September (701 Broyhill)

0900-1000 "Resume" (OTR Training Film)

(Coffee Break)

1015-1130 Mr. Robert F. Mello, Director of College Relations
and Recruitment, C. S. C.

--Lunch--

1300-1315 Mr. Emmett D. Echols, Director of Personnel

1315-1415 Mr. L. K. White, Deputy Director for Support
"The Support Career Officer Trainee"

(Coffee Break)

1415-1700 Chief, COTP and Staff--(Round-Table Discussion with
Professional Recruiters)

██████████ Chairman

25X1A9a

Wednesday - 23 September (Headquarters GA-13)

0830-1100 ORD, OSI, and FMSAC *

1100-1200 Draw Entertainment Advances for "100 Universities
Dinners" from ██████████ - 5 E-56

25X1A9a

--Lunch--

1300-1400 Office of Computer Services*

1400-1445 Office of Communications*

(Coffee Break)

1500-1700 Chief, POD and Placement Branch (Round-Table Dis-
cussion with Recruiters)

██████████ Chairman

25X1A9a

Thursday - 24 September (701 Broyhill)

0900-1200 Chief, PRD (Interviewing Technique Seminar)

--Lunch--

1300-1400 ORR*

1400-1500 OCR (FDD)*

Thursday - 24 September (continued)

(Coffee Break)

1515-1630 Chief, CSPD and Staff (Round-Table Discussion with
Recruiters)
25X1A [REDACTED] Chairman

Friday - 25 September (701 Broyhill)

0900-1030 Individual Conferences with C/PRD

(Coffee Break)

1030-1130 [REDACTED], Chief, Editorial Branch) STATSPEC

1130-1230 DC/PRD and C/FRB

--Lunch--

1330-1430 [REDACTED] "Backstopping") 25X1A9a

(Coffee Break)

1445-1630 Chief, FRB - Wrap Up

1900 Dinner at the Home of Mr. & Mrs. Emmett D. Echols
[REDACTED] 25X1A9a

Note: Broyhill Building is located on Route 120
at the Intersection of 1000 North Glebe Road
and Fairfax Drive in Arlington, Virginia.
(Agency Badges Must Be Displayed For Fourth
Floor Guard)

*Placement Officer Concerned Asked to Attend.

Note to Recruiters

Please Substitute This Page in
Your Copy of the Agenda

TAB G

10 November 1964

MEMORANDUM FOR: Director of Personnel and
Professional Recruiters

FROM : Chief, Personnel Recruitment Division

SUBJECT : Recruitment of Negro Personnel

1. The Office of Training sponsored my participation in the Personnel Orientation Seminar ("Equal Job Opportunities--Recruiting, Selecting and Employing Minority Personnel") conducted by the American Management Association in New York City, 28-30 October.

2. This was a hard-nosed, no-nonsense seminar attended by 30 representatives of Industry and Government, including Negroes. There was no discussion of the hyphenated American, with the exception of the Spanish- and Puerto Rican-American. Negroes constitute 95% of the nation's non-white working force of 7,000,000, out of a total work force of 69,000,000, and it was obvious this conference was designed to acquaint employers with the progress industry is making in preparation for 1 July 1965 compliance with Title VII of the Civil Rights Act. Employers of Japanese- or Chinese-Americans would have drawn a resounding "So What?" had they cited such achievement under the heading of minority personnel. This conference had to do with what was termed "black brains" and to a lesser extent, "black brawn."

3. Industry has taken some giant strides in the past two years in its recruitment of Negroes and upgrading of employed negroes to better jobs. It has passed the "Negro in positions of visibility" phase of its integration program and broken down what was termed "the stubborn barriers to placement." In the professional categories the Negro labor market has turned "hard as rock" and with many companies it is not a question of hiring the better qualified applicant if a qualified Negro is available. This is admitted to be discrimination in reverse but industry is quite willing to meet this charge with the argument that its more immediate responsibility is the employment of any qualified Negro while the Negro colleges (some 80 in the nation) are catching up with the

OVER

SUBJECT: Recruitment of Negro Personnel

the calibre of instruction and curriculum calculated to eliminate the qualifications lag inherent in those Negro institutions which historically have prepared their graduates for "Negro work." For example, it was stated that North Carolina A&T is materially improving its curriculum and, while it is not yet competitive as a 4-year college, industry is hiring its graduates as technicians or associates, prescribing the additional study the individual will be expected to pursue on his own.

4. As one employer, we have a lot to learn about the Negro college. We may know, for example, that Fisk University is an outstanding university by any standards, complete with a Phi Beta Kappa chapter, and that Tuskegee Institute and Tennessee A&T's Engineering graduates are first-rate. However, we have not yet determined, as has industry, that there are many other outstanding Negro colleges which have not sought, or attained, accreditation. Xavier University of Louisiana is accredited and industry now knows no Xavier graduate chooses to stay in Louisiana. On the other hand, the graduates of the six Negro colleges forming the Atlanta University Center complex--Spelman College, Morris Brown College, Morehouse College, Clark College, Interdenominational Theological Center, and Atlanta University--greatly prefer to seek their careers in Atlanta.

5. Industry is aiding the upgrading of Negro colleges through student and faculty scholarships; contributions to the National Negro College Fund, and by sending technicians from their plants and laboratories into the Negro colleges to assist instructors and counsel students, and bringing Negro professors into Summer Programs of productive job assignments designed to sharpen their skills and enable them to better prepare their students for future careers (in the sponsoring industry, no doubt). The Negro-college professor is paid a salary only slightly above his campus income so as not to entice him away from the teaching profession.

6. General Motors, with 40,000 Negro employees, has for 20 years conducted a 4-week Engineering Educators Conference designed to tip off GM to likely candidates. There are only 7 or 8 Negro Engineering Schools in the country, however, turning out only 200 Engineering graduates annually, more, of course, if extended to Mathematics and Sciences. GM recruits in 260 colleges and universities for 1,200 Engineers annually, including 600 graduates from the 2,400-student body of the General Motors Institute. In 1963, GM recruited 39 Negro Engineers.

SUBJECT: Recruitment of Negro Personnel

7. ALCOA asks all Placement Directors to turn up Negro graduates. IBM last year sent two Negro graduates of Industrial Schools to Cornell with great success. IBM is now employing Negro professionals at the rate of 45 per year--which they consider significantly short of their desired goal, but a tremendous improvement over the half dozen or so they had been taking in before President Kennedy involved business leaders personally in the nation's problem of Equal Employment Opportunity.

8. IBM is particularly proud of two Negro Ph.D.'s recruited this year, one from UCLA and the other from the University of Washington. It is prouder still of Phoebe Lesane, a Negress graduate of Tougaloo College (Mississippi) and Drexel Institute who now heads one of IBM's major Education Programs. IBM's total Education Program, incidentally, is larger and more expensive than that of Columbia University. As another aside, IBM started its Computer Programmer placement with nothing but MSEE's. When it was discovered that MSEE programmers were spending 7 out of 8 hours playing bridge, they let down the bars, first to BSEE's then to any clear-thinking college graduate regardless of specialization. Six female Negress mathematicians from Fisk were brought in as trainees this year, but IBM indicated these graduates would have been acceptable with any undergraduate degree. IBM has grown from 20,000 employees in 1950 to over 90,000 today, of whom 8,000 are in managerial positions. IBM hires roughly 9,000 new employees annually, 3,000 college-trained of whom 2/3 are acquired through campus recruiting, 1/3 through advertising.

9. IBM's Summer Program embraces 40 Negro professors annually. In addition, it contributes 40 scholarships to the Negro College Fund and 19 Faculty Fellowships for one-year's graduate study (which IBM and other corporations consider more fruitful because of the "multiplying effect" on many students--as against the student scholarship, that is). IBM places its Summer Program professors in productive job assignments as mathematicians with mathematicians, for example, or in Programming Groups. They are treated as working numbers, are not given the public relations red carpet treatment, and are coached so that they can talk to their students in content-oriented terms.

10. As a matter of fact, there was considerable general de-emphasis on the public relations value of the so-called "Red Carpet Treatment" accorded white graduates. One large employer termed it

SUBJECT: Recruitment of Negro Personnel

strictly a technique which has "given the boys the 'Seven Year's Itch' in three." Our JOT Program apparently has operated with this insight for years, by hiring at reasonable career-start salary levels and not promising spectacular salary advancement and world-shaking responsibilities on the rapid rise to the top.

11. General Motors has a 12-month Co-op program over a 4-year period with Tuskegee. NASA also is co-oping with Tuskegee. GM is not satisfied with its increase in Negro hires, skilled and unskilled, and is seeking to add a minimum of 60 Negroes or other non-whites per month for 15 months. The high for any one month has been 92.

12. ALCOA has a Scholarship Program for Sons and Daughters of Outgoing Personnel and is working overtime to include the greatest possible number of Negro dependents in this program. ALCOA has spearheaded several Detroit-based industries in sponsoring summer-long training of Negro college, high school, and, importantly, junior high school placement and guidance counselors. This training is conducted at the local "streetcar university," Wayne State, and is keyed to acquainting counselors with the job opportunities for Negroes in Detroit industry and the proper preparation for such jobs. With more sponsoring industries in the fold, this program is being extended to another sixteen universities next summer.

13. ALCOA stated it is "standing in line" at the Negro co-op colleges. Hampton Institute is starting a co-op program. U. S. Steel contributes to the United Negro Small College Fund comprising some 35 small colleges in the south, mostly church-affiliated. It has a continuing program for the placement of Negroes in qualitative, non-traditional (managerial and scientific) jobs. It also is sending its technical and scientific people to work with Negro faculties.

14. Most of the Big Ten universities sponsor Negro sister-schools. Michigan and Tuskegee are sister schools, for example. Michigan brings qualified Tuskegee professors to Michigan for an academic year to gain teaching experience.

15. General Motors is concentrating on moving Negroes from the hourly-rate to its Salaried Group (Classification 1 through 8). It is keeping track of "negro scatter" division by division, plant by plant, month by month, through regular plant reporting procedures and internal audit reports. Less than 15% of GM's Negro population was in Service

SUBJECT: Recruitment of Negro Personnel

Classification jobs. Its inventory of college graduates had not been used to reassign employees to areas of highest potential. This is being corrected. Negroes are moving from production to office work. Negresses are given supplemental training on the outside to prepare them for advancement to stenographic assignments. Certain companies have their own Academic Stenographic Training Program for the non-secretary high school graduate who took an Academic course with the unrealized ambition of going on to college. She is put into the company's ASTP, 1/2 day of production work, 1/2 day of secretarial training.

16. GM had "no difficulty in finding a 'skill bank' in every plant we have." Its summer employment program embraces 16-year old and above Negroes. GM's total work force is 9.2% non-white--as compared to roughly 10% of the nation's total work force being non-white. This does not suggest, however, that industry is committed to hiring a set quota of non-whites. The only conference participant to mention a quota was the Personnel Staffing Specialist of the U. S. Forest Service district office in Washington, D. C., which is under orders from Secretary of Agriculture Freeman to bring its staffing into balance with the Metropolitan Washington "scatter" comprising 25.6% Negroes.

17. Industry is using every Negro recruitment source available: U.S.E.S., the Urban League Skills Bank (Richmond, Virginia, chapter was cited as being especially helpful and productive), CORE, NAACP, in-house Negro employees, ministers, and other community bi-racial and minority group associations.

18. Industry has suffered from having no recruitment image in the Negro community. Rather than having a good or a poor image, many concerns simply had no image--because they had done little or no Negro recruiting. Two years ago, duPont had no image, for example, at Howard University, accredited and a recruitment source for many major concerns. Accordingly, duPont mounted an all-out program to get itself "accredited" at Howard.

19. IBM spends \$25,000 annually in advertising with EBONY magazine. Its spokesman said he could not prove that this advertising had resulted in any direct recruitment dividends but he was satisfied that over a period of time it would help to establish IBM in the mind of the Negro (at least the readers of EBONY) as an employer of Negroes.

SUBJECT: Recruitment of Negro Personnel

20. At the predominantly Negro colleges the scene is one of industry recruiters "flooding the campus," encountering faculties that are unprepared to make specific student recommendations, working in poor placement facilities (because there had been no demand for them in the past), and generally creating a chaotic condition. Out of it, however, the Negro collegian is awakening to the realization he is wanted.

21. The problem of setting a recruitment image, however, is first of all, building an image. The college and the student must be convinced that you "really mean it." Negro leaders have emphasized with industry that they "be specific" in discussing employment opportunities with Negro candidates, "spell it out," "don't build up the candidate's hopes too high," "avoid disappointment," "extend the interview," "use everyday language," "level," "admit you are seeking 'black brains'," "don't pussyfoot," "if you are pioneering in a new placement area, untouched by Negroes, start with the best-qualified Negro you can find." That industry is assiduously seeking many new Negro personnel is no assurance you can "use the Urban League to get yourself an 'Instant Negro'." What is needed most is "carefully paving the way for the interview--changing disbelief to belief."

22. Our conference did not translate "changing disbelief to belief" to mean that it takes a Negro to recruit a Negro, but it was made clear that if you've never recruited at a particular predominantly Negro institution before, disbelief can best be scotched in the first visit by the recruiter being accompanied by a satisfied Negro employee of his company.

23. It has been a new experience for most of these companies, however, learning they had no recruitment image among the Negro colleges or among the Negro graduates of integrated universities with a high Negro population. Cornell University was one of these cited.

24. All the companies present freely recognized that "the Negro does significantly poorer on every test we use--especially in the verbal and arithmetic reasoning areas." But then industry is not resting its case on these grounds. Industry is not teaching Negroes how to pass a test (which was compared to "treating a symptom"), but, rather, is hiring a qualified Negro when a better qualified white applicant is available. By the same token, in many semi-skilled job areas, they are not requiring a high school diploma where it traditionally has been

SUBJECT: Recruitment of Negro Personnel

required of white applicants. Industry is tending to think of these departures from traditional employment procedures as a form of immediate assistance to a culturally disadvantaged group--discrimination for which they willingly will take the rap. They are thinking now of more salutary long-range, dividends attaching themselves to the corporate image, and to building up a work force which in some geographical areas has worn somewhat thin.

25. This attitude has some admirable qualities, of course. Essentially, however, it merely recognizes that members of other minority groups have fought their way "from the slums to the top" in considerable numbers, from a culturally disadvantaged base, because the opportunity always prevailed. The Negro who has done so, however, has surmounted not only the same cultural barriers but an additional more critical barrier, the fact that he was black.

26. Color alone, it was pointed out, by a visiting social psychologist, accounts today for most of the apathy or lack of motivation among young Negroes to remain in school, let alone progress. They think of themselves as black and of being black as their passport to being overlooked in the nation's quest for worthwhile talent. They flunk tests with great regularity because nothing ever has come their way, or, rather, their parents' way, because they passed a test. They are today letting themselves in for seismic shock. Industry is taking them today if they make a reasonably good pass at the test.

27. Industry is going to the school, the church, and even the home, in Operation Bootstrap fashion, showing company movies that discourage would-be dropouts and stress the "open door" theme. Industry means to shape up a whole new generation of Negro employables. I was amazed by some of the community projects in this regard. None of the companies is satisfied with the number of Negro employees on its payroll today. All say they must do a "much better" recruiting and training job. The way they kept addressing themselves to this goal convinced me the Negro not only never had it so good but doesn't really know how good he now has it.

28. This takes a little time to sink in, but there is a tremendous head of steam behind this drive and the dividends for employer and Negro employee are visualized as being just around the corner. There are economic stakes in this game, of course, if we know Business.

SUBJECT: Recruitment of Negro Personnel

Take Newark, N.J., a city which has experienced a loss to the white suburbs of 1,000,000 white residents with an equal offset gain of Negroes and Puerto Ricans, whose share of Newark's population has shot up 50% in the past four years. Newark has a local and untypical problem but it has forced Newark business and industrial concerns, in order to survive, to employ Negroes, in jobs they never held before, as bank tellers and in other service-oriented positions. Western Electric, with a \$300,000,000 investment in industrial plant, would have closed its doors there if it had not discovered overnight that Negroes and Puerto Ricans could perform many plant duties they had never performed before, for Western Electric.

29. It is not this more graphic aspect of survival that is energizing industry to employ the Negro, however. It is related to more basic economics having to do with the Negro as a lower-income consumer and the family of the unemployed Negro as a ward of society. The history of America's industrial revolution, as we all know it, is not exactly replete with the reputation of do-goodism. Today, the labor side of the picture is considerably improved but the Negro male's median wage is \$3,075, that of the white male, \$5,137, the Negro female, \$1,276, white female, \$2,530. This deficit spending power of the Negro coupled with the \$300,000,000 doled out annually for dependent children of unemployed Negroes represents \$1,550,000,000 down the drain insofar as industry views the consumer goods market.

30. This consideration, plus the projection of 35,000,000 new jobs coming on the market in the next ten years, strongly suggests a manning problem. These new jobs will be needed to accommodate population expansion (1,500,000), retraining (800,000), and to offset jobs lost to automation (1,200,000). These 35,000,000 new jobs are needed to keep the nation's GNP on a high level of economic prosperity.

31. Throughout industry, there is considerable movement in the direction of up-grading Negro employees to jobs more closely paralleling their true potential. The day of token placement of Negroes in "positions of visibility" is passe, as is the guise of paying lip tribute to equal employment opportunity. Most major industries have gone through the phase of leading from strength--breaking the ice with a highly qualified Negro professional or an especially attractive Negress secretary in the boss's office, "technique," adopted as stated, on the advice of the Negro leaders themselves and one that still holds for the company about to buck the "stubborn barriers to placement." Painting out the "White Only" signs with transparent paint is losing its touch of humor, as is the old-line employee asking the foreman where he would like to place the spear-rack.

SUBJECT: Recruitment of Negro Personnel

32. The transition has not been easy, not only in the south where most major industries have plants or branches but in the north as well. That racism is not restricted to the south came out loud and clear. In fact, Industry's attention is concentrated more heavily today on avoiding the dangers of race riots leading to plant shutdown in the north.

33. The Negro population of New York City is greater today than that of the ten most populous southern cities. This will be true of Chicago as well by 1970, Cleveland, by 1973, and seven or eight additional northern cities by 1980.

34. To say the transition has not been easy speaks of many facets of the problem. NASA, for example, has implemented its program on the basis of "calling for the resignation" of any employee whose aesthetic tastes are bruised by the prospect of working alongside a Negro. NASA volunteered that no resignations have been turned in. Conversely, ALCOA cited the entire secretarial unit of one of its southern plants as welcoming a Negro professional to the supervisory hierarchy of one of its engineering units, "because you knew we were the most sophisticated unit in the entire ALCOA, Tennessee plant."

35. Some 300 companies have taken the President's "Plans for Progress" pledge, either voluntarily or of necessity, preferring to continue contracting with the United States Government. Our seminar was addressed by Mr. N. Thompson Powers, Special Assistant to the Secretary of Labor. Mr. Powers spoke to Titles VI and VII of the Civil Rights Act, to Executive Orders 10925 and 1114, the NLR Act, the early establishment of the Equal Employment Opportunity Commission, and to the whole fabric of Affirmative Action Obligations; Failure to Hire--covering inaction, such as failure to consider an applicant; intentional violation, as opposed to violation; not recruiting so as to insure a representative group from which to select employees, et cetera.

36. As Mr. Powers spoke and responded to questions, it was clear Industry has been legislated into a posture of morality. Be that as it may, and at the very great risk of beating a hint to death, we should know what is motivating our competition.

37. "Plans for Progress" have to do with the highly emotional subject of how a company offers equal employment opportunity to

SUBJECT: Recruitment of Negro Personnel

minority personnel. The company's president and your President, Lyndon B. Johnson, co-sign the plan. Having signed the plan, the company president stays in the background while line supervision hammers out the day to day details and absorbs all the face to face, person to person reverberations. Compliance with the spirit of the new law is not a new goal for a large sector of American industry. The President's Committee on Equal Employment Opportunity has been operative since August 1963 when President Johnson established the Plans for Progress Advisory Council and "mobilized the voluntary efforts of American business and private institutions and thus provided an effective means to achieve equal employment opportunity." Company after company has fallen into step with its "Plans for Progress" in this area. What a company must ask itself by way of self-analysis is whether it is truly an Equal Employment Opportunity employer. As to its policy regarding employment of minorities, the company is asked:

"Please state your policies as to employability and employment by you (whether directly, through subsidiary, affiliate, etc.) of persons of differing race, creed, color and national origin.

- (a) Do they apply to all persons employable or employed? In each type of business? In each locality where they operate?
- (b) How and to what extent have you communicated these policies to those in your organization who put them into practice?
- (c) How and to what extent do you check fulfillment of these policies?
- (d) In so doing, have you found situations that have needed improvement? If so, how have you been able to effect improvement?
- (e) How do the policies and practices of unions and other organizations of workers with which you have a collective bargaining or other understanding affect the operation of your policy?"

38. The "Plan for Progress" company, having examined its policies, is then asked to examine its practices as to employment

SUBJECT: Recruitment of Negro Personnel

of minorities. Under Recruiting and Vocational Training, the company is asked:

- "(a) Describe your practices for recruiting new personnel.
- "(b) Do they tend to provide a flow of qualified applicants they adequately reflect the make up of the available labor market?
- "(c) Where appropriate, can you suggest additional recruitment methods or practices which will insure a flow of qualified applicants representative of the labor market in which you operate.
- "(d) Within the scope of your experience and knowledge, do local vocational training programs provide qualified graduates?
- "(e) Are minority groups actively participating in these programs?
- "(f) If necessary, are there any suggestions you could make that would improve these programs?"

39. Under Qualifications of Applicants-Training:

- "(a) What, if any, are the principal racial or ethnic minority groups in your area against whom discrimination might be applied?
- "(b) Have you ever attempted a sampling or analysis of the qualifications of these minority group applicants as compared to qualifications of other applicants?
- "(c) If so, has such sampling or analysis indicated that minority group applicants were less qualified, as equally qualified or more qualified than other applicants?
- "(d) If the sampling or the analysis indicated that minority group applicants were less qualified than other applicants, what were the underlying causes, e.g., insufficient education? Lack of experience?

SUBJECT: Recruitment of Negro Personnel

"(e) Do you provide training to enable new employees to become better qualified? If so, is such training equally available to all new employees?"

40. Under Hiring - Placement:

"(a) Does examination of your hiring practices indicated to you that all applicants are considered solely by their qualifications for the job opening applied for?

"(b) Do you have any job categories which in practical effect are closed to persons in minority groups? If so, list jobs and state reasons.

"(c) Is the initial job into which a new employee is placed determined (or influenced materially) by whether he is of a minority group? If so, what has brought this about?

"(d) Where appropriate, what steps can or should be taken to put job placement practices on a nondiscriminatory basis?

41. As to Compensation:

"(a) Throughout your operations do you give comparable pay for comparable work to all employees?

"(b) If there are variances, explain circumstances and suggest how equality can be achieved."

42. As to "On-the-Job" and Apprenticeship Training:

"(a) Describe your practices in selecting employees for post-employment training programs.

"(b) Are all qualified applicants given equal opportunity for training?

"(c) Are those now participating in your training programs representative of the racial composition of your work force?

SUBJECT: Recruitment of Negro Personnel

"(d) If not, can you suggest workable changes in your program so as to provide equal opportunity?"

43. As to Transfers:

"(a) Are transfers of your employees from one job or unit to another made without regard to race, creed, color or national origin?

"(b) If not, suggest methods of improvement.

"(c) What effects, if any, do collective bargaining agreements have on transfer procedure?"

44. Promotions and Upgrading:

"(a) Are there differences in your practices for promotion and upgrading because of race, creed, color or national origin?

"(b) Where appropriate, can you suggest significant improvements which would give to each qualified employee equal opportunity?"

45. Layoffs and Other Terminations - Rehiring:

"(a) Are there differences in your practices regarding layoffs and other terminations of employment because of race, creed, color or national origin?

"(b) Are there differences in rehiring employees because of race, creed, color or national origin?

"(c) Where appropriate, suggest workable changes in your layoff and rehiring practices which would result in an equal opportunity for all employees."

46. Segregated Work Areas and Departments:

"(a) Are any of your work areas or departments racially segregated? If so, explain the reasons.

SUBJECT: Recruitment of Negro Personnel

"(b) What workable changes can be made to eliminate them? When and how?"

47. Segregated Facilities:

"(a) Are your following facilities racially segregated?

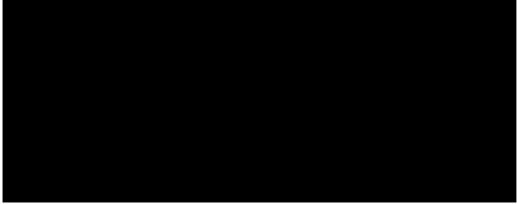
Cafeterias	Recreational Facilities
Restrooms	and Programs
Drinking Fountains	Employee Services
Other	

"(b) If so, please describe the reasons.

"(c) How and when can these conditions be eliminated?"

48. The whole scope of the new Civil Rights look would suggest that the employment climate in both the private and non-profit sectors of our society is now that of "playing for keeps." We are in the no-nonsense era of equal employment opportunity.

49. The Agency's policy with respect to the recruitment and placement of the Negro has been an "open door" policy with overtones of non-aggression. We haven't exactly been pushing Negro candidates through the door. The Negro professionals who have made it with us would have made it with our competitors. This, certainly, is as it should be. Our recruitment visits to the predominantly Negro college, however, and our interviews with any Negro professional, should inspire us to keep a sharper eye trained for career talent.

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TAB H

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Approved For Release 2000/08/16 : CIA-RDP80-01826R000200070006-1

Approved For Release 2000/08/16 : CIA-RDP80-01826R000200070006-1

TAB *I*

14 July 1965

MEMORANDUM FOR: Chief, Retirement & Retiree Placement Division
FROM : Chief, Washington Recruitment Office/RRPD/OP
SUBJECT : Annual Report for WRO, FY 1965

The following statistics reflect the workload of the Washington Recruitment Office for Fiscal Year 1965:

	<u>CT</u>	<u>Clerical</u>	<u>Commo</u>	<u>Other Professional</u>	<u>Total</u>
Interviews.	[REDACTED]				
Recommends.	[REDACTED]				
Security Initiations. .	[REDACTED]				
Entered on Duty	[REDACTED]				

25X9A2

[REDACTED]

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TAB J

MEMORANDUM

22 July 1964

25X1A9a

TO: Office of Director of Personnel

FROM: [REDACTED] Chief, FRB/PRD through Chief, Personnel Recruitment Division

SUBJECT: Applications of Computer Services to Personnel Recruitment Division Operations and Planning.

A review of recruitment problems over recent years indicates the following areas should be examined for computer applications.

A. Recruitment Requirement Planning.

Manpower projections and studies utilized for FY '64 and '65 offer a wide range of uncertainties that could be subjected to validity studies. It is suggested that Agency manpower requirement projects for professional and clerical personnel should be analyzed for control in terms of program requirements and emphasis. Factors of available funds, time-tables and recruitment target experience should be utilized to build models for probability studies. Applications of flow patterns in PERT planning and related MPCA studies could stabilize and confirm Agency recruitment targets. With computers indicating probabilities of discrete events, recruitment objectives and changes in manpower emphasis could be identified to provide economy and continuity in recruitment processes.

B. Recruitment Operations

1. Clerical Recruiting

Historical statistics available for clerical recruiting cycles offer an excellent basis for experimental computerized recruitment. It is recommended that studies be initiated to utilize IBM punch cards to serve as test and application for screening the National U. S. Employment Service Offices and selected business colleges and academic institutions. The information available from the punch cards mailed to Washington would provide a continuous input for ADP of candidates for clearance and/or specific referral where necessary to field recruiters for interview. Refinement of these applications might eventually serve to mechanize clerical recruiting.

JUL 23 10 37 AM '64

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GROUP 1 Excluded from automatic downgrading and declassification

Continued - Subject: Applications of Computer Services to Personnel
Recruitment Division Operations and Planning.

2. Information Storage and Retrieval of Applicant Files

Hidden excessive cost factors in recruitment are directly attributable to lack of immediate access to applicant information in a wide range of recruitment data. It is recommended that the entire applicant file section be placed on disc or magnetic core storage for retrieval by name, educational status, professional background, skills and relevant Agency data. Separate retrieval categories should be established for acceptable applicants surveyed on the basis of resumes and rejections. This reservoir numbering in the thousands of potential candidates over many years would serve as an immediate mechanism for identifying a needed capability by directing the recruiter to known qualified candidates who have previously expressed interest in employment.

C. Testing and Evaluation

Testing and screening mechanisms offer an area of study for processing of initial screen tests for potential COTF candidates on a national basis, where insufficient data does not justify field interviews and formal application processing expenditures.

Justification for examination of all of these suggested studies presently exists in a wide range of personnel manpower planning and recruitment activities. The Minneapolis Honeywell Company is currently controlling their recruitment interviews and formal application processing expenditures by utilization of computers. A new sophisticated personnel search organization located in Princeton, New Jersey is now feeding resumes to storage on IBM 7090 equipment for immediate retrieval on customer request. Some evidence exists for an eventual meshing of this national search storage to ETS testing facilities for service to management development programs for commercial and industrial concerns.

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Chief, Personnel Recruitment Division

TAB K

~~CONFIDENTIAL~~

FY-65 RECRUITMENT DATA

1 July 1964 thru 30 June 1965

CLERICAL RECRUITERS EOD	:	Professional	-		25X9A2
		CTP	-		
		Commo	-		
		Clerical	-		
		Total	-		
		(Total SI:	-		
			-		
			-		
			-		
			-		

PROFESSIONAL RECRUITERS EOD:		Professional	-
		CTP	-
		Commo	-
		Clerical	-
		Total	-
		(Total SI:	-

GRAND TOTALS

SI		25X9A2
EOD		

~~CONFIDENTIAL~~

TAB L

CIA

6B00

The Central Intelligence Agency of the United States

Responsible to the President

“I urge young men and women of character, intellect, and devotion to their country to consider the important service they can render the United States in an intelligence career.”

25X1A



Director of Central Intelligence





A Tribute to C I A

The call of C I A is to young men and women with a high patriotism and a passion for anonymity. President John F. Kennedy, speaking to the personnel of C I A at its new building on November 28, 1961, said:

Your successes are unheralded—your failures are trumpeted . . . But I am sure you realize how important is your work, how essential it is—and in the long sweep of history how significant your efforts will be judged.



A Vast and Complex Responsibility

It is the responsibility of the Central Intelligence Agency of the United States to collect, digest, collate, and interpret the vast amount of intelligence information from all over the world which the President of the United States must have in order to make the decisions required of him in times of peace or national danger. This is a proud responsibility.

C I A, it should be noted, is the *central* U. S. intelligence agency. To serve the President, it has access to all other intelligence in the United States. It is responsible to the President. It also serves the National Security Council.

Intensive Use of the Nation's Intellectual Resources The task of U. S. intelligence is to bring together and synthesize what is known; study what this confrontation of facts means; and present significant truths, sometimes orally but often in cogent, reasoned, concise, carefully researched documents. To meet its obligation to the President and the nation, the Central Intelligence Agency of the United States makes intensive use of the intellectual resources of the United States.

Democracy has helped to create, and freedom has attracted to the United States, an immense reservoir of exceptional professional men and women in every field— unsurpassed and even unmatched anywhere else in the world. C I A draws upon the outstanding scientific and technological talents of the country in colleges, universities, and industry. It employs and trains young men and women who can bring to it a great diversity of skills and exceptional competence and promise in science, technology, languages, history, the arts, politics, economics, communications, administration, and other fields.



A Prime Need A prime need of the Central Intelligence Agency is for young men and women who have a liberal arts training— who have a strong sense of history— who are keenly aware of the forces of economics and politics— and who have substantial command of at least one foreign language. They must be well-adjusted young people with a strong inclination toward leadership. They must be intelligent and resourceful, personable and persuasive. They must be willing to work anonymously. They must be able to see, think, and report clearly. They must be willing to accept responsibility and to serve in far places if need be.

A Great Diversity of Talents A career in CIA attracts many college seniors, but it is largely to the graduate schools that the Agency is looking today for mature students equipped for extensive training in intelligence fields. A high percentage of the CIA organization is made up of men and women who have obtained their master's degrees from graduate schools, and many have their doctorates. More than 500 colleges, universities, and graduate schools have contributed to the present staff of the CIA.

Virtually all divisions of the social and physical sciences and virtually all fields of technology are useful to candidates. There is no intellectual discipline and few skills which are not continually needed.

The Central Intelligence Agency of the United States employs college graduates and graduate

Liberal Arts Graduates—

mature young men and women with a strong sense of history, a keen awareness of the forces of economics and politics, and a substantial command of at least one foreign language— are essential to the work of the CIA.

students in economics, economic history, and international trade to help in its study of developments in foreign economies and foreign economic systems which have an effect on the security of the United States.

It requires students of political science, international relations, history, and area studies who can immerse themselves in developments abroad.

Essential to the C I A in its service to the President and the nation are experts who can probe every area of information which may throw light on the strengths, weaknesses, and capabilities of a potential enemy. It is vital to know what he can and cannot do. It is therefore often necessary to know what his scientists are doing and discovering—and what timetable may be involved. It is necessary to be up to the minute on developments in physics, chemistry, electronics. Foreign propaganda must be judged in the light of truths that cannot be hidden from diligent researchers.

The worldwide search for truth often involves men and women trained in biology, geology, engineering, cartography, agriculture, even forestry. C I A often needs people whose specialties may seem superficially to be unrelated to the national security.

The millions of words and thousands of reports and other documents that are part of the work of the Central Intelligence Agency each year are continually tested against often conflicting reports in a great diversity of fields by an organization of specialists—men and women of highest competence and training.

A Career in C I A

The Central Intelligence Agency of the United States needs men and women who want to devote their lives to its work.

A career candidate should be strongly motivated by a desire to participate as a citizen in a public service vital to the security of the United States and the peace of the world, and should expect to make sacrifices of time, energy, and personal convenience.

A prime test of candidates is character. While we are proud of the intellectual capacity and achievements of the Central Intelligence Agency, we are even prouder of the fact that its membership has measured up to very high standards of character, integrity, and devotion to their country.

The broad areas of activity into which entering candidates will find themselves drawn include Administration, Intelligence, and Scientific and Technical Developments. As new members of the organization begin to find themselves—developing evidences of special interests and capabilities,



Virtually All Fields of Technology

are useful to C I A candidates.

There is no intellectual discipline and few skills which are not continually needed.

and discovering preferences for various kinds of work — they are encouraged and given special training. Their progress can be as rapid as their will and capacity to move ahead. The C I A has a continuing need for able careerists.

Career Training The Career Training Program of the C I A is directed toward graduate students and college seniors who (in the case of men) have completed their military service; and young graduates who are now employed in other fields but who want to build new careers in intelligence. It prepares qualified candidates for lifetime professional careers in intelligence. It provides for one or two-year periods of basic training and controlled, on-the-job assignments before permanent transfer into one of the Career Services.

Appointments to the Career Training Program are based on a candidate's general intelligence, academic record, leadership potential, physical and emotional fitness, and aptitude for foreign language studies. He has a better chance for selection if he is enrolled in graduate study and has traveled abroad.

A candidate who is not appointed to the Career Training Program at the time of his recruitment may apply for appointment after he has accumulated on-the-job seasoning. Such employees in fact make up a significant part of each new Career Training class.

Overseas tours for either brief or extended periods are essential in some career fields. In others, overseas duty is not required, but opportunities for service abroad are often available.

On-the-job and formal training of employees throughout the early and mid-career stages of their development is given special attention. The C I A is an excellent training ground. It has an exceptionally fine laboratory for foreign language instruction — on or off the job. Professional training is given not only with the C I A but also at

other Government training establishments and at private academic institutions. Two universities in the Washington, D. C., area conduct evening programs of graduate and undergraduate study at Central Intelligence Agency headquarters classrooms, and other universities also cooperate with the CIA in its training program.

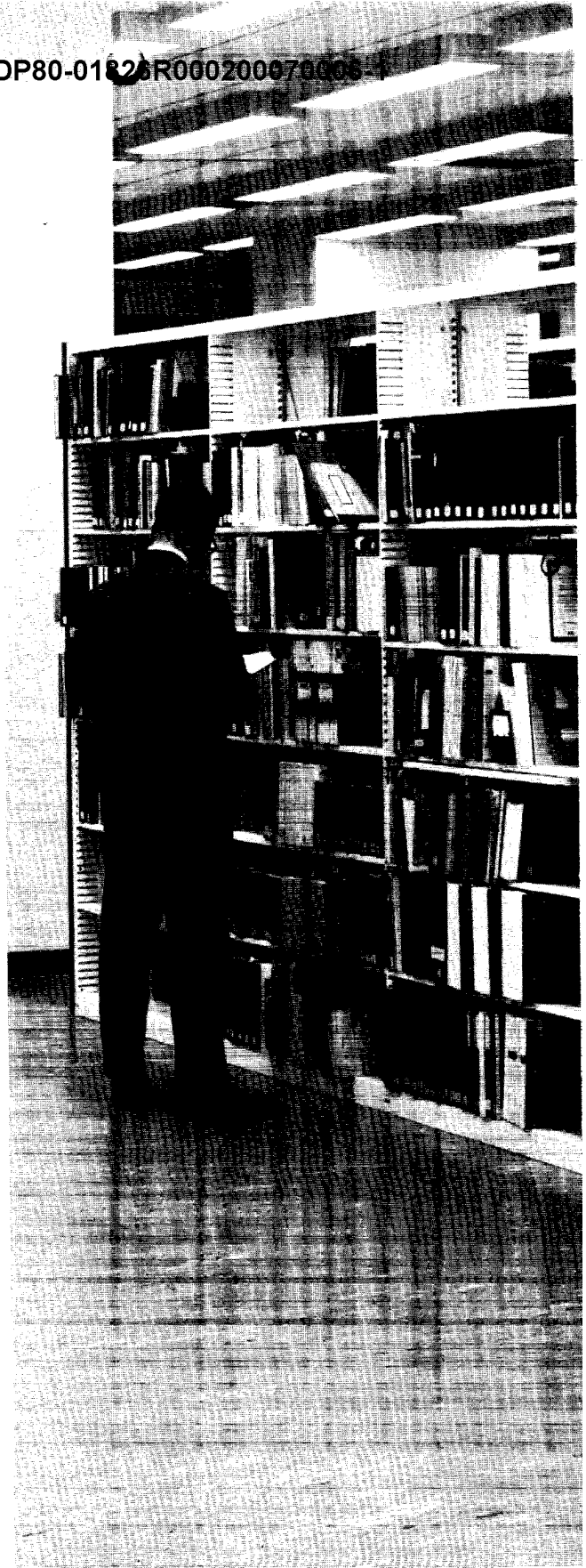
A Large, Well-Run Organization Administration of so large and painstaking an organization has its own staff requirements. It needs computer programmers, administrators, secretaries, librarians, personnel managers, medical officers, communications engineers, and experts in auditing, budgeting, supply, records management, security. CIA administration must rely on business majors and liberal arts graduates who are management-minded.

Conditions of Employment CIA employees enjoy benefits and privileges generally equivalent to Federal Civil Service employment, such as membership in a retirement system, liberal vacations and sick leave, and eligibility to participate in contributory life and health insurance programs, even though they are exempt from Civil Service.

Salaries depend on education, employment experience, and the nature of the assignment for which the candidate is selected and trained. Salaries follow the Civil Service scale, which ranges from \$3,385 to \$24,500 per year.

CIA is an Equal Opportunity Employer. We are glad to draw our staff from many racial backgrounds.

National security interests impose some limitations on CIA employees, but many are permitted to write for publication, attend professional meetings, and maintain standing in their professions. CIA employees have won some of the highest awards available to people in public service for outstanding achievement.

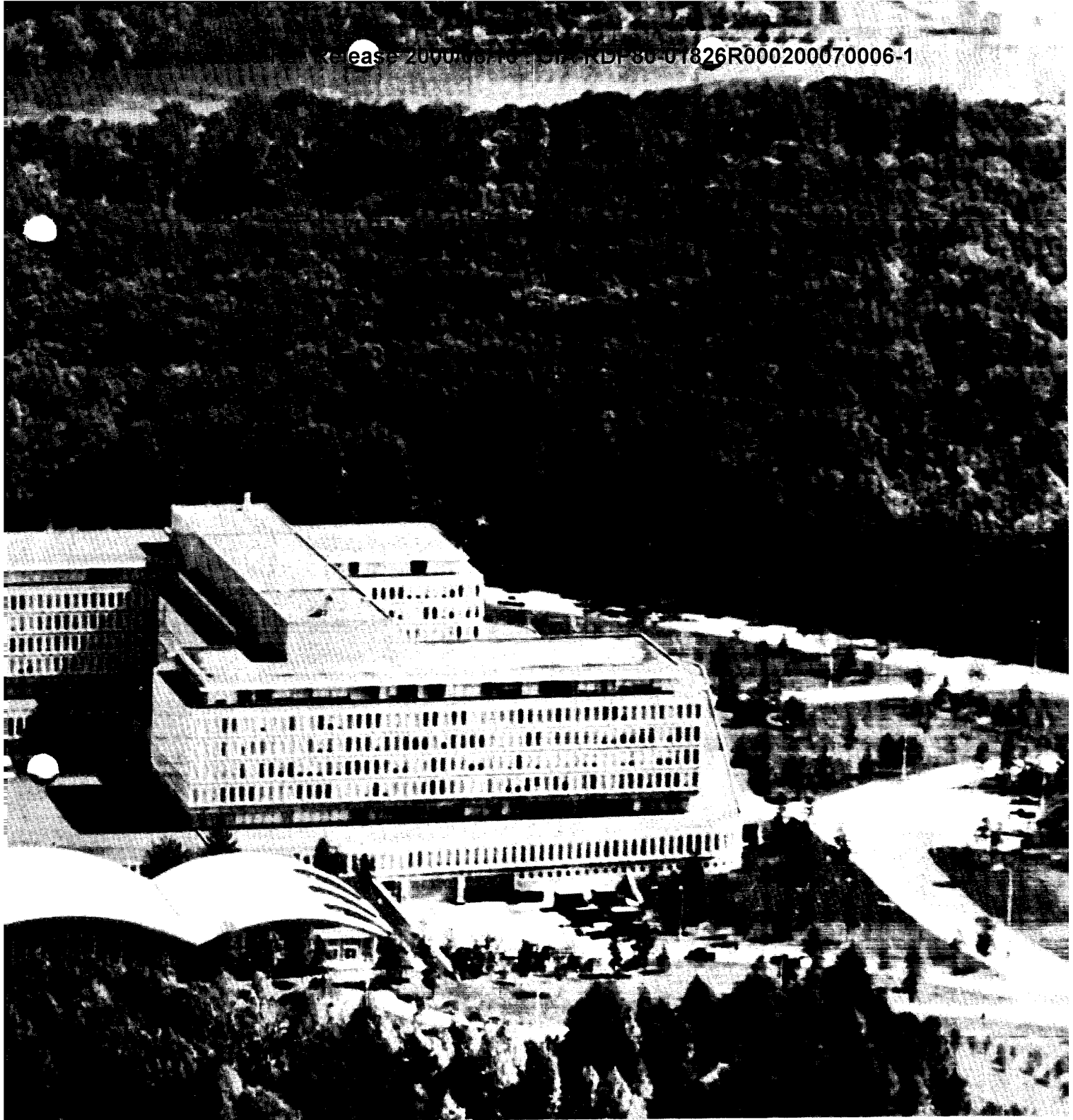


A Career Training Program supplements on-the-job training with work in other Government training centers and at cooperating colleges and universities where desirable.



Headquarters of the Central Intelligence Agency

is a handsome, modern, office building in an attractive wooded area in McLean, Virginia, near Washington, D. C. The worldwide search for information needed by the President and the nation in times of peace as well as national danger is directed from here. C I A is the *central* U. S. intelligence agency and has access to all other intelligence in the United States.



The Work of the C I A Is Continually Under Review

The work of Central Intelligence is by necessity highly confidential. Nevertheless, it is under continual review by the President himself, by the C I A subcommittees of the Armed Services and Appropriations Committees of the Senate and the House, and by the President's Foreign Intelligence Advisory Board, which is made up of the following informed and knowledgeable citizens:

Clark M. Clifford, Chairman Senior partner of Clifford & Miller, Washington, D. C.; Director of the National Bank of Washington, the Washington-Sheraton Corporation, Washington University, St. Louis, Mo. From 1946 to 1950 Special Counsel to the President of the United States.

Robert D. Murphy President of Corning Glass International; Director of Corning Glass Works, Morgan Guaranty International Banking Corporation, Morgan Guaranty Trust Company, Gillette Company. In 1959 Under Secretary of State for Political Affairs.

Gordon Gray Chairman of the Board, Piedmont Publishing Company; Director of R. J. Reynolds Tobacco Co., Champion Papers, American Security & Trust Co. From 1949 to 1950 Secretary of the Army. Former President of the University of North Carolina; Director, Office of Defense Mobilization from 1957 to 1958; Special Assistant to the President for National Security Affairs from 1958 to 1961.

Frank Pace, Jr. Chairman, International Executive Service Corps, and Special Advisory Board, Air Force Systems Command. Past Chairman and Chief Executive Officer, General Dynamics Corp., Canadair, Ltd. Director of American Fidelity Life Insurance Co., Colgate-Palmolive Co., Continental Oil Co., Time Inc. Director, Bureau of the Budget from 1949 to 1950; Secretary of the Army from 1950 to 1953.

William O. Baker Vice President, Research, Bell Telephone Laboratories; Trustee, Aerospace Corp.; Director, Babcock & Wilcox Corp. Member, Science Advisory Board of the National Aeronautics and

Space Administration. Former member of the President's Science Advisory Committee and of the National Science Board.

Edwin H. Land Chairman and President of Polaroid Corporation; Fellow and Visiting Professor at the School for Advanced Study, Massachusetts Institute of Technology, in 1956. Former consultant on missiles to the National Defense Research Committee and adviser on guided missiles to the U. S. Navy.

William L. Langer Coolidge Professor of History, Harvard University; Trustee, Carnegie Endowment for International Peace. Chief of Research and Analysis Branch, Office of Strategic Services from 1942 to 1945; Special Assistant to the Secretary of State in 1946; Director of Harvard's Russian Research Center and Center for Middle Eastern Studies from 1954 to 1959.

Director of Central Intelligence

The Director of Central Intelligence, head of the Central Intelligence Agency, is the coordinator of the total American intelligence effort. As the President's representative and as the Government's principal intelligence officer, he is Chairman of the United States Intelligence Board, which includes heads of the intelligence organizations of the Department of State and Department of Defense, and representatives of the Atomic Energy Commission and the Federal Bureau of Investigation. The Deputy Director of Central Intelligence is also a member.

Acting in consultation with the United States Intelligence Board, the Director of Central Intelligence makes recommendations to the President concerning the intelligence activities, organization, and policies of the United States.

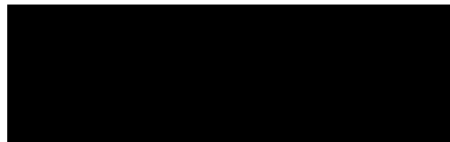
John A. McCone is Director of Central Intelligence. He assumed this responsibility on November 29, 1961. Lt. Gen. Marshall S. Carter, U. S. Army, is Deputy Director of Central Intelligence. Lyman B. Kirkpatrick, Jr., is Executive Director.

Three Ways to Apply for Employment

Because of the nature of its responsibilities, the Central Intelligence Agency must make a very thorough investigation of the character and qualifications of each applicant who is tentatively selected for employment. You are therefore urged to apply well ahead of the date when you would like to enter on duty with the Agency. Three ways are open to you:

- 1 See your Placement Officer and request an interview with the Central Intelligence Agency representative who visits your college or university from time to time; or
- 2 Write to the Central Intelligence Agency, Office of Personnel, Washington, D. C. 20505. Enclose a résumé of your education and experience and ask for application forms; or
- 3 Come to the Central Intelligence Agency Recruitment Office, 1016 Sixteenth Street N. W., Washington, D. C., during weekday business hours for a personal interview. No appointment is necessary.

“In all my life, I have never been associated with a group of men and women possessing greater educational and intellectual background than the careerists of the Central Intelligence Agency. I don't think a comparable group exists in any other department of the Government nor do I think it exists in any major private enterprise.”



25X1A

Director of Central Intelligence



have contributed to the present staff of the United States
Central Intelligence Agency.



TAB

2 April 1965

OFFICE OF PERSONNEL MEMORANDUM NO. 1-14-5

SUBJECT: Organizational Changes in the Office of Personnel

1. Effective 25 March 1965, the Personnel Recruitment Division is redesignated the Recruitment and Retiree Placement Division (RRPD) in recognition of its increased scope of activities. As now constituted, the Division consists of the Field Recruitment Branch, the Washington Recruitment Office, the Retiree Placement Counseling Staff, and the Employment Referral Branch. [REDACTED] continues to serve as Chief of the Division.

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2. The Field Recruitment Branch and the Washington Recruitment Office are unchanged and will continue to be concerned with conducting a recruitment program designed to fully satisfy the Agency's continuing personnel requirements.

3. The Retiree Placement Counseling Staff, a newly established activity, is responsible for providing assistance to those persons who are retiring from the Agency and who are seeking other employment subsequent to their retirement.

4. The Outplacement Branch of the Personnel Operations Division is transferred to RRPD and redesignated the Employment Referral Branch. This Branch will continue to provide employment assistance to those persons who are resigning from the Agency.

25X1A

[REDACTED]
Emmett D. Echols
Director of Personnel

OPM 3-65

Group 1
Excluded from Automatic
Downgrading and
Declassification

C-O-N-F-I-D-E-N-T-I-A-L

TAB

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~~SECRET~~

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EMPLOYMENT REFERRAL BRANCH, RRPD

1 July 1965

STATISTICAL SUMMARY OF FUNCTIONAL ACTIVITIES

1 July 1964 to 30 June 1965

EMPLOYMENT REFERRAL CASES

Total Number of Cases Handled	316
Cases Open as of 1 July 1965	57
Cases Closed	259

<u>Analysis by Grade</u>	<u>Cases Handled</u>	<u>Remained Agency*</u>	<u>Placement</u>		<u>Total</u>	<u>Trsfd C/RPS</u>	<u>Resigned No Position</u>	<u>Open</u>
			<u>Government</u>	<u>Private Industry</u>				
GS-12 and above	76	14	12	9	21	8	16	17
GS-7 to GS-11	123	20	30	15	45	3	31	24
GS-3 to GS-6	<u>117</u> 316	<u>7</u> 41	<u>53</u> 95	<u>18</u> 42	<u>71</u> 137	<u>1</u> 12	<u>22</u> 69	<u>16</u> 57

*Remained Agency includes those employees who were eventually reassigned in the Agency and Management Referred Volunteers who have not shown continued interest in looking for external opportunities.

OFFICIAL CONTACTS WITH FEDERAL INVESTIGATORS 335

DETAILED PERSONNEL CASES 24

EMPLOYMENT REFERENCE INQUIRIES

Employment and Examination Inquiries	1019
Internal Inquiries from Agency employees on status, leaving the area, etc.	150

LIAISON CONTACTS

Individual Lead Source Contacts	1600 (est.)
Official Personnel Liaison Contacts	450 (est.)
Representation at InterDepartment Committees	50
Representation at Professional Meetings	2

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