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7 July 1966

MEMORANDUM FOR: Chief, Placement Division

FROM : Chief, CTP Personnel Branch

SUBJECT : Annual Report for Fiscal Year Ending 30
June 1966

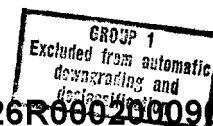
1. Description of Branch Functions

The CTP Personnel Branch is organizationally under the Placement Division of the Office of Personnel. It is physically attached to the Career Training Program to provide optimum working-level personnel support to the CTP. Operating under the direction of Chief, Placement Division, and Chief, CTP, the Branch has two personnel functions: that of providing pre-employment, placement-type services and that of acting as the personnel unit for on-duty Career Trainees. Also, the chief of the Branch is a member of the CTP Internal Selection Board and participates in the selection of Agency employees for the Program. The Branch consists of two GS-12 personnel officers, one GS-07 personnel assistant, and one GS-05 personnel clerk.

The Placement-type activities include:

- a. Initial receipt and control of applicant files.
- b. Initial review of applicant files to determine that an applicant meets Agency and CTP requirements for qualifications and medical and security standards.
- c. Preparing appointment actions, initiating requests for medical and security processing, and preparing invitee travel authorization.
- d. Scheduling pre-employment interviews with CTP, the A&E Staff, and operating offices as appropriate; pre-employment medical examinations; polygraph interviews; and cover briefings.

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e. Conducting pre-employment interviews to explain processing procedures; to brief applicants on the Agency, the CTP, and employee benefits; and to make a general evaluation from the personnel point of view of the applicant's suitability for the Agency and the CTP.

f. Maintaining appropriate correspondence and contact with applicants in process.

g. Arranging entrance on duty. (The entrance on duty processing is done by the Professional and Technical Placement Branch of the Placement Division.)

Branch personnel services for on-duty Career Trainees include:

a. Preparing and processing personnel actions; promotion, reassignment, resignation, change of funds, and pay adjustment.

b. Working through the Mobilization and Military Personnel Division of the Office of Personnel, arranging for military-liable Career Trainees to satisfy their military obligation.

c. Providing technical advice and guidance to the CTP Program Officers and Career Trainees on personnel and administrative matters or problems involving Career Trainees.

2. Major Developments During FY 66

The most significant factor affecting the CTP and Branch activity during FY 66 was the greatly increased demand for Career Trainees by operating offices. The tight personnel ceiling restrictions in effect during the latter part of FY 64 and most of FY 65 were substantially eased toward the end of FY 65. Thus, operating offices, which had been mainly concerned with reducing their on-duty strengths to the ceilings imposed on them earlier, were now in a position to absorb additional personnel. Consequently, they turned to the CTP as a basic source for new personnel. It was immediately apparent that the CTP could not respond to this escalated demand. The number of applicants in the processing "pipeline" had been largely depleted in an attempt to meet the class goals for FY 65. The number of new files

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available for CTP review dropped off significantly from July 1965 and remained at a relatively low level until December 1965. Thus, fewer cases were going into process. Also adding to the criticalness of the situation was the continued high rate of decline by applicants who accepted offers from private firms and from other federal agencies or who decided to continue their academic work. Concern over the situation resulted in extensive consultations during Fall 1965 involving the Deputy Director for Support and members of his staff, the Director of Personnel, Chief, Placement Division, Chief, Recruitment Division, the Director of Training, and Chief, CTP.

Among significant results obtained from these consultations were:

- a. The Deputy Director for Support authorized the CTP to make provisional clearance employment offers to selected applicants.
- b. Chief/PD and Chief/CTP made appropriate arrangements to increase the number of applicant files available for CTP review.
- c. The CTP revived its consideration of military-liable applicants and placed larger numbers in process, a practice which had been practically eliminated in the two previous fiscal years when tight personnel ceilings prevailed.
- d. The CTP took appropriate steps to accommodate the need to maintain suitable selection standards and the need to enter greater numbers of Career Trainees on duty.

In addition to being directly involved in the developments cited in the foregoing paragraph, the Branch reviewed its internal operations to determine where procedural changes could be made to improve the situation. We recognized that our continuing problem with the length of time it required to complete the processing of an application could not be reduced because the security aspect of the processing continues to require an average three months to complete. We were able to identify where internal changes could be made which consequently have enabled us to make an earlier decision to initiate processing and also to advise an applicant at a significantly earlier time that his application was being processed. Thus, the pre-processing time element has been reduced by about one to three weeks.

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By December 1965 the number of new files received in the CTP showed a sharp increase and have remained at this new level. The effects of the larger number of files available for CTP review, the expanded concept of CTP-eligible applicants, and revised internal procedures, started to show up by December 1965 and are reflected in a comparison of the statistics for the first and second halves of FY 66. In the period July - December 1965, processing was initiated on 342 applications and the Branch interviewed 195 applicants. In the period January - June 1966, processing was initiated on 601 applications and the Branch interviewed 386 applicants, an increase of almost 100% in each category over the first half of the fiscal year. The reduced number of applicants in process as we entered FY 66 are reflected in the low figure of [redacted] people for the January 66 Class. The increased pace from December 1965 on is reflected in the April 66 Class of [redacted] people and in the July 66 Class for which [redacted] people entered on duty. We are optimistic that the current rate of activity will continue at comparable levels in FY 67 although it appears unlikely that we will again attain the high point of [redacted] people.

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4. Specific Comments Regarding FY 66 Activity

a. Provisional Clearance: The results of the provisional clearance employment arrangement have been disappointing to date. Since November 1965 (when the arrangement was approved) through June 1966, fifty applicants were considered for provisional clearance employment. Only two persons have actually entered on duty on this basis. Eight cases represented security problems which precluded further provisional consideration. These cases were ultimately resolved as security rejects or the full field investigation was successfully completed. Eleven applicants declined to take other jobs. The bulk of the provisional applicants, however, simply declined such consideration at the time of their pre-employment interviews because they had other plans which were not apparent when the file was reviewed. Despite our lack of success, we plan to continue the arrangement because it does not impose any additional strain on our processing mechanism and because it will give us the means for committing ourselves to that occasional applicant who may otherwise be lost.

b. Military-Liable Applicants and Military Programs: As pointed out earlier in this report, there has been a significant increase in the military-liable applicants placed in process. This trend, which started in late Fall 1965, was in line with our attempts

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to increase the number of entries on duty. To illustrate the increase, of the 484 who were in process as of 1 June 1966, 143 are in the military-liable category. The July 1966 Class contains 11 military-liables who are already being processed for the Air Force/OTS. Of the █████ persons confirmed for entry on duty for the October 1966 Class, seven are military-liable.

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The larger number of military-liable Career Trainees already on duty has already strained the Air Force/OTS program, the one current program able to accommodate any significant number of Career Trainees. With the expectation that we will have even more military-liables on duty in the future, the CTP has requested the Mobilization and Military Personnel Division to negotiate an Army OCS program. As of this writing, these negotiations appear to be progressing favorably, and we are optimistic that a firm arrangement will be made during Summer 1966.

We can, of course, not be certain that the entry on duty of large numbers of military-liable Career Trainees will be a success. In the past, a noticeable number of Career Trainees resigned from the Agency upon completion of their sponsored military service. Currently, our pre-employment interviews surface a substantial number of applicants whose motivation for a long-range Agency career is questionable. They are not hesitant to state that their interest in the Agency is based on its ability to work out a "nice" way of satisfying their military obligations and some go so far as to declare their intention to leave the Agency as soon as the military obligation is fulfilled. These we do not accept. We try consistently to select from among the military-liable those applicants who are qualified and who appear to have a genuine long-range interest in the Agency. There is always a risk involved, but we consider it worth taking.

We should also note that the military-liable Career Trainees being entered on duty will be ready for permanent assignment in operating offices only after about two and a half to three years from the date of their entry on duty. They will be absent from the Agency for about 15 to 18 months while in the military service and they will be in the CTP for about the same length of time.

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c. Outside Competition: The CTP continues to encounter stiff competition for the services of well-qualified professional applicants. The very favorable economic situation means that the Agency is only one of several organizations, private and governmental, with whom an applicant is negotiating. Among our handicaps are the facts that we are not realistically able to match the salary offers which many competitors are making; and, the availability of grants and fellowships is encouraging increasing numbers of applicants to pursue their academic work. In this context, we have not noted that the Agency appears to be suffering from a damaged image. However, neither does it appear to project the "super" image of a decade or so ago.

d. Processing Time: In addition to our inability to meet the competition's salary offers, we are unable in many cases to make a firm offer of employment early enough to "beat" the competition. Our processing time takes an average of three months to complete. This processing time is based on the time that it requires to complete security processing. The CTP decision regarding qualifications is normally made within days after the applicant has been interviewed, providing that appropriate supporting evidence such as test results and transcripts are available at the time of pre-employment interview. The medical decision has normally been available about two weeks after the pre-employment medical examination. However, this situation is due to change since the physical part of the examination, as of 1 July 1966, will be conducted on the applicant's second trip to Washington. This trip takes place after the background investigation has been completed, in essence some time after the three months of investigation.

4. Forecast for FY 67

a. We anticipate a significantly heavier workload in FY 67. The CTP quota for FY 67 has been raised to [REDACTED] from the previous figure of [REDACTED]. To gear up for this increased effort, the CTP staff was increased by one Program Officer in FY 66 and it is anticipated that two more Program Officers will join the staff in early FY 67.

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The attached workload statistics reflect a very sharp increase in FY 66 activity over that of FY 65. The current, increased pace of activity has already strained the capacity of the Branch to carry

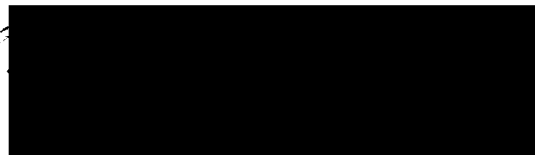
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out its responsibilities. We are currently operating at a level well in excess of 100% capacity. The increased number of files reviewed and the increased number of applicants placed in process have resulted in an almost geometric-progression effect on the other phases of Branch operations. The higher quota for FY 67 can only intensify Branch activity. Therefore, I strongly recommend that consideration be given to adding two people to the Branch staff; a GS-09 to 11 personnel officer and a GS-04 personnel clerk. The latter category is the more critically needed.

b. We do not foresee any factors affecting CTP and Branch activity which have not already been covered elsewhere in this report. The length of time needed to process an application will continue to be a handicap. Competition from other potential employers and attractive offers to extend academic pursuits will continue and will be reflected in a high rate of decline. An increasing number of Career Trainees who enter on duty will not be immediately available to the Agency because their military obligations must be fulfilled. As a result of expanded requirements and the CTP effort to accommodate both the need for maintaining selection standards and the need to enter more Career Trainees on duty, larger numbers of Career Trainees will be selected because of specialized as well as general qualifications, and the traditional "image" of the Career Trainee as a bright generalist will undergo some modification. However, we expect to produce good, solid Agency employees who can be expected to do a fine job for the Agency.

5. Workload Statistics for FY 66 are attached.



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Attachment

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