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OCR NOTICE

CR 20-100-3

26 November 1957

Career Service Board Selection Policy  
to Fill OCR Vacancies

The Career Service Board has been reviewing what action it might take in order to select the best available individual to fill vacancies in OCR. In considering this problem, it must be evident to you that there are cases when the individual ultimately selected may not initially even have been an applicant. For convenience, it is helpful to consider three classes of individuals from any one of which may come the person to fill the vacancy.

First, there are those who see the vacancy notice and signify their desire to be considered. These may include:

- An applicant whose present grade is less than the grade of the vacancy. This is the more familiar case which involves either immediate promotion or prospects for early promotion in the new assignment.
- An applicant whose present grade is the same as the grade of the vacancy. Motivation here may be to broaden experience and knowledge, and thus to improve relative competitive position when a position of higher grade does open up. Or, motivation may be no more than to leave an assignment which no longer presents a challenge.

Second, there are those employees who have not applied, and who have perhaps given the matter no serious thought. Third are those who are not employed by CIA.

Now in running a career service, the Board must consider many things. And these are sometimes in conflict with one another. For example, how much preference, if any, should an applicant from OCR be given over one from another CIA office? It is easy to say, "Other things being equal, of course the OCR man should get the nod!" But in the world of personnel management things are seldom, if ever, equal. Another tough question: does the Board select the exceptionally well qualified junior over a senior who can do an acceptable job?

In discussing such problems, the Board has reached a conclusion on one aspect of this problem which it is the purpose of this notice to pass on to you:

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The Board will not look elsewhere for a replacement, unless in the opinion of the Board, applicants are not sufficiently well qualified to give promise of superior performance in the job to be filled. The Board may also fill the vacancy from among non-applicants whenever there exist extenuating circumstances which make this course of action highly desirable for OCR or CIA.

This means that when applicants are under consideration by the Board, it may, on its own motion, add the name of a Career employee for consideration. (In this case he would be called upon for his views before a decision is made.)

In view of the talent now existing in OCR, and in other parts of CIA, the Board has not found it necessary to go into the question of bringing in from outside the Agency people of intermediate or senior grades.

  
Paul A. Borel  
Chairman  
OCR Career Service Board

STATINTL

cc: Director of Personnel  
Assistant to DD/I (Admin.)

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