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DRAFT

7 May 1953

Staff study

A. PROBLEM:

To determine the best method of creating and maintaining the CIA Executive Inventory.

B. FACTS BEARING ON THE PROBLEM:

Q. Tab D of the CIA Career Service Program (Notice dated 19 June 1952) provided for an Executive Inventory "of all personnel who evidence executive ability or potential, according to criteria which the Board shall determine from time to time."

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D. Tab D also stated that the Executive Inventory "is merely a means of matching present and potential executive-type assets [i.e. people] against present and anticipated needs for executive ability in order to plan intelligently to meet these needs."

key C. Tab D also provided for a dual purpose executive inventory system ~~for~~ authorizing Office Career Service Boards to maintain inventories to assist in internal Office personnel planning, as well as by establishing the CIA Executive Inventory under the direct and immediate control of the CIA Career Service Board for the purpose of filling key Agency positions.

D. The present Executive Inventory, by decision of the Board at its first meeting, 26 August 1952, is composed of all staff employees of grade GS-11 and above.

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3 ASSUMPTIONS.

1. It is incumbent on any supervisor to ensure that adequate replacement is available for him in the event of his reassignment or disability. This responsibility stems from two requirements:

1. that he ensure that the job will be well done in his absence,
2. that he develop subordinates to accept greater responsibilities.

2. Executive ability is not a function of technical proficiency in any one field and is, therefore, not limited to utilization in any particular area of activity.

3. Executive ability is an attribute that can be described in terms of leadership, of ability to organize, to delegate responsibility and to achieve results and of facility in promoting teamwork. It does not necessarily result from education, work experience, area knowledge, etc. Once identified, it may be enhanced by appropriate developmental programs and techniques. An Executive Inventory, to be effective, must be accompanied by an Executive Development Program.

4. Lateral entry in moderate degree is essential in order to provide the Agency with new ideas and fresh blood, - both professional and executive. However, the art of directing this unique and complex organism can to a considerable extent be acquired only

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through experience within the Agency. Further, adherence to the greatest practical degree to the principle of "promotion from within" is the most effective of all means of building "esprit de corps".

4. DISCUSSION:

1. The present composition of the Executive Inventory, based solely on grade level, is not sufficiently selective nor meaningful. It does not discriminate between the professional whose grade level has been established because of his high degree of technical competence and the executive whose grade level has been established because of his ability to administer large groups of people and get things done.

2. The Executive Inventory must be expressed in terms of individuals, since executive assets are actually people. ~~However, identification of these assets must be expressed in terms of positions since positions are the means whereby these assets are utilized in a working organization.~~

3. If a position is found to be an Executive Position for which the Board is responsible, the Board should determine what personnel assets are available to fill that position in the event of an emergency.

4. Primary responsibility for identification of persons who could appropriately be included in an Executive Inventory can be placed

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on those who occupy Executive Positions, since they are the supervisors concerned with the top management of the Agency. Final selection for the Executive Inventory must be reserved to the CIA Career Service Board.

② Determination of Executive Positions and the subsequent identification of individuals who might be suitable to occupy them will furnish an Executive Inventory that becomes a tool in implementing the over-all Career Service Program at the upper echelons.

5. CONCLUSIONS:

① The Executive Inventory is a device whereby the CIA Career Service Board may make sound recommendations to the Director regarding promotion or transfer of individuals to Executive Positions in the Agency.

② The basis for these recommendations is that the individual has the executive qualifications deemed necessary.

③ Those best informed as to which subordinates have executive qualifications are those who themselves presently occupy Executive Positions.

6. RECOMMENDATIONS:

① That the CIA Career Service Board identify the Executive Positions in the Agency concerning which they are responsible for providing advice to the Director. Basically, this includes all

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positions from the level of Deputy Director to the level of Deputy Assistant Director, Deputy Senior Staff Chief, and Deputy Area Division Chief. (See ~~list~~ ^{attached list})

~~2. That the present incumbent of each Executive Position be asked to nominate from three to five persons who, in his opinion are presently qualified, or are capable of development within six months to qualify to fill that position.~~

~~3. That these names be forwarded by the incumbents directly to the Chairman of the CIA Career Service Board on an EX-GRANT basis without discussion with the persons named.~~

4. That the Board examine the nominations, and if, in the opinion of the Board, there are any persons that should be added to the Inventory that it be done by mutual consent of the members. Should any nomination be challenged, that the name be deleted from the Inventory by mutual consent of the members.

5. That this list with appropriate background and supporting information comprise the CIA Executive Inventory, and that it be for the exclusive use of the Director of Central Intelligence, the Deputy Director of Central Intelligence and the CIA Career Service Board in order that the latter may make appropriate recommendations to the Director for promotion or assignment or further development of those whose names are contained therein.

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B That the present incumbent of each position, identified as an Executive Position, be asked to nominate persons who, in his opinion, are presently qualified or are capable of development within six months to qualify to fill that position. In addition, each incumbent of an Executive Position will make nominations for those Executive Positions under his direct supervision.

C That these names and a special Personnel Evaluation Report for each person named be forwarded by the nominating officer directly to the Chairman of the CIA Career Service Board on an EYES ONLY basis without discussion with the persons named.

F That the CIA Executive Inventory contain sufficient information immediately available to enable the Director or his designee to make decisions on personnel assignments with the least possible delay.

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- J.* That the Inventory be kept on a current basis by
- (1) resoliciting every six months persons presently in Executive Positions for their current nominations,
 - (2) requesting persons who move into Executive Positions to submit nominations to the Board six months after they have assumed their new duties, and
 - (3) re-examination by the CIA Career Service Board every six months of those who might appropriately be included in the Executive Inventory.

Attachment

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