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FEB 18 1956

MEMORANDUM FOR: Chairman, CIA Career Council

SUBJECT: Report on Individual Career Development Planning Program

1. It is impossible for this Office to answer the specific questions incorporated in the memorandum from the Executive Secretary, CIA Career Council, dated 9 February 1956, subject as above, as we have in fact prepared only three official career development plans, all in connection with the Junior Officer Career Development Program.

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[REDACTED]

However, the first step in the plan has been implemented, and the balance of the plan will probably be carried out in modified form.

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c. A plan was also prepared for [REDACTED] but Mr. [REDACTED] was not accepted for the Junior Officer Career Development Program.

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2. At various meetings over the past two years, the Office of Operations Career Service Board has discussed the advisability of preparing career development plans for all personnel. The Board has always been of the opinion that such plans should be optional and not mandatory. This policy was reaffirmed in the Quarterly Report to the Chairman of the CIA Career Council, dated 18 January 1956, paragraph 6. The subparagraphs of paragraph 6 are herewith quoted:

- "(a) That career plans for all employees should not be mandatory;
- "(b) That long-range career plans for all employees could give rise to a very serious morale problem in that the vast majority of these plans could not be implemented; and
- "(c) That (a) and (b), above, should not be construed as prohibiting the drafting of career plans by individual employees with the assistance of their supervisors or by Division Chiefs when deemed appropriate."

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3. The question of formally approved plans for career development must be considered very carefully, and the difficulties and dangers involved must be recognized. For instance:

a. Should career development plans be prepared for personnel who are not members of the Career Staff?

b. Should career development plans be on a three year basis? Five year basis?

c. Should career development plans envisage rotation inside the office? To other segments of the Agency (almost impossible to implement)?

d. Should career development plans be prepared for persons over 50 years of age? Over 60 years of age?

e. Should career development plans be prepared for various categories of individuals, such as those in production units (typing pools), teletypists, custodians, etc.? In some cases, such persons have no ability or desire for any other form of work.

f. Should career development plans be prepared for married women who hope to have families and will thereby completely disrupt any such plan?

g. Should career development plans be prepared for all grades or only for GS-9's and above? GS-11's and above?

h. Should career development plans be prepared for personnel who are exceptions to CIA Regulation No. [REDACTED] or who, for other reasons, are cleared for Top Secret in a particular segment of the Agency only and presumably cannot be rotated to (or seek later careers in) areas requiring special clearance?

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25X1C

j. If any categories are excluded from planning, does this not automatically set up certain inequities?

k. What happens to morale if plans are not implemented?

4. In the past there has been considerable discussion in regard to career development plans on a three to five-year basis, envisaging

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rotation some time during this period to some other component of the Agency or within the office of assignment. We would consider it exceptionally unfortunate if plans of this type were made mandatory. It hardly need be pointed out that if one-year rotations were envisaged in every five-year plan, 20% of the Agency would be rotating at all times. At least another 10% to 15% of the Agency would be spending a minimum of two to three months a year indoctrinating and briefing the rotatees. This would obviously be insupportable. In our opinion, it would be extremely difficult to rotate 5% of the Agency in any one year. Even if this proved administratively possible, it would mean that at the end of five years, 75% of the career development plans would not have been implemented and, presumably, the morale of 75% of the personnel with plans would have deteriorated.

5. We readily admit that preparing career development plans for some personnel would have a good effect on morale in the initial stage. The bad morale effects would not become evident until after the first or second year when it became apparent that such mandatory career development plans were not being implemented.

6. We firmly believe that individual career development plans represent only an aid to proper career development and personnel management, and we fear an aid of very doubtful value if not promptly and effectively implemented. We feel that career development is essentially the utilization of manpower, first for the greatest benefit to the Agency, and secondly for the greatest benefit to the individual; that it is knowing the capabilities of our personnel, recognizing their desires, and assuring that personnel are well trained and available for more responsible jobs either in the various Divisions of this Office or in other components of the Agency. It is a matter primarily of good personnel management and training.

7. In our programs for career development and personnel management, almost never reduced to formal writing, we believe that we have been eminently successful over a number of years and are continuing to be so. As evidence of this, we again bring to your attention our list of "graduates" who, when with us, were in grades of GS-11 and above (Tab A). In addition, there were many more in grades GS-10 and below who have rotated to other parts of the Agency and have developed promising careers. This is because we have trained and brought good men up through the ranks and made them available to the Agency at large.

8. Although we have not prepared formal career development plans, career development is in fact constantly going forward. The Division Chiefs, their Deputies, and their Branch Chiefs know their personnel well and, in most cases, are aware of their abilities and desires. With this intimate knowledge of their personnel and by developing their careers step by step, Division and Branch Chiefs are often able to uncover unexpected talents and capabilities which would have remained undiscovered under a more rigid career development plan program. We have attached

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under Tabs B, C, and D, some instances of the type of career development, without formalized planning, which has been accomplished by our Divisions. These examples for the most part represent career development within the Divisions of this Office, but we believe that, as a general rule, career development, at least up to and including the grade of GS-12, should be within the office of assignment.

9. We repeat that in the opinion of this Office career development planning is only an aid to career development, and career development in itself is only another phrase for proper personnel management. Therefore, to avoid the difficulties and dangers of mandatory formalized career plans, we recommend:

a. That formal career development plans approved by a Career Service Board be not made mandatory. These should be optional as under present regulations.

b. That, although not mandatory, individuals should be urged to make a short statement in regard to their desires and intentions. This might include:

- (1) Agency background;
- (2) Present abilities (or assets) and an estimate of future capabilities;
- (3) Statement of what they would like to do in the Agency in the future and the training they consider necessary to reach their goal.

c. That these statements should not receive formal approval by Career Service Boards and should merely be incorporated in office personnel files as management tools and guides to be used by supervisors. This should be firmly understood by all personnel.

d. That the initial statement of desires or intentions should be attached to the retention copy of the next fitness report. This would insure automatic review on a yearly basis.

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Enclosures

Tabs A, B, C, and D