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26 May 1967

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FOR: [REDACTED]

Recommendation No. 3

(a) The Headquarters work assignments given three (3) recruiters in 1963 and three (3) others in 1966 are being followed up with five (5) recruiters being assigned to work details in the Skills Bank during the period 29 May - 4 August; as to formal Headquarters training, two (2) new recruiters are scheduled for the three-weeks Intelligence Techniques course starting 24 July and we have agreed wholeheartedly to schedule all professional recruiters for the two-weeks Intelligence Review course over the next two or three years, hoping to enroll the first increment of ten (10) recruiters in the May 1968 running of the course. Summer is the only period during which we can really spare recruiters for training and, unfortunately, the OTR curriculum is relatively light during these months.

(b) We have enrolled the Deputy Chief of Recruitment in the next running of the six-weeks Mid-Career Executive Development Program, but we do not view this Program as being appropriate for most of our recruiters, and, therefore, would want to proceed selectively in terms of the younger recruiters who may one day be reassigned to a Headquarters element.

Recommendation No. 4

The Chief, CTP has agreed to prepare, maintain, and furnish a brief up-to-date description of the CT Program for use by recruiters; and we recommend that the Executive Director-Comptroller request the Assistant to the Director (Mr. Goodwin) likewise to prepare, maintain, and provide the recruiters a description of the workings of the Agency for the recruiters' use in field interviews.

Recommendation No. 5

a. The role of the University Associates is clearly defined as that of a "sounding-board on the academic community" for the Director and other senior officials, including the Directors of Personnel and Training rather

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than serving singly as a tool of Recruitment per se.

b. The present Director has told the University Associates that, in addition to encouraging good students to apply with the Agency, he expects them to be willing to "stand up and be counted" in any faculty, administration, or student confrontations wherein the Agency's raison d'etre is questioned. By these terms, it would be unthinkable, in the public relations sense, to "cut out marginal consultants" or otherwise run the program as though it were a highly structured functional project. We have reason to believe that our [REDACTED] dropped out of the program because he was not one of those willing "to be counted," and we miss no opportunities to drop marginal performers when the opportunity presents itself by reason of a transfer of an Associate from one institution to another, but to take the initiative in weeding out the non-producers, as it were, would be a distasteful and unwise exercise at a time when we need all the friends we can find in the academic community. As to the appointment of new Associates, this is being accomplished, by the Director's instruction, but by expanding membership to effect a wider and better geographic balance.

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Recommendation No. 7

We non-concur in any proposal that would deprive the recruiters of ammunition that can be utilized effectively in the highly competitive market in which we are recruiting today. Wherein more or less automatic time-in-grade promotions are managed by the Career Training Program, the recruiters must be privileged to communicate this information to a candidate. Chief, CTP has agreed to furnish Chief, RD a statement of "CTP promotion policy" that the recruiters can adhere to in this connection.

Recommendation No. 8

A recommendation for revising upward the starting salaries for CT's has been forwarded for hoped-for early approval; it is our considered judgment that the quality of CTP input will tend to lower if we do not bring our starting salary offers into closer alignment with those of our competitors in industry, academia, and other government agencies.

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Recommendation No. 14

a(1) The Office of Personnel and the Career Training Program are working jointly toward the objective of tightening briefing procedures to minimize security and cover problems.

(2) The Director of Personnel has requested the Director of Security to detail an officer(s) to make a study and recommendations for correcting existing procedures that may unduly reveal Agency interest in a CT applicant.



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Deputy Director of Personnel
for
Recruitment and Placement

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