

19 July 1972

25X1A MEMORANDUM FOR : ██████████ Historical Officer,
Office of Personnel

SUBJECT : Personnel Placement in CIA, 1946-71
(Revision of 30 June 1972)

1. I have completed my review of the subject history. It represents a considerable improvement over the initial effort, but it still falls short of being ready for publication. Format aside, the paper needs further specific illustrations and examples to give meaning to the generalizations which are made in the text. I would call your attention to pp. 34, 36, 41-43 where requests for details are noted on the copy.

2. The organizational charts fill a gap left by the first paper, but each of these needs to go through the mechanical processes of format; and on one or two charts information has been lost through bad copy.

25X1A 3. I have also suggested the inclusion of one of the Appendixes as part of the text, and I have recommended that a portion of ██████████ history of Personnel Administration be quoted in this paper.

4. As a result of the above suggestions, the paper will require retyping; and the pages, reference numbers, and sources will need to be renumbered. Incidentally, please do not punch the next copy for looseleaf folder.

5. Please call me if you have questions.

██████████ 25X1A
Support Services Historical Officer

Distrib.

25X1A O&1 - Adse
1 - ██████████
1 - ChHS
1 - JBP
1 - Chron

OP Historical Officer
626 C of C Bldg.

3465

20 July 1972

25X1A

DD/Personnel/R&P
Attn: [REDACTED]
5 E 67 Hdqs.

Bob --

Returned herewith is the Placement History Project, together with a copy of the request by the SSHO for further additions and editorial changes.

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Please contact [REDACTED] directly on any questions you may have.

Please return the paper to the SSHO through me when the changes have been made. Please note that it should not be punched for a looseleaf folder.

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[REDACTED]

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Placement Division History

Chief, Review Staff
626 C of C

3465

30 June 1972

DD/Pers/P&C
626 C of C


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203 Key Building

Per our telephone conversation here is the Placement History. Sorry it was punched.

As I indicated, this is the only copy of Appendix F.

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OP Historical Officer
Office of Personnel

Support Services Historical Program
OP - History of Personnel Placement

PERSONNEL PLACEMENT IN CIA

1946-71

Prepared by

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Foreword

The history of placement in the Central Intelligence Agency follows closely the pattern of change, growth, and maturation of the Agency itself. As requirements grew, fluctuated, and stabilized and as the Agency's structure and operating priorities changed the methods of operation and types of organization employed by the Office of Personnel to accomplish the placement function also underwent continuous change. Regardless of personalities or organizational politics affecting the situation at any given time, however, the central concern appears consistently to have been: how can we select, place, and manage our people better, and who should do it?

This history treats these two questions and their various answers from 1946 to 1971. It is a history of the key activities, that constitute the placement function: initial selection and assignment of personnel; internal recruitment, placement, and reassignment; review and appraisal of official personnel actions; and the role of the professional placement officer. Necessarily chronological in form, the history is thin in parts because of the scarcity of written records

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of the early years, changes in emphasis in the placement functions, and the frequent overlapping and duplication caused by the overt-covert split. Parts of the account depend heavily upon the recollections of individuals who were active in placement matters over the years.

PERSONNEL PLACEMENT IN CIA
1946-71

I. The Beginnings--1946-50

25X1A In the summer of 1946 in the Central Intelligence Group (CIG), personnel functions were performed by a Personnel Division, a centrally placed unit under the Executive Staff for Personnel and Administration (P&A). Recruitment and placement functions were combined and performed by a single staff. The Personnel Division was headed briefly by [REDACTED] who was succeeded in September 1946 by Judson Lightsey. In July 1947 the Executive for P&A was renamed the Executive for Administration and Management (A&M), and the Personnel Division was reestablished as a Branch--along with other Support Branches--in which all personnel functions remained combined.

Meanwhile, since its establishment in July 1946, the Office of Special Operations (OSO) had been forming its own administrative staff, which by mid-1948 was named the Administrative and Support Staff (A&S). Under it was a Personnel Division in which recruitment and placement functions were combined in a single unit. A parallel

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development of similar but separate arrangements in the Office of Policy Coordination (OPC) brought about a degree of duplication that led to proposals to merge the two staffs. This move was opposed by both OSO and OPC, but out of the disagreement came the formation, in September 1948, of a single Executive for Administration. Under the Executive a group of five staffs was formed, each divided into overt and covert sections. This compromise between centralization and decentralization lasted for approximately a year. In October 1949 a reorganization established separate staffs to support the overt and covert activities of the Agency: an Administrative Support Staff (A&S) to service overt activities; and a Covert Support Staff (CSS), soon to be renamed the Special Support Staff (SSS), to service the covert components (Figure 1). The former Personnel Staff was split into two Divisions, one in each of the new Support Staffs. In each Personnel Division there was established a recruitment and placement section or branch. This arrangement lasted until the establishment in December 1950 of a Deputy Director for Administration. 1/*

* For a general chronology of organization, see Appendix A; and for serially numbered source references, see Appendix E.

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In the original central personnel unit, leadership of the procurement and placement functions was provided by [REDACTED] 25X1A
 [REDACTED] (Dec. '46-Mar. '48). [REDACTED] was succeeded by [REDACTED] 25X1A
 [REDACTED] (Apr. '48-Apr. '49)--later to become Director of Personnel--and he, in turn, by [REDACTED] (Apr. '49- 25X1A
 Apr. '50). With the establishment of separate personnel staffs for overt and covert components, overt placement was initially under
 [REDACTED] (Dec. '48-Aug. '50) and later under [REDACTED] 25X1A
 [REDACTED] (Aug. '50-Sep. '53). The covert placement function was first
 headed by [REDACTED] (Dec. '48-May '51) and then by
 [REDACTED] (Jun. '51-Feb. '53). 2/

In June 1952 members of the Office of Personnel prepared a summary history of Agency personnel functions that cited most of the basic problems besetting placement operations in the beginning years:

The placement units when operating as a combined procurement and placement activity, were almost totally concerned with obtaining and initially as-signing personnel. Even relieved of procurement activity, the initial placement activity represented so large a volume of work that subsequent review to determine whether initial placements were satisfactory or not was impossible. It is probably

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in this area that the Agency pays most heavily for sacrificing a well-rounded program to the demands of recruitment. Especially in the face of uncertainty as to the types of people needed for various positions it becomes important to evaluate the success of placements to determine which kinds of qualifications have been more successful. Also it is probable that a high number of potentially qualified personnel were lost to the Agency because of job dissatisfactions which might have been discovered through placement follow-up. Losses in terms of persons assigned to positions which were performed adequately but were not best suited to individual capabilities are unmeasurable but again may be reasonably estimated in substantial number.

Other major problems mentioned were defining the proper role of placement officers in dealing with the problems cited above, the contraction and expansion of manpower ceilings, and the overt-covert split in organization. 3/

In these early years recruitment and placement were closely related both in organization and in practice. Recruiters served as placement officers, and placement officers were also recruiters.

25X1A The main task, according to [REDACTED] was to determine which operating units needed what qualifications in their people and how many people they needed. The next obvious task was to find these people. After finding his candidate, the recruiter was often his

own placement officer; after spending some time in the field interviewing and gathering applicant files, he would return to Headquarters and begin "selling" his applicants to the operating units. Placement officers were overburdened with record-keeping and details and had little time to make personal contact with the offices they serviced. 4/

Those who screened walk-ins and reviewed applicant files were non-professional placement officers with inadequate knowledge of the jobs they were filling. The Applicant Files Branch was overburdened and was chronically behind in coding applicants by qualification. 5/

In this period the placement officers were given authority to review and sign personnel actions on all types of activities, from promotions to reassignments. Processing personnel actions was not yet refined, and the placement officer had to spend much of his time in clerical tasks and record-keeping. Fitness reports were reviewed by the placement officers, but there was little time for an adequate review.

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In 1947 [REDACTED] established a placement follow-up interview program. The purpose of the program was to interview

the new employee, within three to eight months after his initial employment, to determine the propriety of the initial placement. As noted in the 1952 statement cited above, these interviews could not be performed regularly. The pressure for recruitment and initial placement was too great, and the problem was complicated by difficulties in communication with operating units and lack of control over the flow of applicant files through the selection process. Another frequent cause of complaint was a backlog of correspondence with applicants in process, which--in many cases--led to cancellations by disgruntled and impatient applicants. 6/

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II. 1950-53: Functional Organization of the Personnel Office and Development of Internal Personnel Management

In December 1950 the SSS and A&S Support units were discontinued and their functions remerged with the staff offices under the new Deputy Director for Administration (DDA). The former Personnel Staff, plus the overt-covert divisions, became the Office of Personnel under the directorship of William J. Kelly.* Then, as in other Support areas, responsibility for clandestine personnel matters was redivided between two divisions. This was a reconciliation of the needs for centralized administrative responsibility and the needs for operational autonomy and compartmentation. 7/

The Personnel Division Overt (PDO) provided assistance to the overt intelligence offices, later (Jun 52) to become components of the Deputy Director for Intelligence (DDI), and to the DDA in such

* William J. Kelly served as Personnel Director of CIG and CIA from May 1947 to August 1951.

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matters as recruitment, placement, promotion, and reassignments. The Personnel Division Covert (PDC) provided similar services to the units of the Deputy Director for Plans (DDP). From their respective placement branches, PDO and PDC assigned placement officers to the operating offices. Recruitment functions were given to a separate Personnel Procurement Division. 8/ (Figure 2)

The 1950-53 period was one of tremendous growth in terms of recruitment, placement, and personnel management. In the spring of 1952 the Personnel Office was EODing up to █████ per month. 25X9

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In 1950 there were █████ employees on duty; by December 1953 the

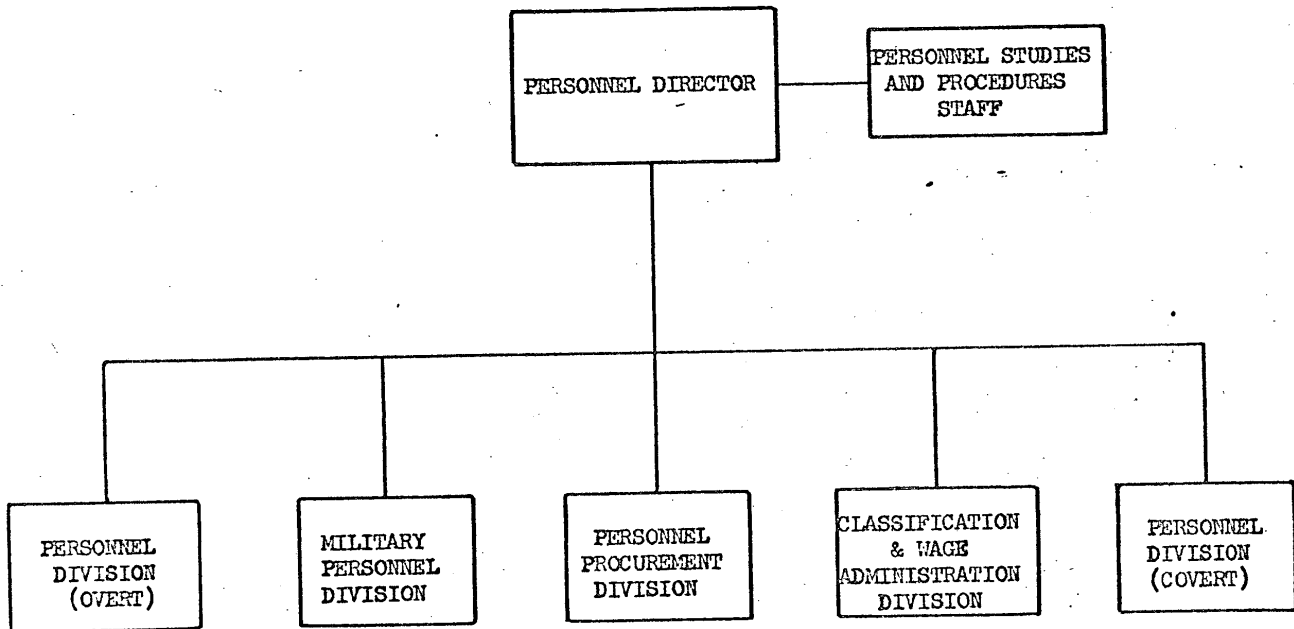
25X9

total had risen to █████ To manage these great increases in manpower strength, new recruitment and placement procedures were necessary. A study of recruitment, selection, and placement functions prepared in May 1951 by █████ Chief of the 25X1A Personnel Studies and Procedures Staff, led to T/O increases for both recruitment and placement, to consolidation of applicant files and correspondence handling procedures, and to improvements in the scheduling and control of applicant processing. 9/

When General Walter Bedell Smith became Director of Central Intelligence on 7 October 1950, almost immediately he

Figure 2

PERSONNEL OFFICE



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CIA

S-E-C-R-E-T

19 JANUARY 1951

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began to emphasize his personal interest in the Agency's internal personnel management practices; as a result there was considerable effort devoted to initial selection and placement of employees. In a memo of 13 September 1951 to PDO and PDC, the Acting Personnel Director, George Meloon, emphasized the importance of a placement program and listed what needed to be done:

The effectiveness of our personnel program depends largely upon the kind of placement work we are doing. Placement should be regarded as an internal recruitment and selection process which, as part of the general effort to secure the right man for the right place, operates as one of the most important factors in reducing employee turnover. 10/

The following steps were to be taken by PDO and PDC:

1. Review all recruitment requisitions for personnel in Grades GS-06 and above to determine which employees already in the Agency were qualified for promotion to these vacant positions.

This would require:

- a. Complete qualification coding of all employees.
- b. Recruitment to obtain personnel to fill vacancies created by promotions.

2. Initiate a regular program of placement follow-ups at 30-, 60-, and 90-day intervals following entrance on duty of new

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employees to establish a basis on which to:

- a. Retain them; or
- b. Train, reassign, counsel, or separate them. 11/

The Deputy Director for Administration, Walter Reid Wolf, backed up Mr. Meloon's memorandum with a memorandum to all assistant Directors requesting their cooperation with the follow-up program. 12/

Concurrent with emphasis upon placement programs, the training of placement officers began on a regular basis. By June 1952, according to the OP historical statement cited above,

The concept of the placement officer as the liaison between the personnel office and the operating unit is becoming a reality. The placement officers are required to be in close and constant contact with operating officials and are encouraged to use these contacts in every possible way to improve the overall personnel program in the Agency. 13/

It appears that the renewed emphasis on in-service placement and personnel management paid off. Calendar year 1952 saw extensive activity in follow-up interviews and codification of qualifications. During that year a monthly average of 175 follow-up interviews was conducted, an average of [REDACTED] people entered on duty

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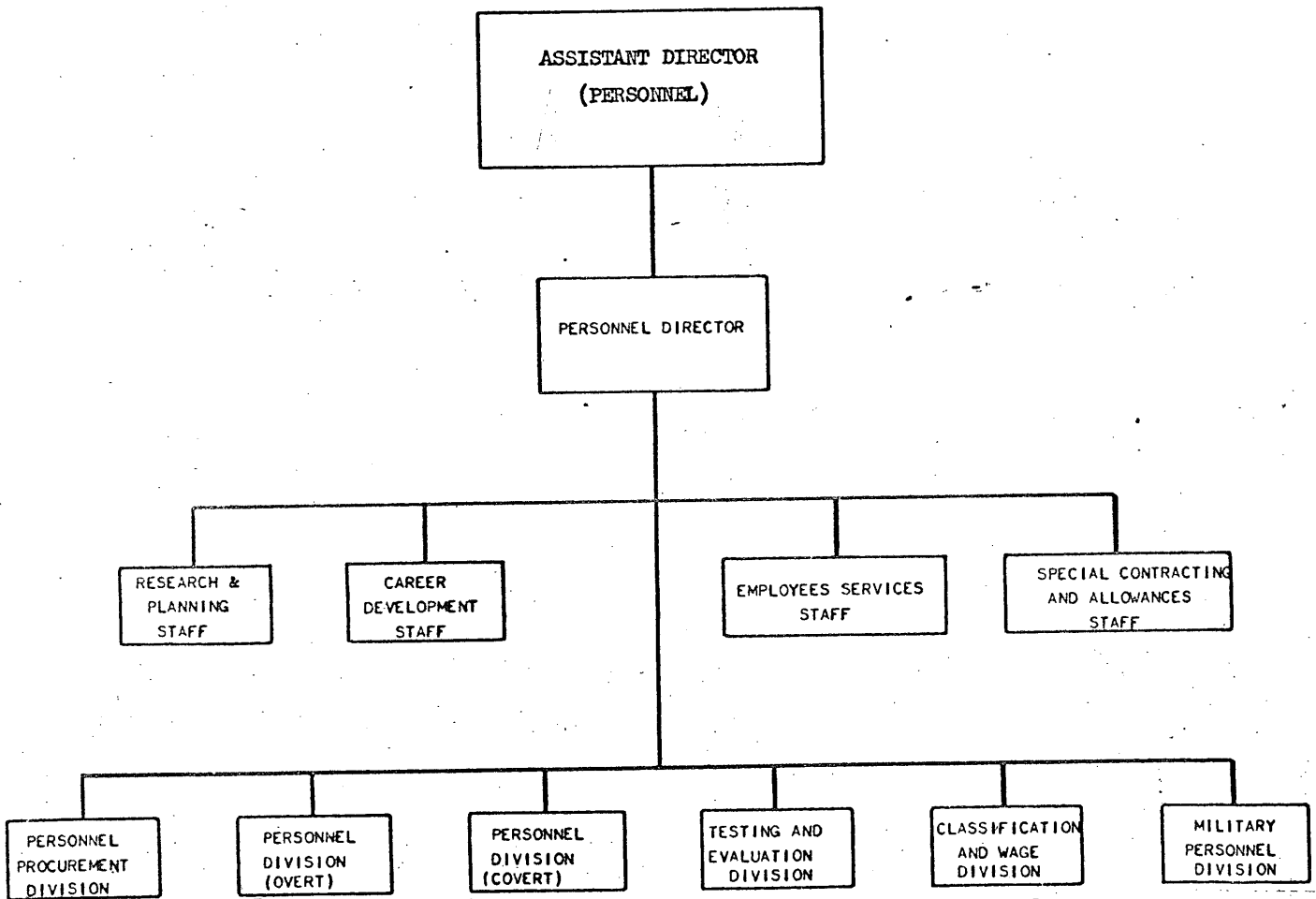
25X9 per month, and [REDACTED] applicant files and [REDACTED] employee questionnaires 25X9
were coded and placed in a qualifications register and used for in-
service placement. 14/ This activity continued throughout the next
25X9 year with more than [REDACTED] follow-ups per month involving [REDACTED] employ- 25X9
ees. In this period the placement units began to review Performance
Evaluation Reports (PER), and during FY 1953 5,000 PER's were
received. This period also saw--in connection with the in-house
training of placement personnel--the compilation of informational,
regulatory, and procedural materials pertinent to placement activities.
During 1953 placement constituted a tremendous workload. The PDC
1953 annual report stated that its nine placement officers handled an
25X9 average of [REDACTED] cases of all types per month-- [REDACTED] cases per day per 25X9
man. 15/ The placement workload in PDO in FY 1953 is reflected
in a Statement of Accomplishments, dated 27 July 1953, which is a
good example of a contemporary functional description as well as a
progress report. * For details of Personnel Office organization in
FY 1953, see Figure 3.

* See Appendix B.

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PERSONNEL OFFICE

Figure 3



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20 March 1953

III. 1953-61: Ceiling Pressures, Placement, and the Career Services

In September 1953 the Office of Personnel underwent another major reorganization and realigned its functions even more on functional lines (Figure 4). The change came at a time when Agency personnel requirements were decreasing and when a ceiling considerably lower than the existing Table of Organization was imposed. Emphasis shifted progressively to internal recruitment, placement, and rotation.

The Personnel Division Covert (PDC) and the Personnel Division Overt (PDO) were abolished, and most of their functions and responsibilities were transferred to a new Placement and Utilization Division (P&UD). Under this system all placement officers were brought under a single division chief. In the Placement Branch of P&UD there was a senior placement officer in charge of placement for each of the directorates. But by late 1954, when P&UD was renamed the Personnel Utilization Division (PUD),

Figure 4

PERSONNEL OFFICE

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Assistant Director (Personnel)

Personnel Director

Special Contracting, Allowances, and Processing Staff

Plans, Research, and Development Staff

Placement and Utilization Division

Employee Services Division

Processing and Records Division

Military Personnel Division

Classification and Wage Division

Personnel Procurement Division

From Comptroller's FY 1955 budget records (September 1953), Sec

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a separate branch had come into existence, the Clandestine Services Branch (CSB). In 1955 PUD was renamed the Personnel Assignment Division (PAD) (Figure 5).

During the early 1950's officials of the operating components of the Agency continued to exercise the primary functions of assignment, rotation, evaluation, promotion, and termination; the Office of Personnel was centrally responsible for advice on these matters and for the rotation or reassignment of personnel between Career Services. With the establishment of the Career Service Boards in June 1952, the head of each Career Service assumed responsibility for these particular placement functions, 17/ and the Office of Personnel assigned placement officers to the Board meetings on a permanent basis. The 1954 Progress Report of the Placement Branch discussed the situation:

During this six-month period (January-June 1954) working relationships with Career Management Officers, component Personnel Officers and Career Service Boards have been improved. Within the Clandestine Services, Placement Officers continued in their direct support of the Career Service Boards, and attend all meetings. A Placement Officer has also been assigned to the Career Service Board of the DD/A and attends all Board meetings. The Deputy Chief, Placement and Utilization Division now serves as Chairman of the Personnel Career Service Board's Rotation Planning Committee. 18/

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ATTACHMENT 1
15 JUNE 1955

OFFICE OF PERSONNEL

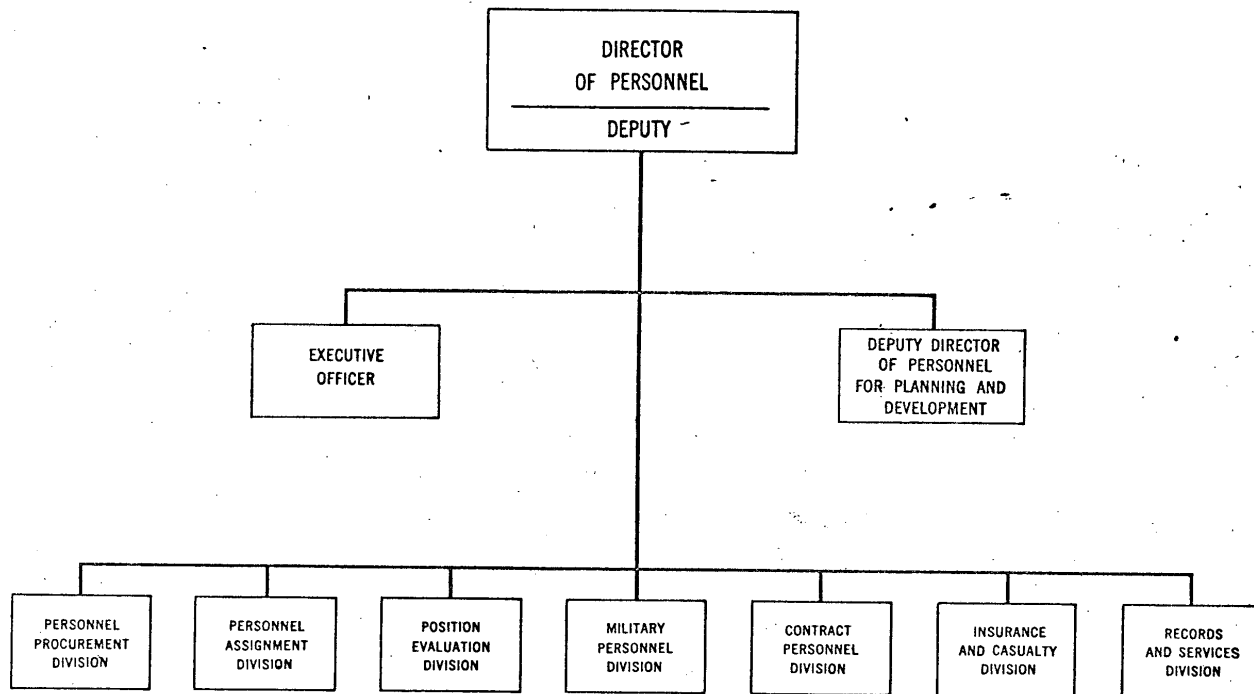


Figure 5

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The same report lists three major problem areas requiring integration and coordination of the efforts of the various officials:

- a. Placement of unassigned personnel (overseas returnees);
- b. Reporting and filling vacancies;
- c. Reassignments to effect more suitable utilization. 19/

Improvement in the advance planning of assignments of overseas returnees was sorely needed. The regular burden was difficult to manage, and in 1954 it was increased with the drastic reduction in the [REDACTED] which brought approximately [REDACTED] unassigned personnel back to Headquarters in a period of three to four months. An emergency placement program was begun in order to deal with the crisis. Reassignment rosters and machine runs of qualifications and vacancies helped to some extent. Although the placement process broke down in some cases--leaving unassigned personnel to hunt on their own--most of the returnees were placed by the end of 1954. 20/ Following this crisis the Directorates and Career Services developed various methods of assigning personnel, methods adjusted to the low ceiling authorizations that were to continue until 1956. 21/

Although external recruitment and placement of professionals was minimized or deferred in favor of internal reassignment, the

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Agency suffered a severe shortage of clerical personnel in 1954. External recruitment and placement of clericals consequently intensified. Because the major requirements came from special projects within the DDP, the Clerical Placement Branch (CPB) worked closely with the DDP Career Service Board to fill vacancies. Some of the problems inherent in the Placement/Career Service relationship are reflected in the following contemporary report:

The Clerical Placement Branch has been so deeply enmeshed in satisfying immediate needs that it has not been able to devote adequate time to one of its major functions. That function provides for the assignment or reassignment of clerical personnel to opportunity type positions. Although it has participated to a great extent in reassignments initiated at the request of individuals, the Branch has as yet not been manned sufficiently well to permit the adoption of an aggressive and positive program to embark upon the type of career program now getting under way in other services. It may be palliative to note, however, that the clerical personnel assigned by the Clerical Placement Branch, are given service designations of the components they enter. This immediately removes them from the jurisdiction of the Clerical Placement Branch. 22/

In late 1956, to help end the shortage of clerical personnel, efforts were made to improve the processing of applicants. This involved entering on duty more clerical applicants on provisional

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clearance and streamlining headquarters processing requirements so that people could begin their assignments more rapidly.

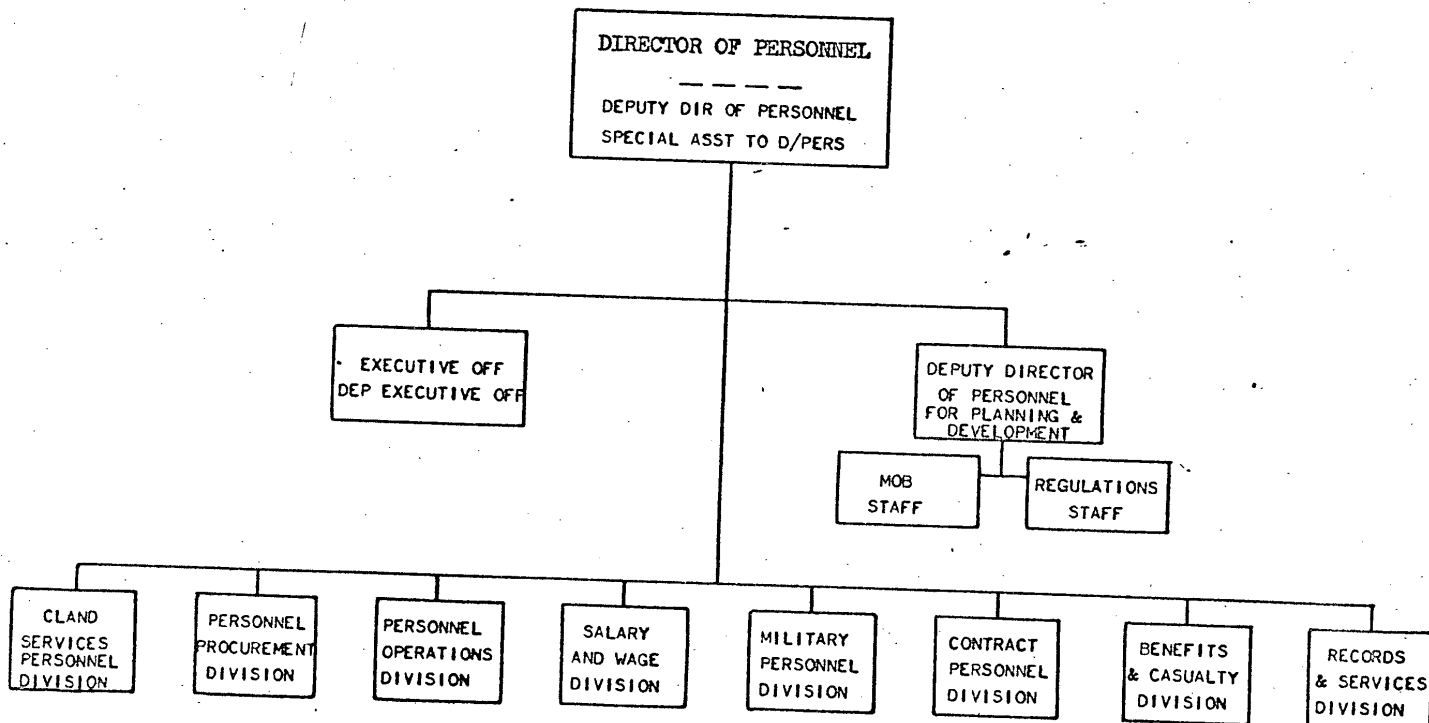
By mid-1958 on-duty strengths were approaching ceilings-- and exceeding them in some offices. "Surplus" personnel became a problem again, and a good deal of internal reassignment and outplacement activity became necessary. Concentration was on placement of "hard-to-get" categories, on better screening procedures, and on higher standards. The percentage of total completed professional applications referred and then rejected rose from the FY 1957 figure of 27 to 47 in FY 1958. 23/

Further organizational changes of some significance took place in 1958. * The Personnel Procurement Division was merged with the Personnel Assignment Division to form the Personnel Operations Division (POD). Recruitment was subdivided into the Departmental Recruitment Branch and the Field Recruitment Branch. The intention was to achieve close coordination of the activities of Recruitment with those of Placement, which now were assigned to a newly created unit called the Career Services Support Branch (CSSB).

* See Figure 6.

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Figure 4



ATTACHMENT: - EXPLANATION OF ORGN. CHANGES

S-E-C-R-E-T

OCTOBER 1958

Recruitment and Placement had been closely combined operations in the first years of the Agency. This move in 1958, then, was a rejoining of the two that had been separated for more than a decade. [REDACTED], who had headed Recruitment and Placement activities in the formative period, became Chief of POD.

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In another change, the Clandestine Services Branch of the former PAD was now made a separate division, the Clandestine Services Personnel Division of the Office of Personnel. The new division, physically located in the DDP area, was placed initially (May '58) under [REDACTED] and in March 1959 under [REDACTED]

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For a period it appeared that Placement became submerged within and subordinated to the operations of the Career Services, as was reflected in the name of the Career Services Support Branch. The annual report of POD for FY 1959 reflected the change in posture:

With the above mentioned reorganization, and the resultant closer working relationship with procurement elements, direct support to the Career Services within the DDS and the DDI reduced the gray areas of responsibility that formerly existed, particularly in

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the flow of applicant files against recognized vacancies, the referral of reassignment cases to appropriate Agency components, correspondence to applicants and to individuals accepted for processing, and the development of procedures designed to provide more immediate service to operating units conducting positive recruitment programs. 24/

A more complete view of the functions, staffing, and operating relationships of the CSSB is afforded by the following extract from the Inspector General's Survey of the Office of Personnel in December 1959:

Career Services' Support Branch (CSSB)

(a) Originally known as the Placement Branch, later as Operations Branch, and now as Career Services' Support Branch this activity, consisting of 11 personnel, discharges for the Director of Personnel his function of supporting and assisting the Career Service elements of the DD/I and DD/S in the selection, assignment, rotation, development and utilization of personnel above the GS-6 grade level. These functions are separate from those of the Clandestine Services' Personnel Division which, with [redacted] additional personnel, provide support to the Clandestine Services' Career Service.

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(b) Under direction of the Chief, major functions of the branch are performed by Personnel Representatives who are assigned specific components for which they are responsible. For example, one Personnel Representative, with some assistance, serves the entire DD/I area; another handles the Offices of Logistics and Security; a third, Office of Communications and Cable Secretariat; and the fourth the

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principal offices of the DCI and DD/S, plus Office of Training, Comptroller's Office, and Medical Staff. Each representative is urged to become completely familiar with the program and problems of his assigned components; he advises and assists in personnel management of the component, and by representing the component in the Office of Personnel provides a single, knowledgeable point of contact on personnel matters. Specific activities include review of recruitment requests, interviews with job applicants, referral of applicant files to operating components, processing employee reassignments, and authentication of personnel actions on behalf of Director of Personnel.

Personnel representatives maintain close contact with the several Career Service Boards, monitoring their activities, providing advice and technical assistance on personnel placement and reassignment, and determining uniformity of performance. The extent of active participation in meetings of the several Career Service Boards varies; however, present arrangements appear mutually satisfactory to CSSB and the respective Boards.

Although ceiling limitations in most areas had been reached, CSSB continued to be active in the selection and placement of certain "hard-to-get" categories--scientists, engineers, and JOT's*, for example.

* Junior Officer Trainees.

Procedures for this activity involved:

. . . institution of a program for the timely handling of professional applications of economists, engineers, and physical scientists thereby permitting the gaining component to make a more firm commitment to applicants falling within these scarce categories; the initiation of tests measuring professional experience in the physical sciences;. . .25/

The activities of CSSB continued in this general vein until well into 1961. During FY 1961 CSSB became extremely active in the placement of personnel in two additional specialized areas: the Biographic Register, which had been recently transferred to OCR from the State Department along with the National Intelligence Survey; and the National Photographic Interpretation Center (NPIC), which had been given a sizable increase in T/O strength.26/

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In 1961 [REDACTED] currently (1971) Deputy Director of Personnel for Recruitment and Placement, examined the placement function, and in a report to the Deputy Director for Support in December 1961 he made several appraisals and recommendations. He first recommended that the Career Service Support Branch be rebuilt and be given the "more accurate" title

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of Placement Branch--"This is the Branch which should have the largest role in the selection process and should be the essential link between the recruiter and the customer." 27/ He also stated that the reputation of the Office of Personnel depended to a great extent upon the performance of that Branch. Noting that the Branch, with only four placement officers, was understaffed, he recommended an increase in manning and a reorganization on a team basis:

OFFICE OF THE CHIEF

Chief
Logging Clerk
Secretary

TEAM I

Placement Officer (DD/S Components)
Placement Officer (DD/S Components)
Clerk-Typist

TEAM II

Placement Officer (DD/I Components)
Placement Officer (DD/I Components)
Clerk-Typist

TEAM III

Placement Officer (DD/I Components)
Placement Officer (Contract, Special Placement,
Rotational Placement)
Clerk-Typist

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This would ". . . lead to equalization of workload, more timely and complete service to components, greater speed in the processing of applicant cases, and would enable the Branch to handle applicant correspondence, "28/ which then was done in the Records and Services Division. It would reduce time-wasting movement of files and inadequate communication between branches. The correspondence, 25X1A [REDACTED] stated, must be made "more personalized and responsive:"

The problems which beset the selection and clearance process center around the inter-related factors of time (excessive time required for each stage of action); decision making (who makes the decision to accept or reject an applicant?); priorities (every case is of top priority to someone); and the absence of any central authority to monitor and police the system. 29/

The report followed with a detailed discussion of these points. Basically the recommendations involved a considerable strengthening of the role of placement in offices, more stringent limits on the length of time files could be held, and a more realistic face-to-face relationship between the placement officers and the units they served.

IV. 1962-66: Reorganization and Growth

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The [REDACTED] report came at a time when external recruitment was undergoing a rapid upturn and immediately before a large increase in manpower ceilings. The time was opportune, for increased activity would require many of the improvements

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[REDACTED] recommended. By mid-1963 a number of changes were evident, and the level of activity reflected in FY 1963 annual reports indicated that the changes were responsive and positive.

First, in a partial reorganization of the Office of Personnel, the Recruitment Branch of POD became a Recruitment Division with a considerable increase in staffing and a number of innovations affecting the whole recruitment process. Within POD a number of changes in non-placement activities took place, and finally there was a major reorganization of the Placement Branch.

The team-concept and the correspondence section recommended

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by the [REDACTED] report were established, and the staffing of the Placement Branch increased. In the Annual Report for FY 1963

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The FY 1963 Annual Report also discussed all of the functions performed by the Placement Branch. Briefly, they were:

1. Advise operating units on matters pertaining to applicant selection.
2. Determine minimum qualifications of applicants.
3. Applicant correspondence.
4. Survey to ascertain personnel requirements for recruitment.
5. Approve all Personnel actions for DDI, DDS, DDR*, (Except PRA's).
6. Approve new appointments for DDP.
7. Review all "weak" and "outstanding" fitness reports.
8. Interview job applicants and candidates for reassignment; counseling of employees.
9. Testing (Scientific).
10. Determination of applications to be coded.
11. Orientation of new employees.
12. EOD processing.

* Deputy Directorate for Research, later the Deputy Directorate for Science and Technology (DD/S&T).

As this history indicates, these functions have all remained within the placement area since the beginning of the Agency even though at various times one or another has received special emphasis. One function that has been constant throughout has been the final approval of personnel actions.

By mid-1963 the Placement Branch had finished a year "marked by a tremendous amount of work in just sheer volume."^{31/} With large numbers of applicants in selection-processing, Placement was confronted with severe problems in keeping up with applicant correspondence and arranging invitee travel. Applicants were often faced with long waiting periods for security clearances and because of delays in decision-making and correspondence. In FY 1963, after receiving full security clearance, [REDACTED] applicants cancelled out. Some of these cancellations were beyond Agency control and not directly caused by lengthy selection and processing periods, but at least ten percent [REDACTED] were cancelled by operating units who decided, during the processing period, that they were no longer interested in the candidates.^{32/}

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On 6 December 1963 the Executive Director-Comptroller issued [REDACTED] freezing Agency personnel

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strength as of 30 November. New lower ceilings were announced for the remainder of FY 1964, as was another personnel reduction for FY 1965. These reductions followed a boom period for the Agency that had increased the staffing of the Placement Branch. 33/ In August 1965 the economy drive involved Placement in assisting in reducing the strength figures for various components. Emphasis was switched to internal management of personnel, follow-up interviews and outplacement efforts were initiated, but even with these activities, the Placement Branch too was subject to the economy drive and had to cut its staff by 18.5 percent. Other problems resurfaced--among them, delays in obtaining final decisions on applicants from operating units and heavy applicant correspondence. Placement became increasingly responsible for monitoring the rate of employment and keeping daily records of gains and losses, while increasing other activities such as follow-up interviews. The workload actually increased over previous years--along with the decrease in staff. 34/

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V. 1966-71: Placement Comes of Age--Innovations and Accomplishments

Toward the end of FY 1966 there was a further significant organizational change when the Office of Personnel adopted a specialized Deputy Director system and realigned its functions (Figure 7). The Placement Branch, the Applicant Files Section, and the Correspondence Branch of the former POD were combined in a Placement Division which, along with Recruitment Division (RD) and the Military Manpower and Mobilization Division (MMPD), was placed under a newly established Deputy Director of Personnel for Recruitment and Placement. * [REDACTED]

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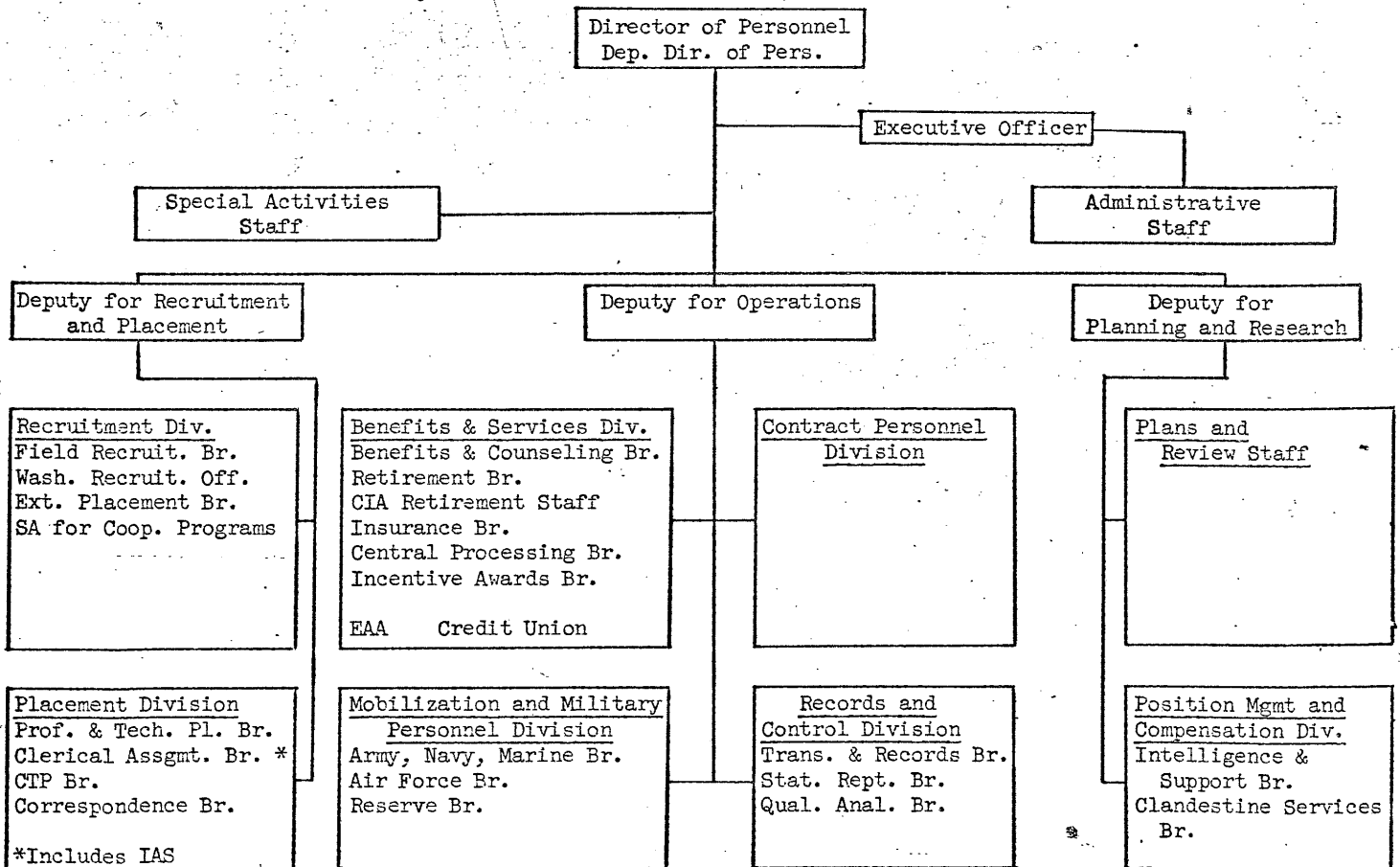
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[REDACTED] became the first DD/Pers/R&P, and he began immediately to plan the actions that might lead to the advantages to be gained from these new working relationships.

Manpower demand was great in 1966, and it appeared that ceilings would continue high for two or three years to come; improvements in both staffing and operating procedures were needed

* For details, see Appendix C.

ORGANIZATION OF OFFICE OF PERSONNEL
28 March 1966



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Figure 7

Figure 7

to keep up with the load. In a statement of the Placement
Division's plans and objectives for FY's 1967 and 1968, Mr.

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██████████ stated:

Placement Division, by my planning, will comprise four Branches, namely, Applicant Selection Branch, Employee Assignment Branch, Career Training Program (CTP) Branch, and Correspondence Branch. "Skills Bank Placement" will key the modus operandi of the Division's new look. . .

* * * * *

The proposed organization is based upon the following concepts concerning the functions and responsibilities of the Placement Division:

(a) The objective of the selection procedures is to screen the qualifications of available candidates against Agency needs and to generate prompt decisions as to their employment by the Agency. The selection mechanism will be oriented to the categories of skills which are required by the Agency and in terms of the availability of such skills among candidates for employment. It will exercise close control over the consideration of applicant files by operating components. In addition, it will schedule the various Headquarters appointments which are pertinent to the final decision to reject or to hire an applicant and will represent the Director of Personnel in receiving and "hosting" candidates who visit Headquarters during this screening process. Selection processing ends and EOD processing begins when the CIA decision has been made to employ a certain candidate against a particular requirement at a given salary.

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(b) EOD processing, as such, will be oriented to the requirements of employing components. This is essential in order for the components to establish proper understandings with new employees as to EOD timing, special clearances, training requirements, and the bringing new people into an established work group.

(c) Those functional responsibilities which are concerned with the management of staff personnel on duty will also be oriented in terms of service to the particular needs of Agency components. They include responsibility for authenticating official records of personnel actions; for monitoring and coordinating personnel program activities such as fitness reporting, promotions, quality step increases, and in-grade hiring; and, for representing the Office of Personnel in day-to-day contact with career services and operating components to assist them toward effecting the best deployment, utilization and development of personnel assets on duty within established ceiling limitations and management controls.

Based upon the above concepts, the work of the present Professional and Technical Placement Branch can be accomplished most efficiently by establishing one branch with responsibility for operating the skills bank and all other aspects of selection processing and another branch with responsibility (other than for CTP's) for professional and technical EOD processing, as such, and for all activities concerned with the management of professional and technical personnel on duty.

The functional responsibilities and personnel of the Professional and Technical Placement Branch should be realigned in two branches as follows:

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ASB's function was to concentrate on the initial placement of new applicants in identified vacancies throughout the Agency. The team arrangement which had been used since June 1963 was discontinued, and four placement officers and four processing assistants handled DDS, DDI, DDS&T, and DDP components. Relieved of internal management duties, ASB was now able to concentrate on selection in a manner whereby the placement officers worked more closely and quickly with operating components. Communications were improved, more knowledge of what was needed by whom was gained; and consequently better assistance and advice to the Chief of the Placement Division and to Recruitment in determining trends and forecasts were achieved. In November 1966, to systematize the flow of applicant files and to insure that every applicant would receive adequate and timely exposure to operating units, a "Skills Bank" was set up within ASB.^{36/} This central bank for new professional and technical applicant files insured control with a definite purpose. Once a new applicant file was received by ASB, an open review period of seven days was immediately allowed in the Bank. The applicant's basic skills were

placed on a daily listing of new file acquisitions, which was sent to all operating components. These offices could then come to the Skills Bank and review files in which they were interested. A time limit was placed on the file once it was removed from the Bank by an operating official. Files earmarked in advance for initial review by the JOT/CT Program went first to JOT/CT, and were listed in the Bank only when the Program staff waived its interest. The Bank was monitored by the placement officers, who kept track of applicant files that received no interest in the seven-day period. At this point, through liaison with operating officials, the placement officer continued to "sell" his applicant if he determined that the applicant was deserving of further consideration. Or, if more than one office was interested in an applicant, the placement officer met with these offices and determined an equitable disposition of the file, based upon current ceiling, priority of need, recruiter recommendation, test results, and the applicant's choice.^{37/} This system resulted in "optimizing" both the applicant's opportunities and the Agency's placement success. The Skills Bank was an extremely useful

device in a buyer's market when there was competition for good candidates. During lulls and periods of low ceiling authorizations, however, the Bank required a good deal of "salesmanship" on the part of the placement officers to insure that components did not go too far in the other direction and suspend interest in applicant files. The establishment of the ASB and these procedural changes did much to systematize the selection process and make it more equitable and discriminating.

The Employment Assignment Branch (EAB) was established to be "Responsible for technical EOD processing and for all placement activities concerned with the management of on-duty professional and technical personnel." These activities included appointing and briefing all new professional and technical EOD's; reviewing and approving, on behalf of the Director of Personnel, all official personnel actions concerned with Staff employees; reviewing all Quality Step Increases; conducting follow-up and placement interviews; and providing daily professional advice to operating components concerning personnel matters. 38/

25X9 FY 1967 was a big year for the Placement Division and a successful one in terms of both numbers and effectiveness of operation. Demand was high, and the newly reorganized division found itself fully occupied in arranging the selection, processing, and entrance on duty of the greatest number of new professional and technical employees in any year since the early days of the Korean War. * Almost [REDACTED] people were employed, all requiring processing, pre-employment interviews, briefings, EOD processing, and all the details involved in scheduling and record-keeping. This workload was handled smoothly and with very few problems or instances of employee dissatisfaction.

In addition, good progress was made toward improving personnel forecasts, achieving more precise statements of qualification requirements for recruitment's guidance, and strengthening the Division's capability to assist the components in the management of personnel on duty. In collaboration with the Plans and Review Staff, placement officers developed means of

* For a comparison with similar input in previous years, see Appendix D.

translating personnel statistics, particularly data from previous years, into meaningful bases for projection of manpower requirements by category, in terms of the numbers that should be in process at any given time to meet ultimate EOD objectives. By focusing attention upon in-process requirements, they were able to give more timely and useful guidance to recruiters and thus adjust "pipeline" volume as necessary to fill anticipated vacancies. Another significant step was the resumption, in January 1967, of follow-up interviews with professional and technical employees after six to nine months on the job as a means of checking on the appropriateness of initial placement and of ascertaining employee attitudes. This activity had been initiated several years before but had lapsed because of other workload demands. 39/

FY 1968 started at about the same level of operations as that of 1967; but as the year went on, concern over personnel ceiling limitations caused a gradual slow-down in hiring and related activities. This was the year of **BALPA**, a significant cut-back in overseas personnel that began to have its impact in the second half of the year

and brought about--among other things--a reduction in the size of the CT Program. * By June 1968 the number of professional and technical applicants in process had dropped about 48 percent below the FY 1967 level. The total number of EOD's declined by only about [REDACTED] because of action in the first half of the year, but there was a downward trend in staffing that was to continue through 1971. Paradoxically, however, the workload of the Placement Division remained high. As demand in total numbers decreased, the level of selectivity increased; operating components became increasingly demanding in terms of specialized qualifications, indicators of suitability and potential, and the like; and each case required more work on the part of selection and placement officers. For example, college degree requirements were established for a number of junior professional positions that heretofore had required only technical skills, the demand for foreign language qualifications increased, and the level of achievement on the Professional Applicant Test Battery became increasingly important as a factor in selection.

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* The Career Training Program, formerly the Junior Officer Training Program.

Faced with ceiling reductions, components began to cut back on the number of files they reviewed in the Skills Bank, and Division officers had to do more personal "shopping" of files than before in order to make sure that many qualified applicants did not get overlooked. Assistance to the components and Career Services in the day-to-day activities of personal management continued along the lines laid out in 1967. 40/

Operations in FY 1969 followed closely the pattern established in 1968, when ceiling restrictions became a dominant factor in the Agency's manpower situation. As ceilings were cut back the number of EOD's declined by more than 20 percent, and again the selection and placement officers had to work hard to encourage components to plan ahead and initiate processing of sufficient numbers of the best qualified candidates to meet future needs. The decrease in volume of work, however, permitted the extension and refinement of the data base of personnel statistics, and improvements were made in the scheduling and monitoring of A&E* testing and medical/security

* Assessment and Evaluation.

clearance processing. Support to personnel management in the components and Career Services increased, the follow-up interview program was extended, and three new responsibilities were taken on:

a. Establishing and maintaining a roster of senior secretaries (GS-07 and above) who were interested in and available for reassignment, and coordinating the consideration of these candidates for senior secretarial vacancies as they occur.

b. Maintaining a "tickler" system to monitor employees on LWOP, or in an employment status that carried a time limitation, in order to insure that proper and timely administrative action was taken when called for.

c. Placement officers to serve as Equal Employment Opportunity (EEO) counselors for the area that they service. The EEO Program required that an employee who had a grievance must discuss his grievance with such a counselor within 15 days from the event and before he filed a formal EEO complaint. 41/

In FY 1970, on 25 September 1969, the Division was renamed the Staff Personnel Division. The former Employee Assignment Branch became the Professional Placement Branch, the former

Applicant Selection Branch was renamed the Professional Selection Branch, and the Clerical Staffing Branch was transferred to this Division from the Recruitment Division. With this reorganization the Division began an expanded program of activities. In addition to its normal functions of previous years, it assumed and carried out the following new responsibilities:

a. It took over from the Plans and Review Staff responsibility for preparation of the Advance Staffing Plan for the Agency. Through close and continuing communication with components and with good statistical interpretation of the experience data base, it developed means of improving the accuracy of input requirement forecasts.

b. The Division became deeply involved in monitoring personnel input against losses, in relation to reduced ceiling goals.

c. Acquisition of the Clerical Staffing Branch brought responsibility for operating the "Pool"--the Temporary Assignment Section, or TAS--and for control of clerical input in relation to ceilings.

d. On its own responsibility the Division initiated security processing on selected applicants whose technical qualifications

were judged to be of potential interest to several Agency components. In 1970, 182 such cases were initiated by the Division in a program designed to cut down on time lost in preliminary file "shopping", reduce the total processing time for those who ultimately would enter on duty, and insure timely availability of candidates as vacancies occurred. Of these, 86--almost half--proved to be of interest to components and the applicants were brought in for interviews during the year; about half of these eventually entered on duty.

e. The Division developed a new system of Recruitment Guides--centered on the qualifications of applicants needed to meet Agency requirements rather than on the characteristics of specific positions to be filled--to replace the former system of recruitment requisitions. These guides, prepared in a flexible format, were communicated regularly to recruiters along with reports on the status of hiring activities.* The result was much closer coordination of recruitment and placement action. 42/

* See Appendix F.

FY 1971 was a year of change, progress, and consolidation of gains for the Division. Along with a change in name, the Division acquired a new Chief, [REDACTED] with resultant changes in emphasis on many areas of its operations. Progress was made toward achieving more personalized methods of operation, more face-to-face contact with components, and less reliance on correspondence and the telephone. A series of staff discussions explored why things are done rather than how, and how intra-Division activities might be more closely integrated. Increased emphasis was placed on providing current information to the recruiters. Placement officers became less willing to accept as final the first turn-down in a reassignment case. Other worth-while developments included more feed-back to components on the results of follow-up and pre-exit interviews, greater selectivity in clerical input, strengthening the Division's role as a source of information and positive assistance to OP and operating components in personnel management matters, refining estimates of personnel needs, and reducing the ratio of applicants in process to EOD's.

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Two events that brought about a healthy degree of self-examination and a general sharpening-up in the Division's

posture were an IG survey, and an audit of all positions by the Position Management and Compensation Division (PMCD), both in April 1971. The major external factors affecting the Division were the abnormally high unemployment rate that affected all categories of personnel in the national labor market, and the Government-wide reductions in ceiling. The results were (a) more candidates for each available job, (b) greater selectivity by components, (c) fewer resignations, and (d) a concentrated need for ever-closer control of on-duty strength. The Chief of the Professional Placement Branch became the focal point for ceiling/strength controls. He monitored Agency gains and losses on a daily basis, thus permitting the Chief of SPD to keep the Director of Personnel informed of Agency progress toward meeting its reduced ceiling. As evidence of his success and of the impact of the Division's contributions to the personnel management decision-making process, the Agency began FY 1971 with an overstrength of 322 and ended it at 19 below authorized ceiling. 43/

Thus the placement function achieved its transition from the early preoccupation with selecting and placing as many people as possible in a growing Agency, to the enlarged and much more responsible role of 1971. It still serves its original purposes of

selection and placement, but it does it in a mature managerial context within which it provides information, advice, and action in support of personnel management throughout the Agency.

Placement, as a key element in the Office of Personnel, has come of age.

Appendix A

GENERAL CHRONOLOGY OF ORGANIZATION

- 1946 (April) Recruitment and Placement combined in a single staff unit, part of the Personnel Division, Executive for Personnel and Administration (P&A), CIG.
- 1947 P&A renamed Executive for Administration and Management (A&M); Personnel Division became a Branch in which Recruitment and Placement remained combined.
- 1947-48 OSO (July 1947) and OPC (August 1948) each developed Administrative and Support Staffs (A&S), with recruitment and placement functions combined in Personnel Divisions.
- 1948 (Sep) A single Executive for Administration established; contained five Staffs, including a Personnel Staff, each divided on an overt-covert basis; recruitment and placement combined.
- 1949 (Oct) Executive for Administration reorganized into separate Staffs: an Administrative Support Staff (A&S) to service overt activities, and a Covert Support Staff (CSS)--later renamed Special Support Staff (SSS)--for covert components. Each Staff contained a Personnel Division in which recruitment and placement were combined.
- 1950 (Dec) A&S and SSS combined under Deputy Director for Administration; Office of Personnel established, with Personnel Division--Overt (PDO) and Personnel Division--Covert (PDC) to handle internal recruitment and placement; Personnel Procurement Division (PPD) established for external recruitment.

- 1952 (Jun) Career Service Boards established; Placement officers assigned to work with each.
- 1953 (Sep) PDO and PDC abolished and their functions assigned to new Placement and Utilization Division (P&UD).
- 1954 (Jun) P&UD renamed Personnel Utilization Division (PUD) and a new Clandestine Services Branch (CSB) added.
- 1955 (Jun) PUD renamed Personnel Assignment Division (PAD); contained Placement Branch (PB) and CSB.
- 1958 (Jan) PAD and PPD combined in Personnel Operations Division (POD); placement functions placed in new Career Services Support Branch (CSSB), and recruitment subdivided into Departmental and Field Recruitment Branches.
- 1962 (Oct) Recruitment Branches became a separate Recruitment Division, and CSSB replaced by a Placement Branch organized on a team basis to serve major functional areas.
- 1966 (Mar) Office of Personnel reorganized to include three Deputy Directors of Personnel, each responsible for a major program area. POD abolished; placement functions, plus Correspondence and Applicant Files Branch, and CTP Branch, became Placement Division under DD/Pers for Recruitment and Placement.
- 1969 (Sep) Placement Division renamed Staff Personnel Division; Clerical Staffing Branch assigned to it from Recruitment Division.

27 July 1953

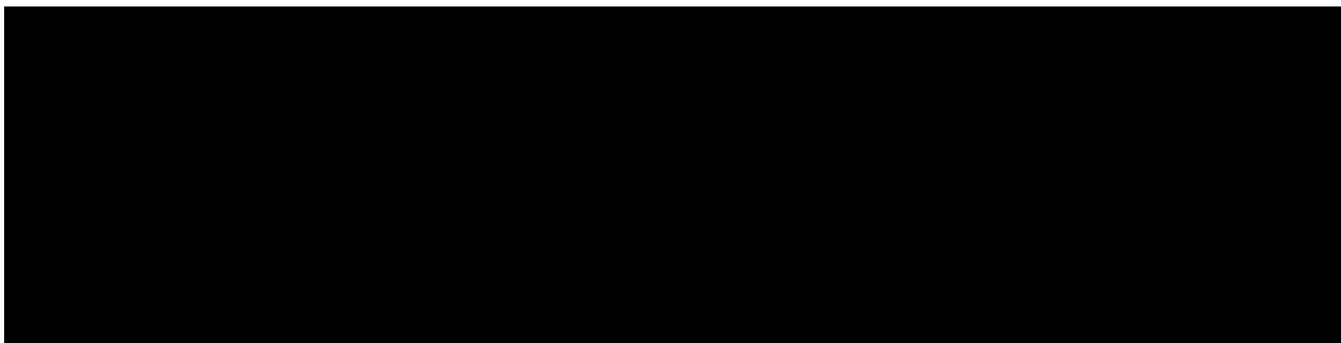
Appendix B

STATEMENT OF ACCOMPLISHMENTS
Placement Branch, Personnel Division (O)
1 July 1952 -- 30 June 1953

The activities of the Placement Branch, Personnel Division (Overt) may be broken down into five categories:

- I. Initial Placement
- II. In-Process activities
- III. Follow up of Employees
- IV. Promotion, Transfer and
Re-assignment
- V. Advisory function to Operating
Offices.

I. Initial Placement



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B. Clerical applicant files on individuals are not referred to operating offices since it is the responsibility of the Placement Branch (O) to hire and assign all clerical personnel through grade GS-5.

C. All of the above transactions require constant attention to assure that these applicants are advised promptly of any action in connection with their applications such as, necessity for interview, tests, pre-employment physicals, additional forms or other pertinent material and to insure that they receive periodic notification from the Agency. Overt Placement operations require the handling of approximately 70,000 phone calls and 1300 letters annually.

II. In-Process Activities

A. After security has been initiated and until the individual actually enters on duty, the Placement Branch is directly concerned with and responsible for the resolution of all inquiries and problems originating from either the individual or operating officials concerned. Questions may arise concerning releases, length of time involved for completion of processing, medical problems, reasons for rejection, etc. These problems are very often time-consuming, yet result in no tangible statistics.

III. Follow-up of Employees

A. After an individual has entered on duty the Placement Officer responsible for the office where the individual is employed conducts a follow-up interview thirty and ninety days after the entrance on duty date. The individual and his supervisor are interviewed in order to assist the individuals adjustment to his job and to insure that maximum utilization is being made of the individuals qualifications. During the period covered by this report [redacted] individuals were follow-up interviewed. This involved [redacted] separate interviews. In the large majority of these cases the initial placement was satisfactory. In those few cases where the placement was not satisfactory, measures were taken to adjust this situation such as; establishing a clearer understanding of the job, transfer to a more appropriate position, additional training or separation. 25X9

B. All Personnel Evaluation Reports on overt personnel are reviewed by the overt Placement Branch. Where the reviewing Placement Officer is alerted from information contained in these reports to situations requiring corrective action, a follow-up interview is conducted and necessary action is taken. The annual number of Personnel Evaluation Reports requiring review is approximately [redacted] 25X9

C. The Placement Branch is responsible for coding the qualifications of new employees. This requires qualification coding of approximately [redacted] employees annually. 25X9

D. The Placement Branch is also responsible for assigning career designations to new employees. There are approximately [redacted] of these annually. 25X9

IV. Promotions, Transfers, Re-assignments

A. All Standard Form 52's (Personnel Actions), including promotions, transfers and re-assignments initiated by the operating offices of the overt portion of CIA are acted upon by Placement Branch (O). During this period a total of [redacted] cases were processed by this branch. The large majority of the individuals involved in these cases were suitably qualified. Some were held up for a clearer demonstration of qualifications, others required a written justification for the file in order to substantiate the action and others were cancelled as not being qualified. 25X9

V. Advisory function to Operating Offices

A. The operating offices are constantly calling on the Placement Officer concerned with their problems for advise and counsel. Since the Placement Officer works in close harmony with the operating office, he is aware of their problems and is in a position to render valid assistance when called upon. One category which has become increasingly important is that one dealing with employees whose work is of such a nature that separation proceedings may be the best solution for all concerned. While such cases are not numerous, Division and Branch Chief's are depending more and more on their Placement Officer for valid advice concerning what steps should be taken in each particular case. The Placement Officer acts in an advisory capacity to the operating office in all separation cases.

S-E-C-R-E-T

Appendix C

28 March 1966

OFFICE OF PERSONNEL [REDACTED]

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SUBJECT : Reorganization of the Office of Personnel

RESCISSIONS: [REDACTED] dated 27 Jan 1964
" 12 Nov 1964
" 2 April 1965
" 11 Oct 1965 ✓
" 26 July 1965
" 29 July 1965
" 10 Sept 1965 ✓
" 30 Dec 1965

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1. A number of significant changes have occurred during the past year in the scope and level of activity in the Office of Personnel. Some examples are the initiation of a comprehensive Retiree Placement Service, a substantially increased recruitment effort requiring the development of additional recruitment sources and techniques, the implementation of the CIA Retirement and Disability System, a significant increase in reporting requirements levied on the Office, and expansion of the Office's monitoring and control responsibilities. These changes have prompted a thorough review of the organization of the Office of Personnel in light of its current and projected responsibilities and workload. As a result, the Deputy Director of Central Intelligence has approved a reorganization which effects some realignment of functions and basic changes in the executive structure of the Office.

2. The principal change in this reorganization is to enlarge the executive staff by the addition of three Deputy Directors of Personnel, each of whom is responsible for the day-to-day supervision of specific program and activity areas. These areas are:

a. Recruitment and Placement, embracing the present Recruitment and Retiree Placement Division and the applicant processing and placement functions of the present Personnel Operations Division.

b. Operations, embracing the present Benefits and Services Division (which will absorb the CIA Retirement Staff), Contract Personnel Division, Mobilization and Military Personnel Division, and the recordkeeping and control functions of the present Personnel Operations Division.

c. Planning and Research, embracing the present Plans and Review Staff and the Position Management and Compensation Division.

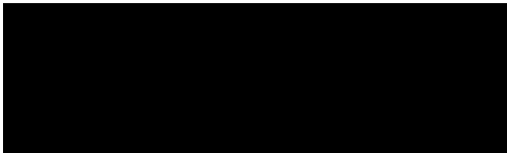
S-E-C-R-E-T

In addition, the title of the Executive Assistant to the Director of Personnel has been changed to Executive Officer as being more descriptive of the actual responsibilities performed and the position of Assistant Executive Officer has been established. A more detailed description of the general "division of labor" among the enlarged executive staff is provided in Attachment 1; revised formal functional statements will be issued later.

3. The reorganization also reflects the transfer of the Personnel Property Section of the Passenger Movement Branch, Office of Logistics, to the Central Processing Branch, Office of Personnel.

4. A revised organization chart for the Office of Personnel and a list of "key personnel" are provided in Attachments 2 and 3. No immediate changes in space assignments are planned. However, at the earliest opportunity the Deputy Director of Personnel for Recruitment and Placement will be relocated to the Headquarters Building.

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Emmett D. Echols
Director of Personnel

Attachments

S-E-C-R-E-T

S-E-C-R-E-T

Attachment 1

25X1A

28 March 1966

General Areas of Responsibility

Director of Personnel

Executive direction
Program planning and policy matters
Disapprovals and controversies
Significant precedent, sensitive, or urgent cases
SG, SPS, and Executive pay matters
Head of the Personnel Career Service
Chairs Personnel Advisory Board, Personnel Evaluation Board, and CIA Retirement Board regularly; chairs other Boards on special occasions

Executive Officer

Control of "correspondence" flow, directing incoming paper to appropriate element with additional information or guidance when pertinent
Control and monitoring of activity and project records, reporting, deadlines
Congressional and VIP cases and correspondence
Substantive and editorial review of all external and higher echelon correspondence
Agency-sponsored personnel legislation; review of non-Agency personnel legislative proposals
Personal staff assistant to the Director of Personnel regarding matters requiring his personal attention
Relaying instructions from or on behalf of the Director of Personnel
Supervision of Administrative Staff
Acts for Director of Personnel in absence of Director of Personnel and his principal Deputy

Deputy Director for Operations

Records and control functions: recordkeeping, ADP applications, monitoring, details in and out (excluding White House, NSC, etc.)
Employment references and credit checks
Military personnel administration
Military and civilian reserve matters
Selective Service matters
Contract personnel, staff agents, allowances
Benefits and Services: counseling, employee relations and welfare, insurance and medical claims, employee emergencies, casualty planning, retirement, Central Processing service for travelers, honor and merit awards, suggestion awards, public service awards, fund drives, etc.
Monitors routine operations of Special Activities Staff
Chairs Honor and Merit Awards Board, GEHA, and Suggestion Awards Committee regularly
Chairs Personnel Career Service Board

S-E-C-R-E-T

Attachment 1

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28 March 1966

Deputy Director of Personnel for Planning and Research

Requirements forecasting
Long range planning
Miscellaneous studies
Instruction and briefing
Regulatory materials (Agency and internal OP)
Secretariat for Personnel Advisory Board
Position Management and Compensation

Deputy Director of Personnel for Recruitment and Placement

Field recruitment
Washington Recruitment Office
Cooperative work-study programs
External (including "retiree") placement
Internal placement, including initial assignment, reassignments,
promotions, Fitness Reports, Quality Step Increases, etc.
Applicant processing and correspondence
Marriage to alien cases
Clerical Assignment, including Interim Assignment Section

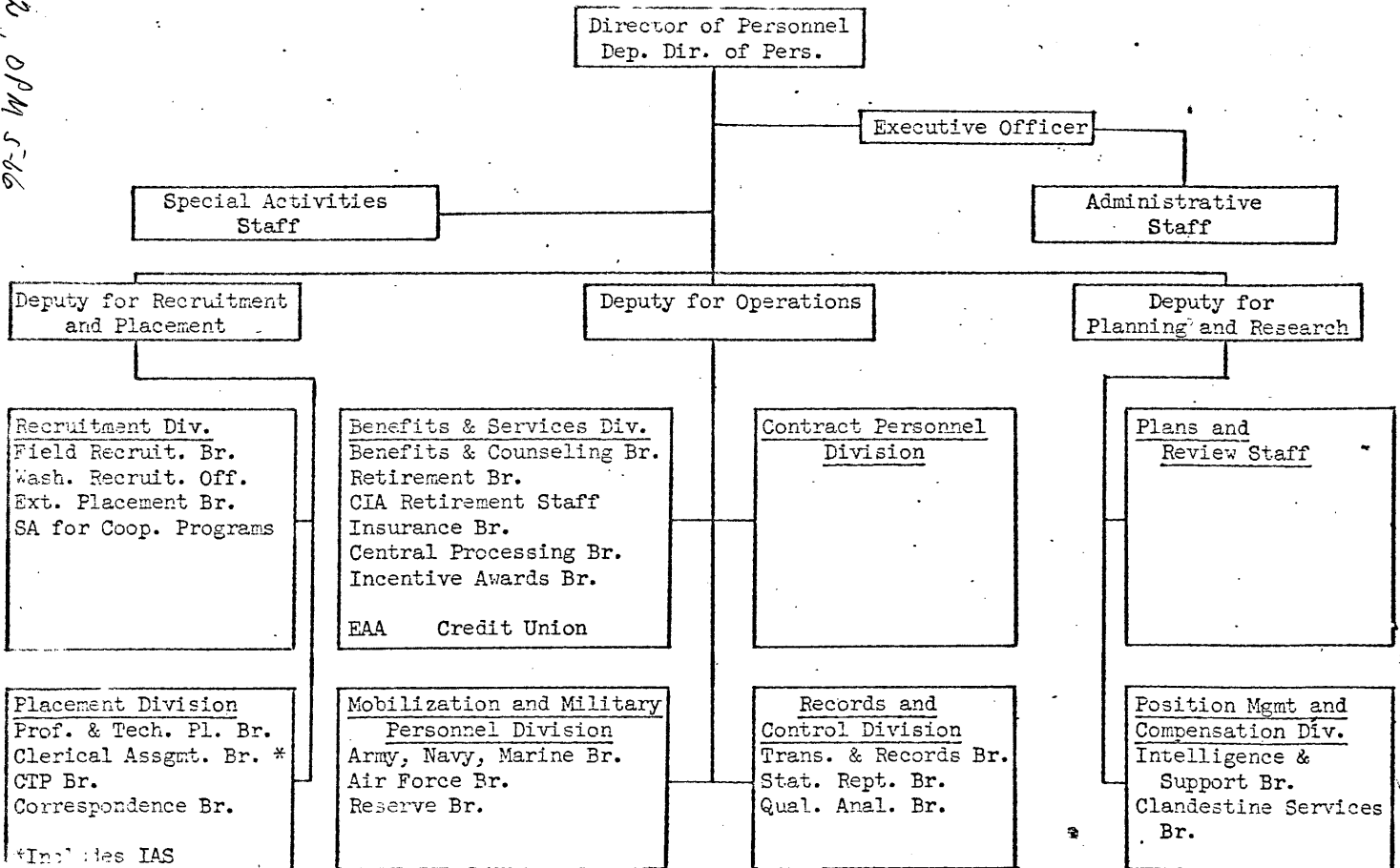
Administrative Staff

Career Management Officer for Personnel Career Service
Personnel Officer for Office of Personnel
Budget and Finance
Logistics: procurement, space, parking, etc.
Records administration and forms management
Training Officer for Office of Personnel
Security Officer for Office of Personnel
Top Secret Control

S-E-C-R-E-T

ORGANIZATION OF THE PERSONNEL
28 March 1966

Att. 2, OPM 5-06
24 March 1966



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Figure 7

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Appendix E

SOURCE REFERENCES

1. The discussion is taken from three main sources: Agency Tables of Organization, 1946-50, Records Center (S); "CIA History," Part II, Chapter X, Historical Staff files (S); interviews with individuals involved in the early history of placement activities.
2. Historical Statement for the Personnel Office, 24 Jun 52, p. 4. Historical Staff files. S.
3. Ibid.
4. Interviews, Messrs. [REDACTED] 25X1A
[REDACTED]
5. [REDACTED] Study on Personnel Recruitment Division, May 51. Personnel Archives, Records Center. S.
6. Interviews with [REDACTED] 25X1A
7. Interview with [REDACTED] CIA History 25X1A
1953-1956, p. 63 ff., draft. Historical Staff files. S.
8. Ibid., p. 33, and interviews with [REDACTED] 25X1A
9. [REDACTED] Report (5, above).
10. Memo from AD/Pers to C/PDO, C/PDC, 13 Dec 51, concerning the placement program. OP Archives, Records Center. S.
11. Ibid.
12. Memo from DDA to all Assistant Directors, sub: Placement Follow-up Program, no date but included in Annual Report of Office of Personnel, 1951. Records Center. S.

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13. 1952 Historical Statement (2, above), p. 5.
14. Annual Reports, Office of Personnel, 1951-53. Records Center. S.
15. Ibid.
16. Changes of names in organization for this period are generally correct, but dates are approximate and were established by the writers through several interviews (listed as sources), T/O's, Annual Reports, and [REDACTED] (7, above). 25X1A
- 25X1A 17. [REDACTED] (7, above), p. 63. This draft by [REDACTED] contains a good discussion of Career Service beginnings and early developments. 25X1A
18. Progress Report, Placement Branch, in Office of Personnel Progress Report 1954. Records Center. S.
19. Ibid.
- 25X1A 20. [REDACTED] (7, above), pp. 64-70.
21. Ibid.
22. PUD Annual Report, FY 55, in Office of Personnel Annual Report, FY 55, Jul 55, Tab D. Records Center. S.
23. POD Annual Report FY 58 in Office of Personnel Annual Report, FY 58, Records Center. S.
24. POD Annual Report, FY 59, in OP Annual Report, FY 59, Jul 59. Records Center. S.
25. POD Annual Report for FY 60, Jul 60. Records Center. S.
26. POD Annual Report for FY 61, Jul 61. Records Center. S.

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25X1A

27. Memo from [REDACTED] to DDS, 24 Dec 61, sub: Recruitment and Selection of Staff Employees: An appraisal. Recruitment Division files. S.
28. Ibid.
29. Ibid.
30. Annual Report of Office of Personnel FY 63, Jul 63. Records Center. S.
31. POD Annual Report, FY 63, Jul 63. OP Archives, Records Center. S.
32. Annual Report of Placement Division, FY 63, Jul 63. Records Center. S.
33. POD Annual Report FY 65, Jul 65. Records Center. S.
34. FY 64, 65 Annual Reports. Records Center. S.
35. Annual Report, DD/Pers/R&P, FY 66, Jul 66. OP Archives, Records Center. S.
36. FY 67 Annual Report, DD/Pers/R&P, Jul 67. OP Archives, Records Center. S.
37. Ibid.

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38. [REDACTED] 5 Aug 66, sub: Reorganization of Placement Division. OP files. S.
39. ASB Procedures Handbook. Placement Division files. C.
40. FY 68 Annual Report, Placement Division, Jul 68. In Placement Division files. S.

25X1A

41. [REDACTED] (38, above).

42. FY 70 Annual Report, Staff Personnel Division, Jul 70.
SPD files. S.
43. FY 71 Annual Report, SPD, Jul 71. SPD files. S.

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Date

9-69

POSITION TITLE:

ACCOUNTANT

GSF-5/7

Occ. Code 0510.10-

Position Description: POSITION INVOLVES PROCESSING OF FINANCIAL TRANSACTIONS; RESPONSIBILITY FOR THE AUDIT OF SUPPORTING DOCUMENTATION, CODING AND RECORDING OF TRANSACTIONS IN THE GENERAL AND SUBSIDIARY LEDGERS MAINTAINED BY THE AGENCY; VERIFICATION OF APPROVING AUTHORITIES AND ABILITY TO ESTABLISH THE PROPRIETY OF THE TRANSACTION WITHIN REGULATORY MATERIAL.

Specifications:

Education: GSF-5 -- HIGH SCHOOL GRADUATE AND 24 SEMESTER HOURS IN ACCOUNTING AND RELATED SUBJECTS.
~~XXXXXXXXXX~~ GSF-7 -- DEGREE FROM RECOGNIZED SCHOOL OR COLLEGE W/24 SEM. HRS. IN ACCOUNTING AND RELATED SUBJECTS
Experience: GSF-5 -- NONE
GSF-7 -- NONE, IF EDUCATION REQUIREMENT IS MET

LANGUAGE: NONE

Salary Range GSF - 5/7 Age Range 21 -

Sex MALE PREF Marital Status M OR S

Spec. Clearances NO PATB NO YES

Type of Employment STAFF

Location WASHINGTON, D.C.

Trans Paid YES HHE Moved YES

Physical: Dept. _____ Gen. Duty X

Additional Information:

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Date

20 Jan 71

Position Description:

Incumbent transmits and receives Morse Code; operates radio-teletype and landline teletype circuits, including all duties pertaining to tape-relay; tunes and performs minor maintenance on transmitters, receivers, and associated equipment; performs cryptographic duties.

Specifications:

Education: High School diploma or equivalent (GED) with background in math and electronics theory.

Language: Any Foreign Language desirable.

Experience: Must have one or two years of recent experience as military or commercial radio-telegraph operator at speeds of 16 GPM or better in sending and receiving. Must have a good understanding of basic radio theory and possess a reasonable technical aptitude. Must touch-type at speeds of 30 WPM or better and must be able to receive Morse Code while copying on a typewriter.

Salary Range GS-07 \$8582 Age Range 21-35

Sex Male Marital Status Single or *Married

Spec. Clearances Yes PATB N/A

Type of Employment Staff

Location Primarily overseas assignments

Trans Paid Yes HHE Moved Yes

Physical: Dept. _____ Gen. Duty XX

Additional Information:

*Not more than two children. Wife must be 20 years old by the completion of OC Training which takes approximately 6 months from EOD.

Employee accompanied by family will work primarily overseas. He must be willing to do shift work which includes weekend duty, and holidays. Applicants are

required to have knowledge of Morse Code (sending and receiving), radio theory, and basic algebra during the Headquarters

POSITION TITLE: COMMO TECHNICIAN/RADIO (CT/R)

GS-07

Doc. Code 0392

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Date

20 Jan 7

SPECIAL SKILLS: Schooling in general radio theory and operation or equivalent practical experience. Considerable commercial or amateur experience can be counted as equivalent. Must have send and receive experience with Morse Code over sustained periods of time at speeds of 16 GPM or better.

TECHNICAL QUALIFICATIONS FOR OC

CT/R, GS-07

Basic skill of 16 GPM in sending and receiving: Receive CW on typewriter. (This will disqualify most Army and USMC tactical operators as they are usually taught to receive copying with a pencil.) The Radio Operator with the most acceptable levels of competence are usually found in the following order: Coast Guard Radiomen; Navy Radiomen who have attended Class "A" school; Air Force, Army, or Marine Corps Radio operators who have worked with higher echelon CW circuits; some Morse Code Intercept Operators who have had extensive two-way CW circuit experience and radio theory training are acceptable. Air Force Control Tower operators and other operators who used strictly voice radio are of no interest.

Morse Code is still used aboard ships and the Navy and Coast Guard Radiomen exposed to this duty can usually send as well as receive CW. The military man who only worked in a Communications center may have used CW on occasion, but he probably handled largely volume teletype traffic and therefore has retained a very limited CW skill.

The Agency employs CW largely as a back-up system to other more sophisticated equipment. We use it when our radio-teletype malfunction. CW is known as a "Manual" system and is slow. It is, however, highly reliable even when atmospheric disturbances are present. The applicant should be informed that his primary duties will NOT be operating CW circuits, but that the capability must be there. He should also be informed that the CT/R position requires a willingness to serve anywhere, anytime, and that he can usually expect to serve approximately 90% of his career overseas. Also, that he will be tested during his pre-employment interviews in CW sending and receiving, math (positive and negative numbers in algebra), and basic algebra.

POSITION TITLE: COMMO TECHNICIAN/RADIO (CT/R)

GS-07

Occ. Code 0392.0

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The CT/R will have formal schooling of approximately 23 weeks starting one week after he enters on duty. At the end of his schooling he will receive an overseas assignment.

Date
20 Jan 7

Basic Communications Technician/Radio Course

Objective: To prepare students to assume the duties of Communications Technician/Radio.

Prerequisites: Familiarity with the basic fundamentals of radio gained either through experience or schooling. Ability to copy International Morse Code on a typewriter at a speed of not less than 16 groups per minute. Ability to touch type at a minimum rate of 30 words per minute.

Enrollment: Maximum - 40 students.

Duration: Twenty-three weeks.

The course covers International Morse Code; Staff and Special CW and Medium-Speed procedures; Staff and Special Radio Equipments; Basic Theory; Radio Equipment Maintenance and Antennas; Manual and Machine Cryptographic Systems; Teletype Equipment; Radio Teletype Equipment; Point-to-point and tape relay teletype procedures; resuscitation; Emergency Destruction; and fire-fighting.

The final four weeks consist of comprehensive exercises designed to simulate actual operating conditions.

RECOMMENDED READING

MATHEMATICS MADE SIMPLE, by Sperling & Stuart, Publisher--Doubleday & Co., Garden City, New York
ELEMENTS OF RADIO, by Marcus and Marcus, Publisher--Prentice-Hall, Inc., Englewood Cliffs, N. J.

This book is the exact book that we use in the Basic Communications Technician/Radio Course. It teaches basic radio theory. There are a variety of inexpensive paperback texts on the market. Most all are designed for the individual having only a cursory knowledge of electronics.

Please recommend to all prospective CT/R candidates that they buy this book and read it from cover to cover.

POSITION TITLE:

COMMO TECHNICIAN/RADIO (CT/R)

GS-07

Ccs. Code 0392.01

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RECRUITMENT GUIDE

Position Description: WORK ENTAILS THE ANALYSIS OF DATA AND PREPARATION OF REPORTS ON FOREIGN DEVICES, EQUIPMENT AND SYSTEMS. INDIVIDUAL WILL BE CONCERNED WITH FOREIGN SCIENTIFIC AND TECHNICAL RESEARCH AND DEVELOPMENT, CHARACTERISTICS AND PERFORMANCE CAPABILITIES IN SELECTED AREAS OF FUNDAMENTAL AND APPLIED SCIENCES.

Specifications:

Education: UNDERGRADUATE AND GRADUATE DEGREES IN ENGINEERING, THE PHYSICAL AND LIFE SCIENCES AND SYSTEMS ANALYSIS

Language: NA

Experience: NA

Salary Range GS/GSE 7-13 Age Range 21 - 39

Sex NA Marital Status NA

Spec. Clearances YES PATB YES

Type of Employment REGULAR

Location HEADQUARTERS

Trans Paid YES HHE Moved YES

Physical: Dept. Gen. Duty

Additional Information:

No. 84-3
Date 9-69
POSITION TITLE: 10 PHYS SCIEN AND 10 GEN ENGINEER
GS/GSE 7-13
Occ. Code 1301.01 AND 0001.05

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Position Description: PSS PSYCHOLOGISTS ENGAGE IN WIDE VARIETY OF SERVICES AS OUTLINED IN THE ATTACHED FUNCTIONAL STATEMENT WHICH, CAN SERVE AS A BASIS FOR DISCUSSION WITH PROSPECTS. (A SUGGESTION FOR ESTABLISHING A CONTEXT IS TO MENTION THE OSS PROGRAM AND THE BOOK WRITTEN ABOUT IT, "ASSESSMENT OF MAN.") CAREER DIRECTION MAY EMPHASIZE EITHER RESEARCH OR "DEALING WITH PEOPLE" SERVICES, OR A COMBINATION OF BOTH.

9-69

POSITION TITLE:

PSYCHOLOGIST

Specifications:

Education: PH. D. OR EQUIVALENT IN FIELDS OF PSYCHOLOGY AS CLINICAL, COUNSELING, INDUSTRIAL, SOCIAL, PERSONNEL, VOCATIONAL GUIDANCE.

Language: NONE REQUIRED.

Experience: CIV, OR MIL, EXP OF A SERVICE OR RESEARCH NATURE IN A CLINICAL, INDUSTRIAL, COUNSELING, SCHOOL SETTING; MANAGEMENT/PERSONNEL CONSULTANT EXPERIENCE IS ESPECIALLY RELEVANT. O/S EXPERIENCE IS AN ASSET. RESEARCH-ORIENTED CANDIDATES SHOULD HAVE A SOLID BACKGROUND IN RESEARCH METHODOLOGY; FAMILIARITY WITH COMPUTERS AND SYSTEMS ANALYSIS HELPFUL. ALL CANDIDATES SHOULD BE EFFECTIVE WRITERS AND COMMUNICATORS, WITH SKILL AT TRANSLATING PSY CONCEPTS AND/OR RESEARCH FINDINGS INTO LAYMAN'S LANGUAGE.

Salary Range _____ Age Range OPEN

Sex MALE Marital Status M OR S

Spec. Clearances NONE PATB Yes

Type of Employment STAFF

Location HEADQUARTERS AND O/S POSSIBLE

Trans Paid YES HHE Moved YES

Physical: Dept. _____ Gen. Duty _____

Additional Information: SHOULD BE PRESENTABLE, POISED, ARTICULATE, AND ABLE TO DEAL EFFECTIVELY WITH A WIDE VARIETY OF CONSUMERS.

PSS WILL SEND PSYCHOLOGIST TO INTERVIEW LIKELY CANDIDATES IN FIELD.

NORMAL EOD GRADE IS GS-13

GS12/13 GS-13

Occ. Code 0189.01

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Date

9-5-57

FUNCTIONAL STATEMENT OF PSYCHOLOGICAL SERVICES STAFF

RESPONSIBLE FOR PROVIDING PSY SUPPORT, (ADVISORY, CONSULTATIVE, AND RESEARCH SERVICES) ON AGENCY-WIDE BASIS. IN BROAD AREA OF PERSONNEL MANAGEMENT SERVICES ARE ORIENTED TOWARD SELECTION, PLACEMENT, TRAINING, VOCATIONAL ADJUSTMENTS, CAREER DEVELOPMENT, AND PERSONNEL AND SYSTEMS RESEARCH. INCLUDED ARE CONDUCTING PROF AND CLERICAL TESTING PROGRAMS FOR APP AND EMPLOYEES AT HQS; CONDUCTING FIELD TESTING PROGRAM FOR PROF APPLICANTS; CONDUCTING OF PSY ASSESSMENTS AT HQS AND ELSEWHERE OF EMPLOYEES AND AGENT PERSONNEL BOTH U. S. CITIZENS AND FOREIGN NATIONALS; CONDUCTING INDIRECT ASSESSMENTS OF AGENTS AND AGENT CANDIDATES; CAREER COUNSELING AS REQUESTED; AND CONDUCTING PSY RESEARCH PROGRAM; MAINTAINS AOP CAPABILITY IN SUPPORT OF RESEARCH AND PROCESSING OF TEST RESULTS. PROVIDES PSY SUPPORT TO FOREIGN SERVICES INCLUDING GROUP TESTING, PSY ASSESSMENT, SUPPORT, ASST AND GUIDANCE IN ESTABLISHMENT OF PSY SELECTION AND ASSESSMENT AND RESEARCH PROGRAMS. PROVIDES PSY SKILLS AND TECHNIQUES IN DIRECT SUPPORT OF AN ASSISTANCE TO OP PROJECTS AND TR PROGRAMS.

POSITION TITLE:

Doc. Code

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RECRUITMENT GUIDE

Guide
No.

61-4

Date

9-69

POSITION TITLE: LIBRARIAN

Position Description: ANALYSES FOR CLASSIFYING AND CATALOGING MAPS, ATLASES, GUIDEBOOKS, AND RELATED PUBLICATIONS. MATERIALS ANALYZED ARE LARGELY IN FOREIGN LANGUAGES AND IN A GROUP OF SPECIAL SUBJECT FIELDS. INCUMBENT MUST UTILIZE KNOWLEDGE OF FOREIGN LANGUAGES, SOURCE MATERIALS SUCH AS ALTASES AND GAZETTEERS, AND RESEARCH TECHNIQUES TO DETERMINE EXACT GEOGRAPHIC AREA, SUBJECTS, PUBLISHER AND OTHER PERTINENT DATA FOR NOTATION. EACH ITEM MUST BE DESCRIBED AS A PHYSICAL AND INTELLECTUAL ENTITY SO THAT IT CAN BE LOCATED BY SUBJECT OR GEOGRAPHIC AREA. FOLLOWING A TRAINING PERIOD SUPERVISION IS MINIMAL AS WORK IS REVIEWED FOR STANDARDIZATION ONLY.

Specifications:

Education: A.B. MINIMUM, WITH MAJOR IN GEOGRAPHY, LIBRARY SCIENCE, OR LANGUAGES.

Language: MAY VARY. ROMANCE OR OTHER USEFUL.

Experience:

Salary Range GS-7/9 Age Range OPEN

Sex NA Marital Status NA

Spec. Clearances NO PATB YES

Type of Employment STAFF

Location WASHINGTON, D.C.

Trans Paid YES HHE Moved YES

Physical: Dept. X Gen. Duty

Additional Information:

GS - 7/9

Occ. Code J110.01

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RECRUITMENT GUIDE

Guide
No.

71-1

Date

9-69

Position Description: QUANTITATIVE AND QUALITATIVE ECONOMIC ANALYSIS AND THE PRODUCTION OF INTELLIGENCE ON COMMUNIST COUNTRIES AND ON SELECTED COUNTRIES OF THE FREE WORLD. ANALYSIS OF ALL SECTORS OF THE ECONOMIES INDIVIDUALLY AS WELL AS ON AN AGGREGATIVE BASIS TO SHOW THE RELATIONSHIP OF ECONOMIC POLICY AND ECONOMIC PLANNING TO THE PERFORMANCE OF THE ECONOMY. DUTIES INCLUDE THE EVALUATION AND ANALYSIS OF DATA, PREPARATION OF LONG AND SHORT RANGE ANALYTICAL REPORTS, FORMULATION OF COLLECTION AND INFORMATION REQUIREMENTS, PARTICIPATING IN BRIEFINGS AND DEBRIEFINGS AND SUBSTANTIVE COORDINATION WITH OTHER INTELLIGENCE COMPONENTS.

Specifications:

Education: BA; OR MA; OR PHD-ECONOMICS. UNDERGRADUATE DEGREE ACCEPTABLE IN RELATED DISCIPLINES, INTERNATIONAL RELATIONS, BUSINESS ADMINISTRATION OR AREA STUDIES.
Language: SUFFICIENT COMPETENCE IN A FOREIGN LANGUAGE TO DO RESEARCH HELPFUL BUT NOT ESSENTIAL. WILLINGNESS TO LEARN A NEW LANGUAGE.
Experience:

Salary Range GS - 7/14 Age Range PREFERABLY UNDER 35

Sex M OR F Marital Status S OR M

Spec. Clearances YES PATB YES

Type of Employment REGULAR

Location HEADQUARTERS

Trans Paid YES HHE Moved YES

Physical: Dept. Gen. Duty X

Additional Information: DEMONSTRATED APTITUDE AND DESIRE TO CONDUCT RESEARCH (PREFERABLY GENERAL ECONOMIC OR COMMODITY RESEARCH). COPY OF ALL TRANSCRIPTS DESIRED. POSITION DOES NOT CARRY A DRAFT DEFERMENT; HOWEVER, IMMINENCE OF INDUCTION IS OVERLOOKED.

REVISIONS
SERIES

GS - 7/14

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Grade
No.

61-1

Date

9-69

Position Description: CONDUCTS APPLIED GEOGRAPHIC RESEARCH IN SUPPORT OF POLICY FORMULATION, ESTIMATES, OPERATIONS PLANNING, AND CURRENT INTELLIGENCE REPORTING. WORK IS INTER-RELATED WITH INTELLIGENCE RESEARCH IN OTHER DISCIPLINES E.G., ECON, PHYS SCIENCES. INCUMBENT WORKS WITH MINIMAL SUPERVISION, APPLYING HIS PROFESSIONAL KNOWLEDGE AND METHODOLOGICAL SKILL TO SPECIFIC QUESTIONS AND PROBLEMS. RESULTS INCLUDE TOPICAL (E.G., TERRAIN, POPULATION DISTRIBUTION) AND REGIONAL ASSESSMENTS, AND MAY APPEAR AS REPORTS, MEMORANDA, OR ORAL BRIEFINGS DEPENDING UPON THE REQUIREMENT OF THE CONSUMER.

POSITION TITLE:

IO-GEOGRAPHY

Specifications:

Education: GENERALLY, MA OR BETTER IN GEOGRAPHY; STRONG OR EXPERIENCED BA'S ACCEPTABLE.

Language: SOME KNOWLEDGE OF A FOREIGN LANGUAGE PERTINENT TO AREA OF SPECIALIZATION.

Experience: NONE.

Salary Range GS - 7/12 Age Range OPEN

Sex NA Marital Status NA

Spec. Clearances YES PATB YES

Type of Employment STAFF

Location WASHINGTON, D.C.

Trans Paid No HHE Moved No

Physical: Dept. X Gen. Duty

Additional Information:

GS - 7/12

Occ. Code: 0150.01

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Serial
No.

62-1

Date

9-69

POSITION TITLE:

INTEL Op-Cor-1st

GS - 9/12

Occ. Code 0:32:57

Position Description: FOREIGN AFFAIRS ANALYST AND RESEARCHER SCREENS INCOMING INTELL FROM ALL AVAILABLE SOURCES ON AREA OF RESPONSIBILITY. WRITES ARTICLES FOR INCLUSION IN REGULAR & SPECIAL OCI PUBLICATIONS SETTING FORTH THE ESSENTIALS OF DEVELOPMENTS IN A GIVEN AREA & THE IMPACT OF THESE DEVELOPMENTS. PREPARES WRITTEN & ORAL BRIEFINGS. MAINTAINS LIAISON AND COORDINATION AT THE AREA SPECIALIST LEVEL WITH OTHER OFFICES AND AGENCIES CONCERNED. WEEKEND AND NIGHT WORK MAY BE REQUIRED PERIODICALLY.

Specifications:

Education: MA OR PHD IN ONE OF THE SOCIAL SCIENCES, HISTORY, POLITICAL SCIENCE OR INTERNATIONAL RELATIONS WITH CONCENTRATION ON A SPECIFIC GEOGRAPHIC AREA OF THE WORLD OTHER THAN THE U.S.

Language: READING KNOWLEDGE OF THE LANGUAGE OF THE AREA IS HELPFUL BUT NOT ESSENTIAL.

Experience: EXPERIENCE RELATED TO FOREIGN AFFAIRS ANALYSIS, E.G. JOURNALISM, TEACHING OF SOCIAL SCIENCES IS DESIRABLE.

Salary Range GS - 9/12 Age Range 21 - 35

Sex M - F Marital Status M - S

Spec. Clearances YES PATB YES

Type of Employment STAFF

Location HEADQUARTERS

Trans Paid No HHE Moved No

Physical: Dept. _____ Gen. Duty X

Additional Information:

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RECRUITMENT GUIDE

No.

41-12

Date

8-70

Position Description: Materials Technologist.

This position requires a detailed knowledge of solid state materials and the electronic physics of solid materials, including semi-conductor electronic materials and photographic materials. The incumbent of this position must have the ability to apply this knowledge to novel product development. He must be able to communicate clearly and succinctly both orally and in writing. The position requires incumbent to perform TDY travel (cont)

Specifications:

Education: M.S. level required in Physics with Electronics minor

Language: Some German and French reading ability desirable.

Experience: Should have had experience as an engineer in a developmental laboratory or with a product development group. Experience in direct dealings with the customer would be most desirable. Desirable, but not mandatory, would be the experience of actual management of a technical group of employees.

Salary Range GS-11 - 12 Age Range 25 - 35

Sex Male Marital Status N/A

Spec. Clearances Q and SI PATB N/A

Type of Employment Contract

Location Washington, D.C.

Trans Paid Yes HHE Moved Yes

Physical: Dept. _____ Gen. Duty XXX

Additional Information:

both domestic and to a lesser degree, overseas.

POSITION TITLE: Materials Technologist

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Occ. Code

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Date

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Position Description: OPERATES CARD PUNCH, PAPER TAPE PUNCH, AND RELATED VERIFYING MACHINES TO TRANSCRIBE DATA FROM VARIOUS TYPES OF SOURCE DOCUMENTS INTO PUNCHED CARDS AND TAPES OR INPUT TO DATA PROCESSING SYSTEMS.

POSITION TITLE: EIM Operator

Specifications:

Education: H.S. GRAD-PLUS COURSES IN CARD PUNCHING AND TYPING

Language: NA

Experience: WORK REQUIRING SPEED, ACCURACY, AND ATTENTION TO DETAIL. SIX MONTHS EXPERIENCE WITH IBM 029 AND 059 MACHINES DESIRABLE.

Salary Range GS 04/06 Age Range 18 - 35

Sex F Marital Status ANY

Spec. Clearances YES PATB NO

Type of Employment STAFF

Location HQS. AREA

Trans Paid YES HHE Moved YES

Physical: Dept. _____ Gen. Duty X

Additional Information:

GS 04/06

Occ. Code 559.01