

CONFIDENTIAL

REVIEW OF THE RECRUITMENT SYSTEM

MANAGEMENT STAFF, DDA

MARCH 1981



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I. Executive Summary

This study does not make conclusive judgments on the entire recruitment structure, but rather identifies areas that seem to call for further examination or which present a possibility for some improvement in the recruitment process.

The detailed recommendations are contained in Section V of this report. In shortened version, they are:

1. Give the newly implemented OPPPM system six months to prove its mettle.
2. Use computer modeling as a tool for understanding, not for decisionmaking.
3. Evaluate the overall effectiveness of the Agency's field recruitment network and take appropriate action.
4. Reconfigure the OPPPM Review Unit and Processing Assistants functions to increase the efficiency with which they process applicant files. Ensure that applicants are contacted frequently during processing, and are continually assured of Agency interest.
5. Direct the Office of Security to implement an up-front polygraph program for all applicants.
6. Fund Project SCIP, Security Communications Improvement Project now. It will allow OS to more efficiently process background investigations.
7. Retain the 15-year investigative coverage on applicant background investigations.
8. Direct OMS to explore with OPPPM the creation of physical activity job standards, especially for sedentary jobs. Having done so, the clinical portion of medical processing for applicants to be assigned to these jobs could be eliminated. If deemed necessary, the clinical processing could be postponed until sometime after EOD.
9. Direct the Office of Medical Services to use the recently established Communications recruitment task force as a pilot program for implementation of a similar pre-medical screening program for all applicants.

10. Direct the Office of Medical Services to offer the PATB on an exception only basis, and to curtail its use for most college hires.
11. Curtail invitee travel expenses, by better accounting, reallocation of monies, and less interview activity.
12. Reexamine the Agency's policy on payment of relocation expenses in light of the limited success of non-Washington area recruiting activity. Pending the outcome of such an examination, examine the feasibility of implementing one standard Agency policy to pay all relocation expenses. At the very least, identify additional occupational codes for which we should apply for an OPM exemption in order to pay relocation expenses.

## II. Background of Study

This study was commissioned to examine the timeliness and cost effectiveness of the current Agency recruitment system with an expressed aim of shortening the process. Because there has been a close scrutiny of Agency personnel practices, including recruitment, over the past several years, there was a fair amount of data readily available for analysis. Most of the information reported in this study came from available statistics and recently published studies on personnel activities. However, in addition, the following people were interviewed to provide their unique perspective:

### Title

25X1	[REDACTED]	Deputy for Recruitment & Placement, OPPPM
25X1	[REDACTED]	Deputy Director of Personnel Security & Investigations
25X1	[REDACTED]	Office of Medical Services Plans and Support Staff
25X1	[REDACTED]	DDA Representative
	and other members of the Directorate Representatives to OPPPM/R&P	
25X1	[REDACTED]	OTE Analyst Chief, Psychological Services Division, Office of Medical Services

## III. Recent Activity in Recruitment and Processing of Applicants

1. Beginning in 1977, the Agency's personnel system, and

specifically the recruitment system, have been the subject of several studies and papers:

IG Report on the Agency's Recruitment System,  
January 1980

OPPPM Report on a Proposed Recruitment System,  
February 1980

OPPPM Response to the IG Report on Recruitment,  
including several IG recommendations, March 1980

Recommendations Regarding Recruitment and Placement  
Policies from the Directorate Task Force to OPPPM/R&P,  
January 1981

25X1 2. In the past year, OPPPM has instituted multiple changes to the recruitment and applicant processing system which has existed in the Agency since the early 1950s. The overriding objective of these changes have been to reduce cost and to increase the speed of processing applicants. OPPPM's prime solution for satisfying these objectives has been to reduce the number of applicants in the system at any given time, or said another way, to considerably reduce the ratio of applicants-in-process to EODs. Early indications are that clerical ratio has been reduced from 2.2 to 1 during the October 1979 through April 1980 time period, to 1.6 to 1 during the May 1980 to October 1980 period. For professionals, the ratios for those same time periods have been reduced from 2.8 to 1 to 1.9 to 1. Correspondingly, the number of applicants in process has been reduced from [redacted] Early indications are that the EOD rate has not been adversely affected. In fact, the EOD rate has increased.

25X1 3. The methods used for accomplishing this ratio reduction have involved elimination of questionable applicants (for qualifications, security or medical reasons) early in the applicant process. As a result of early security interviews (Pre-Investigative Interviews) and early verification of information contained in the Personal History Statement (drug usage, for example), [redacted] percent of initial applicants were eliminated for security reasons prior to being formally entered into the applicant process. Another reduction method has involved targeted recruiting--best described as recruiting for a specific position by a specific recruiter. Additionally, some parallel processing, especially in the security and medical areas, was also implemented, and the SKILLS BANK, a holding area for applicant files, was eliminated.

4. Appendix A of this study provides an excellent comparison of the old applicant processing system and the one proposed by OPPPM

in March 1980 for both clericals and professionals. OPPPM has not yet fully implemented all of the changes proposed last year. We requested an interim report on their progress to date, and they supplied the following figures.

OPPPM Portion of Applicant Processing  
Professional/Technical

	Previous # of Days	Proposed # of Days	Current (estimated) # of Days
Resume Review	24	2	3
Recruiter Interview	25	n/a	n/a
PHS Preparation	39	14	17
PHS Review	4	0	2
Expediter Review	-	-	3
Skills Bank	14	0	n/a
Input, Log, Xerox, Duplicate, Deliver, Pick -up	-	-	5
Office Review	22	10	14
Pre-polygraph Interview Arrangements	38	14	21
Interviews	7	-	10
Decision to Process	20	-	7
Security Processing	55	30	55
Medical Processing	27	n/a	n/a
Report for Duty	50	30	30
Total Days	325	116	167

5. As can be seen from the chart, Security and Medical processing are done concurrently in the new system, and take approximately 55 days.

6. The total processing time is now 167 days or half of the 325-day processing time which existed when the new system was implemented circa mid-1980. Further reductions are planned.

7. The following two charts examine the same data from two other viewpoints: the percent loss of applicants in both the previous and the proposed systems, and the dropout rate of each discrete function in both systems.

Professional/Technical  
Loss Figures

	Previous		Proposed	
	# Applicants	%Lost	# Applicants	%Lost

Reviewed Resumes  
PHS Completions  
Skills Bank  
Office Review  
Interview Arrangements  
Interviews  
Decision to Process  
Security Processing  
Medical Processing  
Report for Duty


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In the previous system we EODed  percent of those who initially expressed interest. In the proposed system, we plan to EOD  percent.

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Professional/Technical  
Dropout Rates

Previous	Proposed
----------	----------

Reviewed Resumes  
PHS Completions  
Skills Bank  
Office Review  
Interview Arrangement  
Interviews  
Decision to Process  
Security Processing  
Medical Processing  
Report for Duty


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Dropout rate is defined as the percent of applicants entering each discrete process that do not leave it successfully.

8. The observations which can be made regarding this data are:

- Cost is not as relevant a factor in the loss of applicants

as time is. Most of the discrete functions involved (e.g., interview arrangements) are of negligible cost, but do involve a significant time investment. With the exceptions of security and medical processing, most of the losses occur during time delays, not during an expensive processing step.

- With the security and medical processes, there are significant costs, primarily because of professional time involved. We currently are unable to predict whether staffing decreases could result from either our recommendations or from OPPPM's proposed system.
- Both the proposed OPPPM system and our recommendations are aimed at reducing the workload of those Agency employees who process applicants. Polygraph operators are the exception because their workload most probably will increase as a result of the recommended changes. The cost-per-applicant will most probably increase (owing to the large file reduction) but, at the same time, the total Agency resources devoted to applicant processing should decrease. Cost aside, the changes should result in increased efficiency because the system will no longer be overburdened.
- Those areas where a decrease in cost should result from a suggested change are discussed in this study. Examples are invitee travel, field recruitment activities, clinical examinations and PATB testing. The recommendations in these areas also usually contribute to a reduction in projected processing time.

#### Recommendation 1

We applaud OPPPM activity aimed at reducing the number of days required to process applicants, and believe that the new system should be closely monitored for a longer period of time, at least six months, before we make any judgements on its success or failure.

During this time period, it is essential that OPPPM, OS, and OMS collect extensive statistics so that a determination of success or failure can be made on a quantitative basis.



IV. Modeling of Recruitment Activity

A. Portions of the recruitment process including the

- processing activity
- security approval process
- Psychological Services Staff functioning

have been the subjects of System Dynamics modelling in the past year. As a general comment, we believe that these models have contributed to an understanding of the complexities of the activities involved. Specifically, in the process of modelling the applicant processing activity some very valuable suggestions were made and subsequently implemented. These suggestions include:

- installing expeditors for security and medical up-front screening of applications,
- implementing concurrent security and medical processing,
- eliminating the Skills Bank, and
- implementing a two-part Personal History Statement form.

B. The original goal of the applicant processing model was to reduce the time required for processing prospective employees. The model found a .5% per day loss in applicants. Said differently, each day an applicant was in process, the Agency increased the odds that the applicant would not EOD. OPPPM concluded that a reduction in the number of files in process would accomplish a reduction in processing time, without decreasing the number of EODs. After making the above changes, OPPPM has geared its activity toward that goal. This particular strategy leaves the existing processing mechanisms intact and reduces their workload. We feel that this strategy deemphasizes innovative management solutions and discourages questioning of the rationale for the existence of certain activities. It preserves those activities rather than questions them.

C. The particular modeling technique used, Systems Dynamics, tends to view most relationships as linear, even those that may exhibit non-linear characteristics when another modeling technique is used. For instance, the much-quoted .5% per day loss of applicants which was derived from the System Dynamics model most probably is a yield rate curve, an "S" shape when viewed closer. The "S" shape implies that there are points where a difference in the number of days of processing makes a large difference in EODs and others where the difference is negligible--that is, if the process is fast or moderately fast, we can expect the same EOD rate, or if it is slow or moderately slow, the EOD rate stays nearly constant.

D. In the case of the security field office model, the most appropriate assignment technique needs to be calculated, but it appears that a linear programming solution to each model could determine an optimum number for "in-basket" size, and an optimum caseload. The model suggests a nearly empty in-basket and a caseload of 5-6 (from experience) present the most efficient solution.

Recommendation 2

We ask that the models developed for various portions of the recruitment and processing activity be viewed as a valuable contribution to our understanding of the process involved, but not be used as a sole determinant for action. Particularly, we ask that the goal of reducing the number of days of processing not be viewed totally as a linear function of the number of files in the system.

E. We applaud efforts at modeling processes in order to more fully understand them, but we believe that models should be viewed as one contribution to an overall management strategy for improvement.

V. Problems With the Current System and Recommendations

A. Field Recruitment Network

1. All of the OPPPM optimization activity has been focused on the processing portion of the recruitment activity; processing being roughly defined as the activity which takes place after an initial expression of interest by an individual.

2. One area of particular concern is the up-front recruitment activity, especially the operation of the Field Recruiter Network. We believe it needs to be completely reexamined from efficiency and productivity viewpoints. There are [ ] field recruitment offices scattered through the United States. They will cost the Agency [ ] in 1981. These recruiters last year accounted for [ ] EODs, of which [ ] were professional. The Washington Area Recruitment Office (WARO) on the other hand, with [ ] recruiters, accounted for [ ] EODs, including [ ] professionals.

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Many of the people we interviewed during the course of this study believed that the field recruiters play a passive versus an active role, that they are "out of touch" with Agency activities and needs. We believe that their success rate--or lack of same--at certain universities needs to be analyzed, and recruiting visits tailored accordingly. For instance, the Agency interviewed 23 [redacted] recently; none were hired. We have no data on why a recruiter visits (and revisits) certain universities, and does not recruit at others.

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3. We understand that some recruiters work standard hours. A recruiter available at a county-employment office during daytime hours will predictably get less activity than one available during the early evening. A phone call made by a recruiter to the residence of a student or an employed person during the day also gets a predictable response.

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5. Field recruiters return to Headquarters once a year for a conference. They spend the rest of their time in the field. They usually reside in the area in which their office is located. Field recruitment has not traditionally been a rotational assignment.

6. Some of those we interviewed stated that Personal History Statements received from field recruiters contain errors and omissions, or obvious security or medically disqualifying information. We were not able to document instances of this particular criticism.

### Recommendation 3

a. The entire area of field recruitment needs to be studied in detail. We are uncertain that sufficient justification exists to maintain recruiters

-- in light of OPPPM's intent to place significantly fewer applicants in process;

-- in light of the new system's emphasis on early interviews by the component,

not by the recruiter;

-- and in light of the fact that the field recruiters account for fewer EODs than the average WARO recruiter.

We need to delineate field recruiter functions and decide whether those functions could be done by traveling recruiters based in Washington rather than stationery recruiters based in the field. We need to capture statistics on colleges and universities where we do get employees.

b. At those universities where our recruitment success rate is low, we suggest utilization of videotape and written media in the college or university recruitment office. The production of company recruiting tapes is quite common in industry, and most major college recruitment offices have a videotape capability. The expense of producing the tape can be easily offset by the reduction in associated travel funds.

c. The Agency should standardize its recruiting message. We have an excellent package which we distribute to people who write or send resumes. But when a live recruiter visits a campus or employment office, he/she should have a standard message to communicate as well--slides or a prepared briefing book or whatever. Our message has to be clear, concise and consistent.

d. Those who recruit should explore the use of flexible working hours for their non-campus activities and for applicant telephone contacts.

e. We did not undertake in-depth research of the process by which OPPPM determines requirements for new employees. We recommend, however, that such research could very usefully be

undertaken, and soon.

## B. Applicant Processing

Applicant processing activities involve an enormous amount of paper, flowing between multiple branches of three different processing offices (OPPPM, OS, OMS), the hiring office, and Security field offices. OPPPM has recently implemented a minicomputer based system, CAPER, to track applicant progress through the OPPPM portion of this maze. CAPER notwithstanding, the greatest inefficiency in the whole process remains paper shuffling and tracking, especially where papers cross office (and directorate) boundaries. The areas of greatest delay or significant cost which we were able to identify include:

1. OPPPM appointment arrangements - Two branches in OPPPM schedule interviews, tests, and EOD dates for applicants, hiring offices and processing offices. One branch makes arrangements for clerical applicants, and one branch makes arrangements for professional applicants. These offices essentially work regular 8:30 a.m. to 5:00 p.m. schedules, and one of their main problems is getting in touch with the applicants. These branches also prepare requests for security and medical processing and reproduce personal history statements prior to office reviews. An applicant file may pass through these branches three times during the hiring process. Each time this happens, delays occur. There are four processing assistants in the professional branch, three in the other. As many as 10 days can elapse from the time a person is cleared for duty until he is notified. On 13 March 1981, for example, there were  cleared people who had not yet been called to EOD] The functions appear to be necessary. The ineffectiveness with which the functions are performed is unnecessary.

2. The Review Unit has perhaps the most critical job in applicant process. It determines whether or not to send applicant files to Agency offices, and if so, which offices. The Review Unit is often another processing bottleneck. If an applicant file is sent to an inappropriate office, a two week delay can and does result. The potential for files of needed applicants being rejected by the Review Unit and those of unnecessary applicants being sent to offices for review appears to be high.

Recommendation 4

OPPPM should attempt to reconfigure the processing assistant jobs to increase their efficiency. Flextime hours, including early evening hours, should be instituted especially for applicant-contacting activities. Perhaps the jobs of the [ ] processing assistants should be realigned. The [ ] professional processing assistants split work on a directorate basis, which may not be the most optimum division.

Applicants should be contacted at several points during processing just to be reassured of continuing Agency interest. The processing assistants seem to be the logical group to perform this function.

The OPPPM Review Unit needs to be more familiar with requirements of various offices, and perhaps needs to be staffed by personnel with more general Agency experience.

3. Background investigations done by the Office of Security for all applicants are the longest single function in the applicant process. It currently takes an average of 54 days to conduct an investigation. The Office of Security projects that they can eventually complete applicant background investigations in 45 days, with quite a few taking no more than 30 days. There are an average of 1.7 field assignments required to complete each background investigation. These assignments may involve any of the seven security field offices. These field assignments exhibit the "traveling salesman" operations research problem, in that the field investigator or resident agent (RA) or confidential correspondent (CC) who handles the assignment picks up assignments once a week. The rest of his time is spent "on the road." Assignments necessarily "gather dust" waiting for the investigator to pick them up. Mailing time to the field office and then perhaps to an RA or CC adds significantly to the security processing time, as does clerical typing time. The availability of travel funds also has a direct impact on the efficiency of a field investigation.

Recommendation 5

The Office of Security background investigation is a labor intensive activity. Certain parts of the system are badly in need of optimization. An ODP study completed in August 1980 suggested the implementation of project SCIP, Security Communications Improvement Project--the use of word processing and data processing technology to render security clearance actions more efficient, comprehensive and timely. Project SCIP involves a phased development costing approximately [redacted] over the first three years. Funds are budgeted in 1983 at an enhanced level. Appendix B provides detailed costing information for Project SCIP. We recommend its adoption.

Recommendation 6

We examined background investigation data to determine if the requirement for 15 year coverage decreased efficiency appreciably. A study done by the Office of Security in May 1977 found that because of the age of applicants, our average investigative coverage averages only 6.4 years. The study also found that noteworthy information was found in the 10% of the cases where the investigation covered a full 15 years. We found that the time required for a background investigation is related more to the assignment and travel issue than it is to the length of investigative coverage. We recommend that the 15-year coverage of the background investigation be retained.

4. The February 1980 Proposed Recruitment System suggest the implementation of up-front polygraphs (polygraph

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interviews conducted prior to initiation of the background investigation). Though the Office of Security does these when requested, they do not do them routinely. The critical point here is that the polygraph interview may eliminate completely the need for a background investigation if it produces unacceptable derogatory information. The polygraph most often eliminates applicants because of drug usage, thievery, and homosexuality.

Recommendation 7

The Office of Security is prepared to implement and should be directed to implement an up-front polygraph as the standard processing activity for all applicants.

5. The Office of Medical Services conducts two types of medical testing on applicants--physical and psychiatric. OMS will not eliminate an applicant as physically unfit for duty on the basis of information contained in their Medical History statement (Form 93). Consequently, each applicant receives a full physical examination. These tests do not contribute to a significant time delay (2 or 3 days), but they do have to be scheduled. Scheduling, you will recall, too often creates unacceptable delays. There is, of course, a significant cost associated with the clinical screening. Full physical examinations result in the disqualification of fewer than 2% of all applicants examined. The cost effectiveness of a full clinical exam for only a 2% loss is questionable.

Recommendation 8

OPPPM and OMS should jointly explore the utility and cost effectiveness of full physical examinations for all the applicants. We suggest they jointly work to accomplish a goal of developing job standards, particularly for sedentary jobs, which would result in a significant reduction in the number of full clinical examinations needed.

If a full clinical examination is deemed



essential for those with sedentary jobs, we recommend that the exam be performed sometime after the EDO date, thus removing it from the applicant processing system.

6. The Office of Medical Services also performs psychiatric screening which consists primarily of a form completion, the Personal Index (PI), which is evaluated by a psychometrist to determine if a psychiatric interview is necessary. We recommend no changes to this procedure.

#### Recommendation 9

OMS is performing pre-medical field screening as a part of the upcoming task force initiative to recruit electronic technicians for the Office of Communications. The screening consists of a review of Medical Form 93 which the interviewee will complete along with his Personal History Statement, and a Personal Index (Psychiatric Screening) completion by the interviewee. An interview will take place after the PI is scored and evaluated. No medical disqualification will take place, but the medical technician will make an off-the-record recommendation to the interviewer whether to continue processing the individual.

If this procedure is successful, we recommend that OMS implement it for the standard applicant processing activity.

7. OMS estimates that currently 55% to 70% of all professional applicants take the Professional Aptitude Test Battery (PATB). There is no standard Agency policy determining use of the PATB. Choice of testing is left to the individual line manager sponsoring an applicant for employment. The PATB is given to all CT applicants. The PATB does account for some delay in the applicant process. Time required to score the PATB varies from several days to three

weeks. Since the background investigation by OS is run concurrently with medical processing, the delay usually does not impact overall processing, except in cases where results from the PATB cause a cancellation of the applicant's processing.

Recommendation 10

The Office of Medical Services should offer its PATB services to components on an exception only basis. The PATB could still be used as a suitability measure for unusual Agency professions, but certainly not for standard occupations, for example, accountants, computer programmers, etc. PATB testing of recent college graduates should be severely curtailed. Since college hires average about 50% of the annual EOD number, this could greatly reduce PATB use.

C. Invitee Travel

We found that each professional applicant travels from his or her home to Washington and back twice during processing. Clerical applicants make one round trip each. Cost is about \$420 per trip. Total invitee travel, which is budgeted by OPPPM, was [redacted] in FY-81. FY-83 projections for Agency-wide invitee travel total [redacted]. The number of Invitee travel trips has increased 452 percent in the past four years. This particular statistic is fascinating. It means that we are interviewing more applicants while our number of EOD's has remained relatively constant over that same period. We are not able to account for invitee travel by occupation. Statistics on the use of invitee travel funds by components would be interesting. Unfortunately, this data is not available. Theoretically, with the new recruitment system, invitee travel should decrease as up-front screening eliminates undesirable applicants prior to the interview, yet OPPPM projects a significant increase for FY-83.

Recommendation 11

Invitee travel is a free service provided to components by OPPPM, and

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components are availing themselves of this service in ever-increasing numbers. Use of invitee travel should be much more carefully monitored by OPPPM. Better accounting for its use should be provided. Once accounting information is available, OPPPM should parcel out invitee travel funds based on projected needs, attrition rates, or a similar figure. Invitee travel funds should not be divided by current component use. For example, there is currently a 12-to-1 ratio of applicants to EOD's for the CT program. We could not confirm that they used a significant amount of invitee travel, though we suspect so. If a disproportionate number of interviews occurs for the CT program or any other occupational code, we may need to explore better methods of up-front screening for that group. Right now, our problem is that we don't have the information available to make a judgment, and our invitee travel costs are skyrocketing.

#### D. Relocation Expenses

A statistic which we requested and were unable to obtain was the number of new employee relocations in any given year which were paid by the Agency. The overall Agency policy is to conform to the Federal Personnel Manual, chapter 571, which lists occupational categories for which relocation expenses may be paid. Relocation expenses are not budgeted by OPPPM but rather by individual components. An applicant who is interviewed for several different jobs by several components will in all likelihood be told that his or her relocation expenses will be paid by one component, but not by another. This kind of confusion does nothing to enhance the Agency's image as an employer. It may also partially account for the low success rate for field recruitment versus recruitment in the Washington area. Most major industrial employers pay relocation expenses for their new hires. A number we are unable to capture is the loss of potential employees who cannot afford to pay for their own moving expenses.

Recommendation 12

The Agency's policy on payment of relocation expenses is inconsistent and counterproductive. We recommend that this entire area be the subject of a separate study. Our initial recommendation, pending the outcome of the study, is that the Agency should pay all relocation expenses for successful out-of-town applicants. If not, we should recruit solely within the Washington area. Perhaps college hires could move to this area at their own expense, but for a person who is changing jobs, we believe the current policy presents an unreasonable financial burden and negates the effectiveness of recruiting away from Washington.

If the Agency cannot legally pursue its own relocation payment policy, then, at the very least, we recommend that the Agency requests further exemptions from OPM based on more of our critical occupations.

#### VI. Conclusion

We did not attempt to predict the efficiencies that will result from implementation of our recommendations. We have approached the recruiting and applicant processing problem from a different direction than did OPPPM. We believe that suggestions resulting from each study approach will improve the efficiency and cost effectiveness of these processes.

VII. References (chronological order)

Memo for Chairman, Security Committee from CIA member,  
Investigative Standards Working Group, subject:  
Investigative Standards Survey Report, 27 May 1977

The Agency's Recruitment System, Inspection Report, Office of the  
Inspector General, January 1980

Proposed Recruitment System, OPPPM and [redacted] publication,  
February 1980

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Personnel Security Survey, DCI Investigative Standards Working  
Group, May 1980

[redacted] Field Office Automation Study, ODP publication,  
13 August 1980

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Memo for Director of Security from Deputy Director of Security  
(PSI), subject: Security Approval Model, 28 October 1980

Memo for DD/A from Chief, Psychological Services Staff, OMS,  
Subject: Survey of Users of the PSS Professional Test Battery  
in CIA, 30 October 1980

Memo for DD/A from Chief, Psychological Services Staff, OMS,  
Subject: Job Analysis and Test Validation Research Capability  
in PSS, 31 October 1980

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Security Approval Model, [redacted] November 1980

Memo for DD/A from C/PSS/OMS, Subject: Supplementary Data on  
Users of the PSS Professional Test Battery in CIA,  
30 December 1980

Memo for DDCI from D/PPPM, Subject: Recruitment Process,  
31 December 1980

Security Communications Improvement Program, Project SCIP,  
9 February 1981

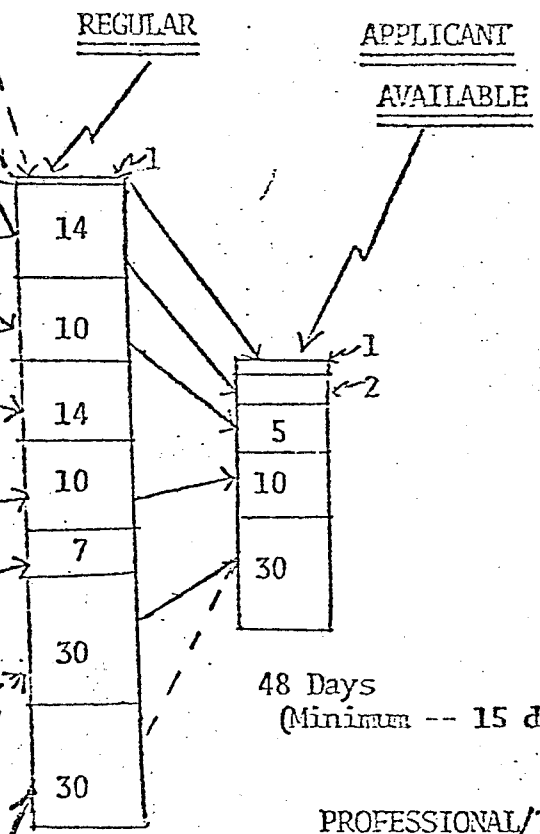
Memo for D/PPPM from Directorate Representatives to OPPPM/R&P,  
Subject: Recommendations Regarding Recruitment and Placement  
Policies, 28 January 1981

Preliminary Draft, Improved Personnel Recruiting for CIA,  
Implementation of a Dynamic Simulation Analysis, [redacted]  
10 March 1981

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RESUME REVIEW  
 INTERVIEW  
 PHS PREPARATION  
 PHS REVIEW  
 SKILLS BANK  
 OFFICE REVIEW  
 INTERVIEW INVITATION  
 INTERVIEWS  
 DECISION TO PROCESS  
 SECURITY  
 MEDICAL  
 REPORT FOR DUTY

24  
 25  
 39  
 4  
 14  
 22  
 38  
 7  
 20  
 55  
 27  
 50



116 Days

48 Days  
 (Minimum -- 15 days)

PROFESSIONAL/TECHNICAL  
RECRUITING SUMMARY

325 Days

PHS  
 PREPARATION

30

PHS REVIEW

5

CSB REVIEW

10

SECURITY  
 NAME CHECK

10

SECURITY  
 BACKGROUND-  
 REPORT FOR  
 POLY-MEDICAL

45

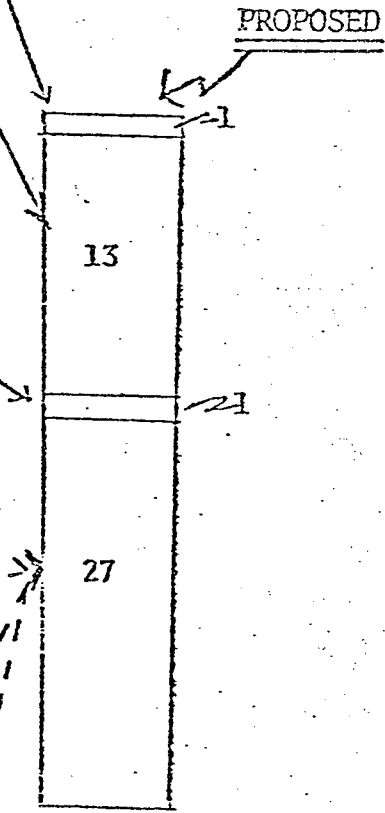
MEDICAL

27

REPORT  
 FOR  
 DUTY

30

167 Days



42 Days  
 (Minimum -- 10 days)

CLERICAL

RECRUITING

SUMMARY

Security Communications Improvement Program  
PROJECT SCIP

Network Equipment Requirements

<u>Description</u>	<u>Unit Cost</u>	<u>Total Cost</u>
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FY-1981

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25X1  Standard CRT Terminal  
Eight Inch Floppy Disk  
High Quality Printer  
Data Encryption Standard

FY-1982

25X1

25X1  Standard CRT Terminal  
Eight Inch Floppy Disk  
High Quality Printer

Inflation Factor - FY82/FY81 (7.9%)

FY-1983

25X1

25X1  Standard CRT Terminal  
Eight Inch Floppy Disk  
High Quality Printer  
STU-II w/Extension Set  
Spares f/u/w STU-II  
Secure Fax (Med Quality)  
Secure Fax (High Quality)

Inflation Factor - FY83/FY82 (7.9%)

FY-1984 through FY-1987

13 each Fiscal Year Standard CRT Terminals  
(Inflation Factor Each Year 7.9%)





<b>TRANSMITTAL SLIP</b>		DATE
TO: DDA		
ROOM NO. 7D18	BUILDING Hdqs.	
REMARKS:		
FYI:		
<div style="border: 1px solid black; width: 300px; height: 60px; margin: 0 auto;"></div>		4 JAN 1982
		25X1
		4 JAN 1982
<p><i>B.A. - Rb track          deadline - assume DDA          will sign outgoing + that          it will be here before 15 Jan.</i></p>		
FROM:		25X
ROOM NO.	BUILDING	EXTENSION

### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Historically Black Colleges and Universities

DD/A Registry  
81-2733/1

FROM:

James H. McDonald  
Director of Logistics  
2C02 Page Building

EXTENSION

NO.

OL 1-5347

DATE

30

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. DDA  
7-D-18, Headquarters

31 JAN 1981

The President, by Executive Order 12320, has continued the Black College Program. We have pointed out in all correspondence that security, program sensitivity, and our miniscule contract activity with colleges and universities, mandate against our participation, but we have not received any relief. In fact, there has been a flurry of activity with two official replies to questionnaires, a visit by a Department of Education official, and a general briefing at the White House. At the White House briefing, it was stated that Vice President Bush would be the senior official most closely associated with the program.

We will need data to meet the 15 January 1982 requirement and ask that the attached memorandum be issued. We are sorry about the short deadline we are citing, but this report really did not come together until the 16 December White House session.

[Signature Box]

James H. McDonald  
Director of Logistics

DD/A REGISTRY  
FILE # 69

25X1

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81-2733

31 DEC 1981

MEMORANDUM FOR: Deputy Director for National Foreign Assessment  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Director of Personnel

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Historically Black Colleges and Universities

1. In January 1979, then President Carter, in a memorandum to heads of all executive departments and agencies, kicked off a program intended to strengthen historically Black colleges and universities (HBCU's). Since that time, our Agency has carried out a number of activities with HBCU's, such as recruiting, conducting capability surveys through campus visits and letter solicitations, hosting receptions for university officials, placement of exhibits, placement of research and development contracts, and participation in the Urban Fellow Program.

2. President Reagan, on 17 September 1981, issued Executive Order 12320, entitled, "Historically Black Colleges and Universities." The Executive Order, which is attached for your information, requires, among other things, that:

a. Each executive department, and those executive agencies designated by the Secretary of Education, establish annual plans to increase the ability of HBCU's to participate in federally sponsored programs. Plans should consist of measurable objectives. They will be reviewed by the Secretary of Education and submitted for consideration by the President and the Cabinet Council on Human Resources.

b. Mid-year and end-of-year reports be submitted to the Secretary of Education.

c. The Secretary of Education submit to the President, the Vice President, and the Cabinet Council on Human Resources, an annual Federal Performance Report on executive agency actions to assist HBCU's.

OL 1 5347

SUBJECT: Historically Black Colleges and Universities

3. To prepare the annual plan required for submittal on 15 January 1982, we need input from the addressees. Forms with instructions and guidelines are attached for your use in providing feedback. Your individual forms will be consolidated into an Agency plan. To the degree possible, we would appreciate specific information included on the forms rather than narrative statements. Facts and figures may be supplemented with narrative explanations where necessary.

4. Your data should be provided directly to [redacted] Chief, Procurement Management Staff, Office of Logistics, by 11 January 1982.

Harry E. Fitzwater

Harry E. Fitzwater

Attachments:

- A. Copy of EO 12320
- B. HBCU Forms

Distribution:

- 1 - Each Addressee w/atts.
- 1 - D/EEO w/o atts.
- 2 - DDA (1 w/atts.)
- 1 - PMS Official (w/atts.)

Originating Office:

[redacted]

Director of Logistics

12/30/81  
Date

TAB

**Presidential Documents**

Vol. 46, No. 180

Thursday, September 17, 1981

**Title 3—****The President****Executive Order 12320 of September 15, 1981****Historically Black Colleges and Universities**

By the authority vested in me as President by the Constitution of the United States of America, in order to advance the development of human potential, to strengthen the capacity of historically Black colleges and universities to provide quality education, and to overcome the effects of discriminatory treatment, it is hereby ordered as follows:

**Section 1.** The Secretary of Education shall supervise annually the development of a Federal program designed to achieve a significant increase in the participation by historically Black colleges and universities in Federally sponsored programs. This program shall seek to identify, reduce, and eliminate barriers which may have unfairly resulted in reduced participation in, and reduced benefits from, Federally sponsored programs. This program will also seek to involve private sector institutions in strengthening historically Black colleges.

**Sec. 2.** Annually, each Executive Department and those Executive agencies designated by the Secretary of Education shall establish annual plans to increase the ability of historically Black colleges and universities to participate in Federally sponsored programs. These plans shall consist of measurable objectives of proposed agency actions to fulfill this Order and shall be submitted at such time and in such form as the Secretary of Education shall designate. In consultation with participating Executive agencies, the Secretary of Education shall undertake a review of these plans and develop an integrated Annual Federal Plan for Assistance to Historically Black Colleges for consideration by the President and the Cabinet Council on Human Resources (composed of the Vice President, the Secretaries of Health and Human Services, Agriculture, Labor, Housing and Urban Development, and Education, the Attorney General, the Counsellor to the President, and the White House Chief of Staff).

**Sec. 3.** Each participating agency shall submit to the Secretary of Education a mid-year progress report of its achievement of its plan and at the end of the year an Annual Performance Report which shall specify agency performance of its measurable objectives.

**Sec. 4.** Prior to the development of the First Annual Federal Plan, the Secretary of Education shall supervise a special review by every Executive agency of its programs to determine the extent to which historically Black colleges and universities are given an equal opportunity to participate in Federally sponsored programs. This review will examine unintended regulatory barriers, determine the adequacy of the announcement of programmatic opportunities of interest to these colleges, and identify ways of eliminating inequities and disadvantages.

**Sec. 5.** The Secretary of Education shall ensure that each president of a historically Black college or university is given the opportunity to comment on the proposed Annual Federal Plan prior to its consideration by the President, the Vice President, and the Cabinet Council on Human Resources.

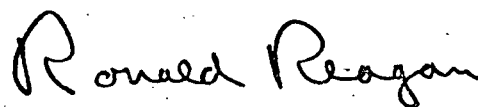
**Sec. 6.** The Secretary of Education, to the extent permitted by law, shall stimulate initiatives by private sector businesses and institutions to strengthen historically Black colleges and universities, including efforts to further improve their management, financial structure, and research.

**Sec. 7.** The Secretary of Education shall submit to the President, the Vice President, and the Cabinet Council on Human Resources an Annual Federal Performance Report on Executive Agency Actions to Assist Historically Black Colleges. The report shall include the performance appraisals of agency actions during the preceding year to assist historically Black colleges and universities. The report will also include any appropriate recommendations for improving the Federal response directed by this Order.

**Sec. 8.** The special review provided for in Section 4 shall take place not later than November 1, 1981. Participating Executive agencies shall submit their annual plans to the Secretary of Education not later than January 15, 1982. The first Annual Federal Plan for Assistance to Historically Black Colleges developed by the Secretary of Education shall be ready for consideration by the President, the Vice President, and the Cabinet Council on Human resources not later than March 31, 1982.

**Sec. 9.** Executive Order No. 12232 of August 8, 1980, is revoked.

THE WHITE HOUSE,  
September 15, 1981.



[FR Doc. 81-27177  
Filed 9-15-81; 1:25 pm]  
Billing code 3195-01-M



TAB

WHITE HOUSE INITIATIVE ON  
HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

INSTRUCTIONS AND GUIDELINES

WHITE HOUSE INITIATIVE ON HISTORICALLY BLACK  
COLLEGES AND UNIVERSITIES

Instructions and Guidelines for Development of Agency  
Annual Plans For FISCAL YEAR 1982

GENERAL INSTRUCTIONS

Executive Order 12320 mandates that Federal agencies develop an ANNUAL FEDERAL PLAN to increase the ability of Historically Black Colleges and Universities (HBCUs) to participate in Federally-sponsored programs. The attached Forms A and B are intended to assist each agency in developing its agency plan for fiscal year 1982. These agency Plans will be integrated into a ANNUAL FEDERAL PLAN for consideration by the President and the Cabinet Council on Human Resources.

General instructions are provided for completing the attached instruments (Forms A and B). It is important that your agency complete the information in accordance with the instructions to ensure the accuracy and consistency in the data reported to the White House Initiative on Historically Black Colleges and Universities (WHI).

FORM A

Form A requests information on Agency Profile Data, Obligations Amounts, Establishment of Percentage (%) Obligations Goals, and Agency Implementation Strategies to Achieve Established Goals for fiscal year 1981 and estimated fiscal year 1982, relating to Historically Black Colleges and Universities (HBCUs), and, in some instances, Higher Education Institutions (HEIs). Implementation strategies should be specific and summarized in accordance with each general program area. Where any programs area has been broken

down, i.e., research and development, the activities should be so correlated in the space provided. Additional sheets of information should be attached where necessary.

Under the caption, AGENCY PROFILE DATA, item number 3, should reflect the entire pool of funds that are available for all Higher Education Institutions. This figure should address the total universe of agency funds that can be allocated to HEIs, as opposed to actual outlays. For example, private firms and universities often compete for Federal funds involving research grants/awards, or projects such as business development centers. It is this potential pool of eligible dollars that could possibly be awarded to HEIs that should be reflected in item 3. Hence, the total funding of each general program area should equal the figure in AGENCY PROFILE DATA ITEM 3, for each agency.

Information on agency funding amounts and percentage goals are to be provided for six (6) general program areas. These areas include:

- (1) Research and Development
- (2) Program Evaluation
- (3) Training
- (4) Facilities and Equipment
- (5) Fellowships, Traineeships, Recruitment and IPAs
- (6) Student Tuition, Assistance, Scholarship and Aid.

The information on fund amounts requested in each of these programs areas are mutually exclusive and should be reported as such to avoid duplication and distortion. Agency funds are to be reported on an obligations basis. In cases of interagency transfer of funds, the agency which actually obligates the funds to an academic institution will have reporting responsibility. In addition, Federal funds paid directly by the Federal Government to students are not to be reported.

The HBCU percentage goals for FY 1981 and FY 1982 should be stated as a percent of the total amount of funding to all HEIs in each general program area (HBCUs divided by HEIs = HBCU percentage goal. In establishing your FY 1982 agency obligations targets to HBCUs that will determine the percentage goals, such targets should be:

- measurable
- realistic
- attainable.

#### DEFINITIONS

For the purpose of completing Forms A and B, the following definitions shall apply:

- (1) Agency: All executive departments, establishments and agencies of the Federal Government.
- (2) Awards: Agency funds distributed on a competitive basis (RFPS).
- (3) Contract: Programs to provide instructional, research or special learning opportunities for Federally specified purposes.
- (4) Cooperative Agreements: Interagency and/or agreements with private firms for the delivery of agency funds.
- (5) Facilities and Equipment: Disbursements for direct, indirect, incidental or related costs resulting from or necessary to the construction of, acquisition of, major repairs to, or alterations in structures, works, fixed equipment, facilities or land for college use.

- (6) Federally Sponsored Programs: All programs and activities sponsored by Federal agencies in which colleges and universities are eligible to participate, including, but not limited to, such activities as grants, contracts, pre- and post-application technical assistance, personnel recruitment, faculty-staff exchanges, cooperative education, internships and other similar programs.
- (7) Fellowships, Traineeships, Recruitment and IPAs: This includes, but is not limited to, IPAs, cooperative education, faculty and student internships, visiting professors, management interns, and summer faculty research for which the institutions or clientele of the institutions receive some direct benefits. Also included, is the hiring of individuals for the review of proposals and program application.
- (8) Grant: Any Federal payment to a college or university for direct disbursement or expenditure.
- (9) HEIs: Higher Education Institutions
- (10) Higher Education Institutions: Any institution of higher education in the United States and territories that offers at least two years of college-level studies in residence. Institutions to be included as qualified above are listed in the Education Directory: Higher Education published by the National Center for Education Statistics.
- (11) HBCUs: Historically Black Colleges and Universities
- (12) Historically Black Colleges and Universities: Those institutions of post-secondary education that were originally founded for the purpose of providing educational opportunities for individuals

of the "Negro or Coloured" race, which continue to provide post-secondary education opportunities for Black Americans by enrolling a majority of Black Americans as students.

- (13) Internal Policies and Procedures: Agency methods that define the manner in which funding opportunities are discharged. This would include, for example, agency regulations, or where appropriate, legislation that may be disincentives to increased opportunities for HBCUs.
- (14) Loan: Federal payments to a college or university which must be repaid. In the case of private market loans, only the Federal subsidies paid to colleges or universities are to be reported.
- (15) Measurable: Realistically established goals for agency obligations.
- (16) Obligations: Funds actually allocated by and/or to each agency.
- (17) Outreach Activities: Communication and dissemination of information to HBIs designed to increase their knowledge and awareness of funding opportunities. For example, distribution of brochures, press releases, closing date notices, invitations to meetings or conferences, recruitment visits, and steps to improve the application process so that HBIs are encouraged to submit applications or proposals.
- (18) Program Evaluation: Funded Agency assessments of its programs and activities.
- (19) Research and Dvelopment (R & D): This area is broken down into science and non-science categories.  
Science R & D is defined as studies, observation and other activities issued on identification, description, experimental investigation, and theoretical explanation of natural phenomena.

Non-Science R & D is defined as studies and other activities based on observation, identification, experimental investigation, and explanation of social and behavioral phenomena.

Research is defined as scientific inquiry. It includes basic studies oriented toward deeper or more meaningful understanding and knowledge per se in a particular subject field, and applied studies aimed at new or more complete knowledge in the light of potential application.

Development is the systematic knowledge directed toward the production of prototypes and processes. It excludes control, routine product testing, and production.

- (20) Student Tuition Assistance, Scholarship and Aid: Federal funds obligated to a college or university for payment to students or for payments of charges to students (i.e., tuition, room, board).
- (21) Technical Assistance: Hands on assistance in such key areas as proposal preparation, award negotiation, and program management.
- (22) Training: Utilization of professional educational personnel to prepare agency personnel for appropriate knowledge and application of agency's mission(s) and function(s).



FORM B

Form B requests summary information on obligations amounts to HEIs and HBCUs, and percentage goals for FISCAL YEARS 1981 and 1982 (estimated). The totals in each of the program areas should equal the figure placed in item 3 of Agency Profile Data (Form A).

Please complete Form A and B and submit to:

Dr. Walter Barwick  
White House Initiative on Historically  
Black Colleges and Universities  
Department of Education  
Room 3034  
400 Maryland Avenue, SW  
Washington, DC 20202

Questions may be directed to Dr. Barwick at (202) 472-6032.

FORM A

WHITE HOUSE INITIATIVE ON HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

Summary of Agency Funding in General  
 Program Areas for FY 1981, 1982  
 (\$ THOUSANDS)

AGENCY PROFILE DATA:

1. NAME OF FEDERAL AGENCY \_\_\_\_\_
2. NAME AND TITLE OF AGENCY DESIGNEE \_\_\_\_\_
3. TOTAL UNIVERSE OF FUNDS AVAILABLE FOR OBLIGATION TO HIGHER EDUCATION INSTITUTIONS (HEIs) FY 1981 \_\_\_\_\_ FY 1982 est. \_\_\_\_\_

AGENCY HEAD SIGNATURE \_\_\_\_\_

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982						E. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1982: DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF -- OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES; AND TECHNICAL ASSISTANCE.
	b. TOTAL AMOUNT OF OBLIGATIONS TO ALL HEIs		c. TOTAL AMOUNT OF OBLIGATIONS TO HBCUs		d. PERCENT (%) OF HBCU'S OBLIGATIONS TO TOTAL HEI'S OBLIGATIONS (HBCUs ÷ HEIs)		
	1981	1982 est.	1981	1982 est.	1981	1982 est.	
1. RESEARCH AND DEVELOPMENT							
(a) Science							
1. Grants/Awards							
2. Contracts							
3. Cooperative Agreements							
TOTAL . . . . .							

FORM A

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982				C. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1982: DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF -- OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES; AND TECHNICAL ASSISTANCE.	
	D. TOTAL AMOUNT OF OBLIGATIONS TO ALL HBCs		E. TOTAL AMOUNT OF OBLIGATIONS TO HBCUs		F. PERCENT (%) OF HBCUs' OBLIGA- TIONS TO TOTAL HBCs' OBLIGA- TIONS (HBCUs / HBCs)	
	1981	1982 est.	1981	1982 est.	1981	1982 est.
1. RESEARCH AND DEVELOPMENT						
(b) Non-Science						
1. Grants/Awards						
2. Contracts						
3. Cooperative Agreement						
TOTAL . . . . .						

FORM A

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982						E. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1981; DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF -- OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES, PARTICULARLY AS IT RELATES TO BARRIERS REGARDING THE AWARD OF SOLE SOURCE AND COMPETITIVE GRANT/AWARDS AND CONTRACTS; AND TECHNICAL ASSISTANCE.
	C. TOTAL AMOUNT OF OBLIGATIONS TO ALL HBCUs		D. TOTAL AMOUNT OF OBLIGATIONS TO HBCUs		F. PERCENT (%) OF HBCUs' OBLIGATIONS TO TOTAL HBCUs' OBLIGATIONS (HBCUs + HEIs)		
	1981	1982 est.	1981	1982 est.	1981	1982 est.	
I. RESEARCH AND DEVELOPMENT							
(a) Science Grants/Awards and Contracts							
1. Sole Source							
2. Competitive							
TOTAL . . . . .							

FORM A

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982						E. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1982: DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF -- OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES, PARTICULARLY AS IT RELATES TO BARRIERS REGARDING THE AWARD OF SOLE SOURCE AND COMPETITIVE GRANT/AWARDS AND CONTRACTS; AND TECHNICAL ASSISTANCE.
	D. TOTAL AMOUNT OF OBLIGATIONS TO ALL HBCUs		C. TOTAL AMOUNT OF OBLIGATIONS TO HBCUs		D. PERCENT (%) OF HBCU'S OBLIGATIONS TO TOTAL HBI'S OBLIGATIONS (HBCUs + HEIs)		
	1981	1982 est.	1981	1982 est.	1981	1982 est.	
I. RESEARCH AND DEVELOPMENT							
(b) Non-Sciences: Grants/Awards and Contracts							
1. Sole Source							
2. Competitive							
TOTAL . . . . .							

FORM A

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982						E. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1981: DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF -- OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES; AND TECHNICAL ASSISTANCE.
	B. TOTAL AMOUNT OF OBLIGATIONS TO ALL HEIs		C. TOTAL AMOUNT OF OBLIGATIONS TO HBCUs		D. PERCENT (%) OF HBCU'S OBLIGATIONS TO TOTAL HEI'S OBLIGATIONS (HBCUs ÷ HEIs)		
	1981	1982 est.	1981	1982 est.	1981	1982 est.	
2. PROGRAM EVALUATION							
TOTAL . . . . .							

FORM A

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982				C. PERCENT (%) OF HBCU'S OBLIGATIONS TO TOTAL HEI'S OBLIGATIONS (HBCUs & HEIs)		E. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1982; DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF - OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES; AND TECHNICAL ASSISTANCE.
	D. TOTAL AMOUNT OF OBLIGATIONS TO ALL HEIs		E. TOTAL AMOUNT OF OBLIGATIONS TO HBCUs		1981	1982 est.	
	1981	1982 est.	1981	1982 est.			
1. TRAINING							
TOTAL . . . . .							

FORM A

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982						E. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1981; DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF -- OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES; AND TECHNICAL ASSISTANCE.
	C. TOTAL AMOUNT OF OBLIGATIONS TO ALL HBCUs		D. TOTAL AMOUNT OF OBLIGATIONS TO HBCUs		F. PERCENT (%) OF HBCUs' OBLIGATIONS TO TOTAL HBCUs' OBLIGATIONS (HBCUs' % OF HBCUs)		
	1981	1982 est.	1981	1982 est.	1981	1982 est.	
4. FACILITIES AND EQUIPMENT							
TOTAL . . . . .							



FORM A

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982						E. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1982: DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF -- OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES; AND TECHNICAL ASSISTANCE.
	D. TOTAL AMOUNT OF OBLIGATIONS TO ALL HEIs		C. TOTAL AMOUNT OF OBLIGATIONS TO HBCUs		D. PERCENT (%) OF HBCU'S OBLIGATIONS TO TOTAL HEI'S OBLIGATIONS (HBCUs / HEIs)		
	1981	1982 est.	1981	1982 est.	1981	1982 est.	
5. FELLOWSHIPS, TRAINERSHIPS, RECRUITMENT AND IPAs.							
TOTAL . . . . .							

FORM A

A. GENERAL PROGRAM AREAS FOR INVOLVEMENT BY HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCU)	B. AGENCY PROGRAM GOALS AND OBJECTIVES FOR FYs 1981, 1982						E. AGENCY STRATEGIES DESIGNED TO ACHIEVE MEASURABLE PROGRAM GOALS AND/OR OBJECTIVES FOR FY 1982: DETAIL MAJOR ACTIVITIES IN THE CATEGORIES OF — OUTREACH ACTIVITIES DIRECTED TO HBCUs; INTERNAL POLICIES AND PROCEDURES; AND TECHNICAL ASSISTANCE.
	C. TOTAL AMOUNT OF OBLIGATIONS TO ALL HEI's		D. TOTAL AMOUNT OF OBLIGATIONS TO HBCU's		F. PERCENT (%) OF HBCU's OBLIGATIONS TO TOTAL HEI's OBLIGATIONS (CIRCULAR 7 HEI's)		
	1981	1982 est.	1981	1982 est.	1981	1982 est.	
6. STUDENT TUITION ASSISTANCE, SCHOLARSHIP, AND AID							
TOTAL . . . . .							

FORM B

WHITE HOUSE INITIATIVE ON HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

Summary of Agency Obligations in General  
 Program Areas for FY 1981, 1982  
 (\$ THOUSANDS)

Agency	TOTAL OBLIGATIONS FOR FY 81		PERCENT (%) of HBCUs OBLIGATIONS TO HEI		TOTAL OBLIGATIONS FOR FY 82 est.		PERCENT (%) of HBCUs OBLIGATIONS TO HEI	
	ALL HIGHER EDUCATION INSTITUTIONS	HISTORICALLY BLACK COLLEGES AND UNIVERSITIES	(HBCUs + HEI)		ALL HIGHER EDUCATION INSTITUTIONS	HISTORICALLY BLACK COLLEGES AND UNIVERSITIES	(HBCUs + HEI)	
			FY 1981	FY 1982 est.			FY 1981	FY 1982 est.
1. RESEARCH AND DEVELOPMENT; GRANTS/AWARDS AND CONTRACTS								
a. Science								
b. Non-Science								
2. PROGRAM EVALUATION								
3. TRAINING								
4. FACILITIES AND EQUIPMENT								
5. FELLOWSHIPS, TRAINERSHIPS, RECRUITMENT AND IPAs.								
6. STUDENT TUITION ASSISTANCE, SCHOLARSHIP, AND AID.								
*TOTAL . . .								

\*TOTALS SHOULD EQUAL THE TOTAL UNIVERSE OF OBLIGATIONS AVAILABLE TO ALL HEIS (NUMBER 3 OF AGENCY PROFILE DATA)

DDA 81-044

81-5246

# ROUTING AND RECORD SHEET

SUBJECT: (Optional) Resource Requirement for Increased Agency Recruitment

FROM: James N. Glerum  
 Director of Personnel  
 5E-58 Hqs

EXTENSION: 25X1

DATE: 24 SEP 1981

TO: (Office designation, room number and building)

DATE RECEIVED FORWARDED OFFICER'S INITIALS COMMENTS (Number each comment; show from whom to whom. Draw a line across column after each comment)

TO: (Office designation, room number and building)	DATE		OFFICER'S INITIALS	COMMENTS
	RECEIVED	FORWARDED		
Comptroller		9/28/81	[initials]	<p>To DDA - The OMS &amp; figure will get us started and we will do our best to hold to it. However, there are too many variables to rule out the possibility we will need more.</p> <p>JG</p>
Executive Registry		30 Sept 81	[initials]	
DDA		10-8-81	[initials]	
DDCI				

To DDCI:

In view of the concerns expressed by the Comptroller, I believe the Directorate of Administration should try to absorb the non-personal services expenses requested for OMS and OS. I do agree that OMS and particularly OS should be permitted to exceed their personnel ceilings. The OMS requirement is not considered as severe as that for OS. If you approve this request, we will try to keep the complement to that actually needed to meet the recruitment goals.

Harry E. Fitzwater  
 DDA

Distribution:

Orig RS - Adse w/Orig of Att

1 - DDA Subj w/cy of Agcs

1 - DDA Chrono w/cy of Att

1 - HEF Chrono

fboc-12

1789  
COMPT 81-1238

SECRET

24 SEP 1981

Executive Registry  
81-5246

DD/A Registry  
81-2044

MEMORANDUM FOR: Deputy Director of Central Intelligence  
THROUGH : Comptroller  
FROM : James N. Glerum  
Director of Personnel  
SUBJECT : Resource Requirement for Increased Agency  
Recruitment

1. Action Requested: That you authorize the Offices of Personnel, Medical Services, and Security to staff at over-strength levels in FY82 against the recruitment and processing of applicants to bring the Agency on-duty strength to the increased FY82 and proposed FY83 personnel ceilings, and that you also approve additional funds for the increased recruitment effort. (U)

2. To meet our ceiling needs for this and the next two fiscal years, a sizable increase in new employees is required.

<u>FY</u>	<u>Ceiling Increase</u>	<u>New Employees</u>
1981		
1982		
1983		

25X1

To meet this increase in recruitment and processing and to maintain the higher Agency ceiling level against a projected 7% attrition, we will need additional permanent staff plus temporary authority to go over-strength. (S)

3. Office of Personnel

To date, OP has added  people over the FY81 ceiling to expand and accelerate the applicant recruitment and processing systems. No additional recruitment positions are included in the FY82 budget. At the peak of the recruitment surge in FY82, the over-ceiling requirement will increase to  of the additional  positions are in the proposed FY83 budget package and we plan to reassess the need for additional personnel based on the results of our earlier recruitment efforts and anticipated greater efficiency that could reduce our manpower needs.

25X1  
25X1 25X1

WARNING NOTICE  
SENSITIVE INTELLIGENCE SOURCES  
AND METHODS INVOLVED

SECRET

25X1

SECRET

OP positions dedicated to recruitment and processing:

<u>1981</u> <u>Authorized</u>	<u>Current</u> <u>Staffing</u>	<u>1982</u> <u>Needed</u>	<u>1983</u> <u>Program</u>	<u>1983</u> <u>Needed</u>
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OP shortfalls in non-personal services are as follows:

	<u>1981</u>	<u>1982</u>		<u>1982</u>		<u>1983</u>
	<u>Estimate</u>	<u>Low</u>	<u>High</u>	<u>Budget</u>	<u>Shortfall</u>	<u>Program</u>
Advertising						
Invitee						
Travel						
Recruiter						
Travel &						
Misc Exp						

The estimated shortfall of funds for FY82 is based on the hiring cost of new employees for FY81 against the increased recruitment for FY82. The lower estimated cost for invitee travel and recruiter travel is based on a possible reduction in applicant travel resulting from improved up-front screening plus a 30% savings in air travel to be achieved by using new low rates available between certain cities. (S)

4. Office of Medical Services

In order to meet the additional psychological testing and psychiatric evaluation requirements, OMS expects that it will need to exceed ceiling by [ ] in FY82 pending approval of their FY83 enhancement. When the increased requirements are met, OMS plans to retain [ ] positions on a permanent basis in order to provide future support for Validation Assessment studies and for DDO operations.

OMS positions dedicated to applicant processing:

<u>1981</u> <u>Authorized</u>	<u>Current</u> <u>Staffing</u>	<u>1982</u> <u>Needed</u>	<u>1983</u> <u>Program</u>	<u>1983</u> <u>Needed</u>
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SECRET

SECRET

OMS shortfalls in non-personal services funds are as follows:

	<u>1981</u> <u>Estimate</u>	<u>1982</u> <u>Need</u>	<u>1982</u> <u>Budget</u>	<u>1982</u> <u>Shortfall</u>	<u>1983</u> <u>Program</u>	
Contract Services	[REDACTED]					25X1
Supplies & Equipment (S)						

5. Office of Security

The Office of Security anticipates a need to exceed ceiling by  positions until their FY83 budget increase of 21 positions becomes effective. OS anticipates shifting this additional staff at a later date to enhancement of their reinvestigative program that has chronically become shortchanged by other resource requirements. 25X1

OS positions dedicated to the applicant process:

<u>1981</u> <u>Authorized</u>	<u>Current</u> <u>Staffing</u>	<u>1982</u> <u>Needed</u>	<u>1983</u> <u>Program</u>	<u>1983</u> <u>Needed</u>	
[REDACTED]					25X1

The OS shortfall in non-personal services is as follows:

	<u>1981</u> <u>Estimate</u>	<u>1982</u> <u>Need</u>	<u>1982</u> <u>Budget</u>	<u>1982</u> <u>Shortfall</u>	<u>1983</u> <u>Program</u>	
Investigator Travel (S)	[REDACTED]					25X1

6. In summary, the Offices of Personnel, Medical Services, and Security require over-ceiling authority and additional financial resources to fulfill anticipated recruitment requirements for FY82 and FY83. (U)

7. Recommendation: It is recommended that you approve the aggregate over-strength levels of  for FY82 and that you authorize the Comptroller to reprogram funds of  for FY82 to meet the build-up of Agency staffing. (S) 25X1

[REDACTED]

James N. Glerum

SECRET

SECRET

SUBJECT: Resource Requirement for Increased Agency  
Recruitment

APPROVED:

Deputy Director of Central Intelligence

Date

Distribution:

- Orig - Return to D/Pers
- 1 - DDCI
- 1 - Executive Registry
- 1 - D/MS
- 1 - D/Sec
- 1 - Comptroller
- 1 - D/Pers Chrono
- 1 - DD/Pers/R&P

Pers/R&P/ [redacted]

(22Sep81)

- 2 - DDA, (subj), chrono

25X1

SECRET



DD/A Registry  
81-2044/1

Executive Registry  
81-5246/1

29 SEP 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Maurice Lipton  
Comptroller

SUBJECT: Increased Recruitment Requirements (S)

REFERENCE: Memorandum for DDCI from D/Personnel, dated 24 September 1981,  
Subject: Resource Requirement for Increased Agency Recruitment (S)

1. The Reference (attached) is responsive to the 22 June EXCOM Meeting on recruitment during which we were tasked to produce a paper refining the resource shortfall for recruitment activities. (A/IUO)

2. We have spent a lot of time with Jim Glerum and his staff in an effort to cut back the estimated shortfall (which accounts in part for the delay in getting the paper to you). I am still not comfortable with OP's estimate of the additional staff needed (a total of [ ] in Personnel, [ ] in Security, and [ ] for Medical) or with the additional funds required (up to [ ] in addition to the costs of the increased staff). However, Jim stands by his estimate and maintains that the additional people and funds are needed if he is to staff the [ ] new positions for 1982 and to begin recruiting in late 1982 for the further increase programmed for 1983 (over [ ] new positions at the high guidance level). (S)

25X1

25X1

3. As an aside, but related to the OP request, you should be aware that we are already faced with a number of known, unfunded requirements in 1982 (e.g., some [ ] for overseas pay, at least [ ] for [ ] up to [ ] for cargo shipments, [ ] These needs, not to mention numerous other requirements of lesser amounts, along with the recruitment requirement, can only be met at the expense of other previously budgeted activities. We can ill afford to slack off on our recruitment efforts--filling our new 1982 positions must be given high priority. But, given our other needs, I am reluctant to provide all the resources requested up front. (S)

25X1 25X1  
25X1

4. As I see it, and in the absence of supplemental funding from external sources, which appears unlikely for this purpose, we have several options:

25X1

SECRET



~~SECRET~~

a. Approve the recommendation as presented.

b. Approve a lesser number of people--say [redacted]--and up to [redacted]--the lower range of the shortfall.

25X1

c. Deny the requested overstrength but commit minimum additional invitee travel funding, and direct Personnel, Security, and Medical to do the best they can with their currently authorized 1982 staff.

In my view, it would be ill advised to place at risk our ability to increase our staff in 1982 to a level approaching that authorized. If we are unable to staff our new 1982 positions, we may jeopardize our chances of a further increase in 1983. I recommend you approve b. above with the balance of the funds later in the year if they are needed. (S)

[redacted]

25X1

Maurice Lipton

Attachment:  
As Stated

cc: D/Personnel

~~SECRET~~

25X1

MEMORANDUM FOR: [redacted] Release 2005/08/02 : CIA-RDP84B00890R000600090005-

25X1

[redacted] showed me  
a draft of the memo with  
inputs from OHS + OS  
already contained therein.  
I merely checked with  
these offices to insure that  
their contributions were  
accurately stated.

25X

Approved For Release 2005/08/02 : CIA-RDP84B00890R000600090005-

STAT

Approved For Release 2005/08/02 : CIA-RDP84B00890R000600090005-0

Approved For Release 2005/08/02 : CIA-RDP84B00890R000600090005-0

- Mr. Fitzwater

Subj: Sucking-up from Within.

in response to your query - Can we absorb the additional resources requested herein -

① FY-82 is not a good year for us.

NEGATIVE FACTS

25X1

② We have hard unfunded requirements totalling [ ] Agency as a whole = [ ] 25X1

③ O/P has included their needs as an unfunded requirement [ ] 25X1

POSITIVE FACTS

a. \$1M.

25X1

④ We are [ ] short in O/C - depending how long it takes to come up to strength, we could save between [ ] 25X1

⑤ Because of pre-funding we know that there is a surplus of [ ] in O/C. Comptroller may not let us use it, however. 25X1

⑥ We have [ ] coming to us from OTE re pre-funding done for engine overhaul. 25X

⑦ We have not as yet conducted intrusive review to more precisely identify any surpluses, savings, deferrals, etc.

BOTTOM LINE

⑧ If all goes well in items ④ thru ⑦ above we could absorb the [ ] requested on the attached 25X

RECOMMENDATION

25X1

⑨ we should absorb non-PHS services expenses for O/S + OMS totalling [ ] and [ ] OMS portions totalling [ ] + request only [ ] portions for O/S. 25X1