ROUTING AND TRANSMITTAL SLIP

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1.			
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5.			

Action		File		Note and Return	
Approval		For Clearance		Per Conversation	
As Requested		For Correction		Prepare Reply	
Circulate		For Your Information		See Me	
Comment		Investigate		Signature	
Coordination		Justify			

REMARKS

Please insert the attached report on language train-
ing under Tab 1 of the EXCOM Agenda for the 6 May
meeting. It was inadvertently not included.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

I. Progress being made to ensure that language training
    requirements are being properly carried out.

        Approximately 50% of Language School training is
accomplished by means of non-scheduled (i.e., specially
arranged) courses. This pattern is indicative of the
responsiveness of the Language School to training demands,
but also illustrates the ad hoc nature of a high percentage
of requirements. More precise and longer term planning of
requirements will enable the customer to better utilize the
program of scheduled courses and thereby improve cost
efficiency. Each directorate has been asked to submit
predicted requirements for full- and part-time training at
the Language School and part-time training at Headquarters
and Rosslyn beginning with the fall 1981 term. Attached is
a list of these requirements as well as a list of requirements
which the Language School currently lacks the resources to
teach.

        From statistics maintained on a weekly basis the
Language School can keep you informed periodically of the
correlation between predicted and actual enrollments.
Reports concerning Language Development Committee (LDC)
activities and the Language Incentive Program are made each
quarter. An annual LDC report summarizes the statistics and
activities of each fiscal year.

Recommendations:

        a. that submissions of language training requirements
from each directorate be required annually which will result
in better language training planning and a regularization of
the language program through larger classes run on a more
definite schedule,

        b. that the LDC report quarterly on the effectiveness
of the Language School responses to language training
requirements levied upon it,

        c. that reporting on the status of the LIP continue on
a quarterly basis and that the activities of the total
program be summarized in an annual report.

LANGUAGE SCHOOL TRAINING REQUIREMENTS
Fiscal Year 1982

	Part-time Headquarters	Part-time C of C	Full-time C of C
Arabic	15	2	2
Armenian	-	1	-
Bulgarian	-	-	1
Chinese	39	7	5
Danish	-	-	1
Dutch	1	2	2
French	52	17	32
German	24	3	30
Greek	-	5	3
Hebrew	-	1	-
Hungarian	4	-	1
Indonesian	1	5	4
Italian	16	5	11
Japanese	4	1	1
Korean	1	-	-
Persian (Dari)	-	-	1
Persian (Farsi)	3	-	1
Polish	2	3	2
Portuguese	10	4	4
Romanian	1	-	1
Russian	109	16	7
Serbo-Croatian	-	-	1
Spanish	70	13	22
Swedish	-	-	2
Thai	-	2	4
Turkish	2	4	3
Vietnamese	1	6	-
	355	97	141

EXTERNAL TRAINING REQUIREMENTS

	Part-time	Full-time
*Afrikaans	1	
Azerbaijani	1	
Byelorussian	1	
*Burmese		1
Georgian	2	
Kazakh	1	
Kirghiz	1	
Latvian	1	
Moldavian	1	
Russian (Advanced Scientific and Economic)	2	
*Slovenian	1	
*Swahili	1	
Tajik	5	
*Ukrainian	1	—
	19	1

*NOTE: With the exception of the full-time Burmese requirement from OSO all others are ▭ The Foreign Service Institute School of Language Studies can teach the five asterisked languages. Arrangements are in process to bring in a Tajik instructor to teach five ▭ in a concentrated eight-week course during the summer of 1981.

25X1

25X1

II. Relation of Language Competency to Promotion

All components of the Agency agree that language competency is an important factor which should be considered when ranking personnel for value to the service and promotion when it is essential to effective job performance. It is also an indication of an individual's overall potential. However, since many Agency positions do not require the use of a language, possession of language skills cannot be a uniformly applicable factor in determining whether or not a person should be promoted. At the present time, language skill is not a mandatory requirement for promotion.

The DCI area, DDS§T and NFAC Language Development Committee representatives report that their directorates would like to retain this flexibility. In the DDO where language skill is more essential, long range plans include a requirement for Operations officers occupying positions necessitating foreign language competence to achieve a tested proficiency of R-3, S-3 in at least one foreign language before advancing to the mid-career level.

Recommendations:

a. that language skill not be made a mandatory requirement for promotion throughout the Agency,

b. that DDO proceed with plans to include by 1985 a requirement for demonstrated proficiency in one foreign language for Operations officers to advance to mid-career level.

III. Attainment of Fluency Levels

1. In response to the question as to whether or not language students are developing the needed levels of functional language ability, we must reluctantly report that at least for students enrolling in beginning language courses (both full-time and part-time) the answer is clearly "no". Although Language School language training produced 176 gains in speaking proficiency including 30 new professional level (S-3 or better) language speakers in FY 80, only four of those cases involved students who entered training with 0 or 0+ language ability. The average proficiency attained by students in FY 80 was between levels 1 and 1+. Tables A, B, C, and D contrast length of training attended and proficiency levels attained by language group. In researching the probable causes for this obvious shortfall in speaking skill acquisition, we have analyzed Language School training data for FY 80 and arrived at the following conclusions. The main contributing variables (listed in order of importance) which are related to the development of oral proficiency across languages are:

> a. The number of hours actually spent in training.

> b. The difficulty of the language being studied.

> c. Language aptitude as measured by the Modern Language Aptitude Test (MLAT).

> d. The number of other languages already learned.

(See also Table E--Regression Analysis Summary.)

2. Of these four variables only the relative difficulty of the language being studied is a constant. Since relative language difficulty is dependent on the degree of similarity between the target language and English, (i.e., the greater the language "distance" the more difficult the target language is for Americans), it is essentially a given factor beyond our control. The other three variables, however, can be influenced or even controlled by managerial decisions such as:

> a. increasing the number of hours students actually spend in training;

> b. selective screening of prospective language students which would increase average language aptitude;

c. giving personnel who have demonstrated the ability to learn foreign languages priority in future language study.

Actions in each of these areas would require, however, some modification of existing policies and procedures.

3. The number of hours spent in training correlated higher with attained language proficiency than any other variable. Hence the greatest potential gains would come from removing constraints in this area. This could be accomplished by lengthening courses and/or actual duration of training. The number of hours established for beginning language courses was based on FSI guidelines established to provide sufficient training time for the best students to attain desired proficiency levels. (See Table F). Lengthening of standard courses to provide sufficient time for average students to reach professional proficiency levels would very likely mean doubling the length of existing courses.

4. The feasibility of the above option must be seriously questioned since students are not now remaining in training for current course durations, which makes it impossible at this time to accurately predict the optimum length of training for average students. We don't know what proficiency level most would attain if left in training long enough to complete the present courses. The average length of training for students during FY 80 is compared with the published course lengths for our major languages in Table G. It is obvious that improvements must be made in this area.

5. Pre-screening of prospective language students for minimum language aptitude or demonstrated language learning ability would result in more gifted students and allow classes to cover more material in the time available. This would increase the level of proficiency attained. The Language School currently accepts all students and routinely provides special tutorial help for those who have difficulty mastering the language. It is quite possible that this extra training assistance is one of the reasons for the moderate correlation found for FY 80 between ending proficiency and MLAT scores. (The partial correlation between these variables after controlling for hours of study was 0.21). Other conditions which clearly reduce this correlation value are purely statistical in nature. Both correlated variables had severely restricted ranges in FY 80. Since students were not left in training very long they only attained

minimal proficiency levels no matter what their aptitude
scores might have been; and for one reason or another, the
FY 80 students did not represent the full range of language
aptitude, but tended to cluster around the below average and
average categories with almost no students in the superior
range. MLAT categories of FY 80 Language School beginning
full-and part-time students are given below:

Not Tested:	48
Poor:	13
Below Average:	29
Average:	38
Above Average:	22
Superior:	1

(The one student in FY 80 with a superior MLAT score remained
in training fewer than five weeks.) Footnote 3 to Table F
provides additional information relative to MLAT scores of
Agency personnel.

Recommendations:

    a.   that Agency offices be directed to commit language
students to remain in training for the advertised length of
the course,

    b.   that the Language School conduct a study to determine
optional course length by language group to enable average
students to attain minimum professional proficiency,

    c.   that each entering language student have on record
an MLAT score which is not more than five years old,

    d.   that the Language School accept students with below
average language aptitude by exception only,

    e.   that in instances of inadequate resources, the
Language School give priority to students who have demonstrated
a successful language learning ability.

WEEKS OF TRAINING AND SPEAKING PROFICIENCY
OF FY 80 FULL-TIME BEGINNING STUDENTS

French, Italian, and Spanish

Weeks of Training	Speaking Proficiency							Row Total
	0	0+	1	1+	2	2+	3	
0-5	3	3	4					10
6-10		1	6	1				8
11-15		2	6	5	2	1	1	17
16-20			3	3	6	3		15
21-25			1	2	6	1		10
26-30				2	2	1		5
Column Total	3	6	20	13	16	6	1	65

WEEKS OF TRAINING AND SPEAKING PROFICIENCY
OF FY 80 FULL-TIME BEGINNING STUDENTS

Dutch, German, and Swedish

Weeks of Training	Speaking Proficiency							Row Total
	0	0+	1	1+	2	2+	3	
0-5		1						1
6-10			1					1
11-15		3		1				4
16-20			1	1				2
21-25		1	1					2
26-30				1				1
31-35					1	1		2
Column Total		5	3	3	1	1		13

WEEKS OF TRAINING AND SPEAKING PROFICIENCY
OF FY 80 FULL-TIME BEGINNING STUDENTS

Greek, Polish, and Russian

Weeks of Training	Speaking Proficiency								Row Total
	0	0+	1	1+	2	2+	3	3+	
0-5			2						2
6-10		1	1						2
11-15									
16-20						1			1
21-25					1				1
26-30									
31-35				4					4
36-40								1	1
Column Total		1	3	4	1	1		1	11

WEEKS OF TRAINING AND SPEAKING PROFICIENCY
OF FY 80 FULL-TIME BEGINNING STUDENTS

Chinese, Japanese, and Korean

Weeks of Training	Speaking Proficiency							Row Total
	0	0+	1	1+	2	2+	3	
0-5	1	2						3
6-10								
11-15								
16-20								
21-25			1					1
26-30								
31-35					1			1
36-40								
41-45			1	1				2
Column Total	1	2	2	1	1			7

REGRESSION EQUATION SUMMARY

Dependent Variable: Speaking Proficiency at End of Training
Full- and Part-time Students - FY 80

Independent Variables	Multiple R
Hours of Training Received	.62
Language Difficulty	.64
Total MLAT Score	.68
Number of Other Languages Learned	.69

Estimated Average Proficiency Levels
Attained in Language Training

Language	Weeks of Uninterrupted Training	Students's Demonstrated Ability		
		Below Average	Average	Superior
French Italian Spanish	24	2	2+	3
Dutch German Swedish	32	2	2+	3
Greek Polish Russian	44	2	2+	3
Chinese Japanese Korean	44	1+	2	2+

These estimates are based on the combined experience of the CIA Language School and the School of Language Studies of the Foreign Service Institute. They are useable as guidelines for expected achievement, but should not be interpreted as guarantees because:

1) student motivation and diligence will also have an impact on learning,

2) these data are merely estimates because gaps in the empirical duration-of-training data base preclude a more precise analysis, and

3) the basis for these estimates includes FSI data which might be derived from experience with students possessing higher language aptitude than typical Language School students. (The average Agency MLAT score falls at the 25th percentile for FSOs. The average MLAT score for all FY 80 Language School students fell at the FSO 32nd percentile, and the average MLAT for CY 80 CT classes fell at the FSO 42nd percentile.)

The following table gives the advertised course length, average scheduled length of training, and average attendance for students receiving end-of-training reports in the most popular full-time beginning language courses.

LENGTHS OF TRAINING TIME

Language	Number of Students	Advertised Course Length	Average Length of Training Scheduled	Average Length of Training Attended
French	29	24 weeks	17.6 weeks	16.1 weeks
German	19	32 weeks	18.9 weeks	16.5 weeks
Spanish	40	24 weeks	15.6 weeks	13.8 weeks

Attendance remained a serious problem with part-time classes, as well. Nearly one-fourth of those who enrolled in part-time classes completed fewer than ten hours of instruction. This is 8% worse than last year. Furthermore, those who completed sufficient training to receive end-of-training reports missed, on the average, one out of every three classes.

IV. Recruitment of Language Competent Personnel

The Office of Personnel Policy, Planning and Management (OPPPM) recruits people with language qualifications and/or ability to fill a variety of different position requirements throughout the Agency. Specific skills necessary to fill the positions are detailed by component managers in recruitment guides. Transcriber, translator, and language instructor requirements are clearly identified in recruitment guides which in many instances identify specific languages coupled with S&T or NFAC related substantive knowledges. Although these combined requirements make it more difficult to recruit qualified personnel, we are having some measure of success by concentrating on colleges and universities which have produced qualified candidates in the past. A number of other occupations such as the DDO Career Trainees, NFAC Analysts, DDS&T SIGINT Officers, and Authentication Specialists include language requirements of a general nature in the recruitment guide. Recruitment for these occupations is difficult due to the lack of specific information about the language requirement and the limited number of applicants that meet both substantive and language qualifications.

In this category Agency managers are inclined to place a greater priority on substantive qualification and hope that the necessary language qualification can be acquired through Agency or external training. Greater emphasis on defining specific language requirements and proficiency levels in the recruitment guides will assist in tailoring OPPPM recruitment efforts and the Recruitment Division will reissue such instructions to all offices engaged in establishing recruitment guides.

Recommendations:

a. that greater emphasis be placed on making language requirements more specific for non-language specialists such as Career Trainees and analysts,

b. that Recruitment Division reissue such instructions to all offices engaged in establishing recruitment guides,

c. that Recruitment Division be encouraged to recruit language-qualified personnel for the CT Program regardless of whether or not they meet formal educational standards currently being applied.

V. Space for the Language Program:

At Headquarters

The Language School presently uses approximately 3,197 sq. ft. of space at Headquarters for the language program. Of this space, 2,322 sq. ft. have been donated by the DDO; 150 sq. ft. by NFAC; and 725 sq. ft. by the DDA. The 3,000 sq. ft. balcony of the South Cafeteria is being converted into 9 classrooms for language use. This additional space-- in conjunction with the 2,472 sq. ft. of currently-used space which will be retained--will meet our current space needs and allow for a modest increase in Headquarters program participation.

.At Chamber of Commerce Building

The anticipated addition in FY 82 of 2,025 sq. ft. of space for language classrooms in the Chamber of Commerce Building will be sufficient to meet projected requirements including those resulting from the development complement for language training in FY 83. More judicious scheduling of language training by our customers will allow us to make better utilization of space by forming larger classes. Finally, a more careful screening of students for language aptitude before being placed in language study will eliminate the necessity of splitting classes in order to form compatible groups.

Recommendations:

    a. that conversion of the 3,000 sq. ft. space on the balcony of the South Cafeteria proceed as planned. The 2,472 sq. ft. of the currently-used space be retained for classroom use in the foreseeable future,

    b. that the Language School be assigned 2,000 additional sq. ft. language classrooms in the Chamber of Commerce Building.

VI. CIA's role in a long term broadly based program for
    language improvement.

1. In November 1979 the President's Commission on
Foreign Language and International Studies issued the text
of its final report to the President entitled "Strength
Through Wisdom - A Critique of U.S. Capability." Pointing
to the fact that it had found "a serious deterioration in
this country's language and research capacity at a time when
an increasingly hazardous international military, political
and economic environment is making unprecedented demands on
America's resources, intellectual capacity and public
sensitivity", the Commission called on the President to "set
an agenda for action in these areas of national need" and
made a number of recommendations to repair this deficiency
in both the private and public sector. Among these recommenda-
tions: "The U.S. Government should achieve 100% compliance
in filling positions designated as requiring foreign language
proficiency, review criteria for such designation in order
to strengthen the government's foreign language capability,
and evaluate the career systems of foreign affairs agencies
to ensure adequate career incentives for obtaining and
retaining foreign language and area expertise."

2. In October 1979 working parallel with and responsive
to the activities of the Presidential Commission, CIA
established the present Language Incentive Program (LIP) "to
encourage the development and maintenance of foreign language
skills to support Agency activities." The LIP appears to be
specifically responsive to the Commission charge as far as
an internal program for the Agency is concerned.

3. The President's Commission on Foreign Language and
International Studies also recommended that the language
profession establish national proficiency goals and procedures
for testing them. The Commission recommended the establish-
ment of a National Criteria and Assessment Program for
foreign language study, which would:

> ". . . establish language proficiency achievement
> goals for the end of each year of study at all levels,
> with special attention to speaking proficiency. The
> National Criteria and Assessment Program would fill a
> major gap in current language teaching by developing
> tests based on actual proficiency, rather than by the
> number of hours spent in the classroom, as is now the
> case."

With or without the creation of a formal National
Criteria and Assessment Program the benefits of implementing
this proposal would be manifold. As in most areas of human
endeavor, communication is the key to success. The existence
of national functional language proficiency standards and
evaluation procedures for assessing those standards would,
for the first time, provide a common language for communica-
tion both within the profession and between the profession
and its customers. Not only would it then be possible to
make meaningful judgments about curricular options, but also
about student achievement, student placement, and program
articulation.

4. The most pressing need for language proficiency
standards is in the area of oral language skills. Initial
efforts should concentrate on speaking standards. Fortunately,
there exists among agencies of the U.S. Government an accepted,
standardized system and its rating criteria for evaluating
spoken language skills in communicative settings. Commonly
referred to as the FSI oral interview, it has been used to
rate employees' functional language ability for over 25
years. In addition, the Educational Testing Service (ETS)
has been using the same system to test Peace Corps volunteers
and bilingual teachers. The Agency is one of the primary
sources of the government's expertise in this area, and it
would not be overstating the case to say that Agency personnel,
working over the next several years with individuals from
academe and from other government agencies, will play a key
role in the development of an extremely valuable testing
tool that will affect foreign language instruction across
the country for decades to come. Cooperation to this end
has already begun among the national language related
professional organizations, i.e., Modern Language Association
(MLA), American Council on the Teaching of Foreign Languages
(ACTFL), and Teachers of English to Speakers of Other
Languages (TESOL), who in combination with the ETS look to
the U.S. Government Interagency Language Roundtable as a
source of testing and rating standards. Continuing work in
this burgeoning cooperative effort is already being done by
the Agency Language School in setting standards for measuring
functional foreign language competence in federal agencies
and the Department of Defense. This work can be extended to
universities and secondary schools. This effort would
result in common testing of communicative skills, a concomitant
redirection of now inappropriate instructional techniques,
and establishment of levels of achievement stated in proficiency
levels rather than time units. It would address the professed

national goal of teaching functional language skills not now reflected in the curriculum, current instructional activities, or present tests and reporting procedures of academic institutions. We believe it offers the most practical, most effective, and least costly means of contributing to a national program for the improvement of foreign language competence.

5. Specifically the Language School will accelerate the production of a handbook on oral proficiency testing techniques and rating standards which will incorporate government-wide standards. The handbook will be followed by English language materials to use as a common base for initial training in other languages and ultimately training materials in selected languages will be prepared. The total effort will not only be useful for national use but directly adaptable to Agency needs.

6. Any additional direct efforts by the Agency to contribute to a national program can best be accomplished by the full support and encouragement of developmental programs and by publicizing the Agency's emphasis on language competence. The DCI/DDCI and other appropriate Agency spokesmen should speak out on the importance of language training to the Agency along the following lines: a) A description of the Agency's Language Incentive Program. It is not widely known that the Agency places high value on the acquisition and retention of language skill, and that employees are rewarded monetarily for doing so. b) A statement of the importance of language ability in the recruitment of career trainees. c) An indication that the Agency spends a large amount of money yearly in the language training of employees. The Agency would benefit considerably by having the incoming language ability of individuals at a higher level so that training can concentrate on improving competence rather than on initial learning.

7. In addition, the professional staff of the Language School should be encouraged to play an active role in professional language associations in order to help make more visible the Agency's commitment to quality language instruction. The staff of the Language School should be encouraged to make public presentations at high school, college, and university career forums that emphasize the kinds of language skills needed in government.

8. Finally, within the restriction of available time and assets, the Agency should support the linguistic and pedagogical training and retraining of language instructors in secondary and higher education schools. Congressman Paul Simon is likely to reintroduce his Foreign Language Assistance Act which includes a plan to create a national network of centers for foreign language research and teacher development. If this means of coordinating professional training is implemented, CIA's expertise and experience would be an important contribution.

Recommendations:

a. that the Language School be authorized to expend time and effort (approximately one and a half manyears) in FY 82 to spearhead a program for development of national test standards,

b. that the influence of the DCI/DDCI and other Agency spokesmen be applied to publicize the Agency's interest in and emphasis on foreign language competence,

c. that the DCI/DDCI support Congressional and Executive branch efforts to further the development of language-related resources,

d. that the staff of the Language School play an active role in the propagation of foreign language awareness by participation in professional conferences and appearances at schools and universities.

CONFIDENTIAL

PROPOSED RECRUITMENT SYSTEM

February 1980

CONFIDENTIAL

February 1980

I. INTRODUCTION

Modelling of the Agency's recruitment system has clearly demonstrated that delays in processing of applicants are the major degrading influences on the employment of new personnel. These delays do not rest with any one particular component within the Agency but since the Office of Personnel Policy, Planning, and Management (OPPPM) is charged with centralized recruitment the responsibility for their correction must be placed on OPPPM. These delays are not only costly in dollars and in loss of applicants but lead to considerable justified criticism of the recruitment system. Through system dynamics modelling it is found that significant savings in dollars and improved performance may be realized through modest and feasible policy and procedural changes. Because of security and cover considerations any drastic procedural changes must be approached with caution. Experience has shown that once the pipeline of applicants is empty it takes months before new employees start entering on duty (EOD) again.

Described below are recruitment initiatives that are designed to improve processing times. The different systems are introduced in order to meet the different personal situations of applicants that sometimes dictate the processing for employment time.

II. CLERICAL RECRUITMENT

A. Summary

Shown below is a brief comparison of present and proposed clerical processing systems. The improvements shown under the modifications to the present system may be realized through modest procedural and policy changes. The effect of reducing average hiring times from 167 to 42 days on administrative, medical and security support requirements is quite dramatic.

	Present System	Proposed System
Average time to hire (days)	167	42
Applicants interviewed	4635	2445
Applicants in total system	419	88
Average SecMed load	270	50
Annual SecMed process	1176	789
Ratio Time to Sec/Med Loss	2.6/1	1/1

B. The Present System

The present procedure is sketched in Figure 1. In this simple model, 4635 applicants are required (vs. an estimated 4654 in FY 79) to obtain [ ] new clerical employees (vs. an actual [ ] in FY 79). Of the

25X1   25X1

4635, about half were asked to complete a Personal History Statement (PHS), and security and medical processing was requested for 1176. The 1176 included 1101 applicants plus 75 employees changing from contract to staff status.

The known losses in the system consist of about 28 percent in uncompleted PHSs, a 10 percent loss in security approval and a 5 percent loss in medical approval. Obviously, these fail to account for the total losses. These are presumed to be time dependent, i.e., the greater the delay the greater the loss. Using the known values of applicant processing requests and new hires, and the approximate elapsed times for the various hiring activities, the time dependent losses amount to about 0.5 percent per day. Thus, during the 5-day PHS Review 30 applicants are lost through time--other job offers, etc.

In Figure 1, the numbers between the boxes indicate how many applicants move from stage to stage, the number in the upper right hand corner is the average number in the stage, and the average time in the stage is shown in the lower right hand corner. PHS Review, for example, has 1189 applicants entering this five-day activity. This equates to 3.2 per day, so the average number of PHSs in review at any particular time is 16.

Although the diagram indicates only a Clerical Staffing Branch review, about 10 percent of the applicants are interviewed by the offices for which they are being hired. This may lengthen the overall hiring time for these applicants.

Throughout, some applicants may move through the system more rapidly than the average; others more slowly. For 70 percent of the applicants, medical processing is completed in about 10 days. For the rest, additional data from private physicians, etc., may be required. Obtaining this data adds an average of about 30 days.

In this model, no security, medical or time losses are applied to the 75 conversions since these applicants for staff status were already approved and employed.

For the present system, then, the average time to hire is about 167 days; about 419 are in the system at any one time, and about 270 are in the medical, security or report-for-duty stages.

In the present system applicants are processed in order of their place in the queue and the priority of other requirements. It is obvious that many fall by the wayside by taking other jobs because they cannot tolerate the long processing time.

C. Interim Clearance

A 42-day clerical processing system is depicted in Figure 2. Two assumptions are critical: the applicant must complete the Personal History

Statement (PHS) without delay and a polygraph and preinvestigative interview is given as soon as the applicant is available after completing the PHS. Medical lab work, any office interviews, special tests, etc., should be completed at the same time.

In the security/medical phase, those who are unlikely to be approved are identified before costly background and medical processes are initiated. This reduces the security/medical processing load by about 10 percent.

In this system the major delay factors are the time required for the applicant to complete the PHS and the background investigation. If the preprocessing polygraph or preinvestigative interview is adequate for interim employment (pending completion of the background investigation), and if the applicant is ready to go to work, security and medical processing is reduced from 75 to 27 days (the average medical approval time governs this) and overall time is reduced to 42 days. In fact, entering on duty 10 days after applying is not infeasible. And considering that 90 percent of new clericals live within 50 miles of Washington, D.C., this is not an unreasonable expectation.

Figure 3 summarizes the delay-reducing initiatives.

III. PROFESSIONAL AND TECHNICAL RECRUITMENT

A. Summary

The present delays in recruiting professional and technical employees are very costly--in administrative burden and in security and medical processing costs. Further, the most attractive applicants may be equally attractive to other organizations which can offer prompt employment and thereby succeed in hiring the applicant. This paper describes the present system (325 days to hire), the effect of a faster initial response to applicants (198 days to hire), the effects of security pre-screening (113 days to hire), and what could be achieved with a readily available applicant (48 days to hire with full clearance--15 days for hiring with an interim clearance).

Of particular significance, the ratio of applicants lost because of delays vs. the security and medical rejections falls from 4-to-1 to about 1-to-1.

B. The Present System

The present procedure is outlined in Figure 4. Typically, resumes and inquiries are sifted and evaluated in a variety of ways, and an interview is arranged with a recruiter. Although not depicted in Figure 4, the resume review through the interview process takes about 49 days. About half of the interviewees are asked to complete a Personal History Statement (PHS), and about two-thirds actually do so.

After being received and reviewed, PHSs are listed in a Skills Bank for about 14 days. About a quarter of these are never requested for further consideration by any office.

If there is interest in an applicant, an interview is arranged, and subsequent to this the office may request that the applicant be hired. Security then proceeds with a background investigation, etc., and the applicant is invited to return for the requisite medical, polygraph and possibly other tests.

After security and medical approval, the applicant is requested to report for duty.

The losses used in Figure 4 are 47 percent in the initial interview, 30 percent in failure to complete a PHS, 25 percent in the Skills Bank, 5 percent in Office Review, 4 percent in the Decision to Process, and combined security/medical losses of 18 percent. Using a delay loss of 0.5 percent per day, the model conforms reasonably well to FY79 system performance in the number of interviews, requests for PHSs, PHSs received, Skills Bank activity, pre-processing interviews, security and medical activities and the number hired.

Overall, about 325 days are spent in this system, about 1,310 applicants are in some stage of the system at any time, about 517 of the 3392 applicants who submitted PHSs enter on duty. After placed in process for security and medical approval, four applicants are lost to delays for every one rejected by security and medical combined.

C. Faster Initial Response

Procedural changes in the initial stages of recruiting could produce marked improvements. These are shown graphically in Figure 5.

In the present system, resumes and inquiries are not handled in a very uniform manner. If all resumes, etc., were immediately sent to Headquarters for screening, by the Applicant Screening Panel (ASP), the 49 days at the front end could be brought closer to 48 hours.

Further, in the fast response system the Skills Bank is supplemented by faster, less passive action. This is where the coordinator takes charge by ensuring that possible employing components are aware of the applicant and are expressing interest or lack thereof.

Based on the resume or inquiry, the applicant is forwarded an applicant package. The new package addresses a number of weaknesses in the present system. It includes a comprehensive description of the Central Intelligence Agency, its mission, objectives, etc., a frank statement of hiring policies and criteria including drug abuse and the use of the polygraph, as well as the PHS Form. Additional enclosures provide further details about the offices that might be interested in the applicant. A series of professional questions of interest to the office may also be

included. The use of a two-part PHS is being considered to distribute the PHS completion burden and expedite its return. The first part would treat only those items of significance in determining professional qualifications: the second part, with the data required for security investigations, would be completed after an interest in hiring the applicant had been ascertained. The second part would be hand carried to Headquarters by the applicant when invited for interviews.

When received, copies of the completed PHS would be distributed to the offices that had received copies of the initial resume. Pre-processing interview arrangements would begin whenever any office requested this interview. With the advance notice and lead time provided by the resumes, office decisions about interviewing should be prompt.

In total, the fast initial response is designed to reduce the front end delays by 126 days--from 166 days to 40 days. The reductions are:

	Present	Proposed
Resume review	24	2
Recruiter interview	25	0 *
PHS preparation	39	14
PHS review	4	0
Skills Bank	14	0
Office Review	22	10
Preprocessing Interview Arrangement	38	14
Total	166	40

These changes alone would reduce the number of PHSs required to achieve about 508 hires from 3392 to 1962.

Clearly, more applicants, more resumes, and more PHSs are not required. What is required is a faster system to reduce the effects of the 0.5 percent per day delay losses.

D. Prepolygraph

In this case, depicted in Figure 6, a preinvestigative interview or prepolygraph is given when security and medical approval for employment is requested and the background investigation follows for only those candidates that appear suitable for employment. This reduces these investigations by 10 percent, and conducting security and medical approvals in parallel significantly reduces the overall time--from 325 days in the present system to 113.

In addition to the procedural change in Sec/Med approval, the office decisions to process are reduced from 20 to 7 days, and 30 rather than 50 days are allocated for reporting for duty.

---

* Except in special cases and when requested by interested components.

CONFIDENTIAL

The prior winnowing and quickened pace reduces the annual security load (for 510 hires) from about 1389 to 857, and the medical annual load from about 1007 to 771.

E. Available Applicant

Much of the time remaining in the system reflects the notion that the applicant is busy and cannot easily come to Headquarters for interviews, tests, etc., and report promptly to work after an offer has been made. This system, shown in Figure 7, presumes that the applicant is readily available.

The applicant now completes the PHS in a couple of days, the office(s) indicates its interest in 5, and the applicant begins office interviews, PATB, preinvestigative or prepoly and any other desired tests.

This proposal to conduct a prepoly or preinvestigative interview and other tests when the applicant first comes to Headquarters for office interviews has great significance. Delays aside, 15 percent or so of those applicants which the offices would like to hire will not be approved for employment. In the present system, the lengthy and expensive background and medical investigations are initiated whenever an office requests approval to hire. Prescreening would eliminate nearly all of these unsuitable candidates.

Allowing 10 days for these tests and interviews, and an additional 30 days for completion of background investigation, medical follow-ups, etc., the applicant could be hired in about 48 days.

As indicated in Figure 7, if no medical problems are encountered, interim hiring (pending completion of background investigation and final approvals) could be achieved in 15 days or so.

IV. OVERALL COMPARISONS

The more interesting impacts of a more responsive recruiting system are provided below. Given the same number of hires, the improvements that seem optimistic, but achievable, are quite impressive.

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	Present	Fast Response	Prepoly	Available Applicant
Average time hire (days)	325	198	113	48 *
PHSs per year	3392	1962	1147	859
Average applicants in system **	1310	645	266	84
Average Sec/Med load	325	320	105	47
Annual Security	1389	1363	857	636
Annual Medical	1007	988	771	572
Time loss/Sec/Med loss	4/1	4/1	1.1/1	0.3/1
EOD	517	508	510	509

* Could be as low as 15.
** From PHS, etc., forms supplied to EOD.

The relative time reductions in professional recruitment and shown diagramatically in Figure 8.

V. CONSOLIDATED SUMMARY

The basic approaches described above represent a completely new approach to Agency recruitment. Although some significant changes are incorporated in these approaches, they do afford retention of the current system. This office is particularly concerned about any radical changes that might bring the recruitment and processing to a halt.

With the above proposals, recruiting-cost savings could be considerable. In addition, by reducing the number of applicants in process the administrative burdens are greatly reduced. Further, we believe by significantly cutting the processing time, we will be able to hire better candidates.

The anticipated reductions in several areas of interest are included in the table below.

		Professional	Clerical	Total	Reductions
Time to hire	Present	325	167		
	Proposed	81	42		
PHSs per year	Present	3392	1189	4581	
	Proposed	1340	793	2133	.53
Average applicants in system	Present	1310	419	1729	
	Proposed	175	88	263	.85
Average SecMed load	Present	325	270	595	
	Proposed	75	50	125	.80
Annual Security	Present	1389	1176	2565	
	Proposed	745	789	1534	.40

Annual Medical	Present	1007	1121	2128	
	Proposed	585	710	1295	.39
Time loss vs.	Present	4/1	2.6/1		
SecMed loss	Proposed	.7/1	1/1		
EOD	Present				25X1
	Proposed				

NOTE: Proposed clerical is 42-day system.
       Proposed professional is average of prepoly and available applicant.

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Plan for Recruiting
Office of Communications
Personnel
_____

I. Problem

The Office of Communications (OC) has an immediate recruitment requirement

for 100 Telecommunications Specialists (TCS) and Electronic Technicians (ET)

personnel. In addition, an attrition of 49 of these type employees is

expected during the remainder of FY-1981.

II. Facts Bearing on the Problem

A. Unless the Office of Communications is brought up to strength in the near

future, it will not be able to meet all of its operational requirements.

B. Experience shows that an aggressive advertising program is necessary

to attract TCS and ET applicants.

C. The Office of Personnel Policy, Planning, and Management (OPPPM)

does not have advertising funds and extra travel money necessary to solve

this problem.

D. A special task force effort is considered necessary to arrive at an

early solution to the problem.

E. Temporary contracts can be given to applicants who might be lost by the

lack of employment while awaiting final processing.

III. Assumptions

A. The Office of Communications can provide extra funds for advertising

and travel needed to implement this Plan.

B. It is more cost-effective and timely for a small "team" to travel to

regional areas for initial processing of large groups of applicants

than to bring the applicants to Headquarters for this processing.

C. The "team" approach, with an up-front polygraph, can reduce or eliminate some requirements for continued processing.

IV. Course of Action

A. Through an intensive advertising program we will assemble groups of applicants in regional areas.

B. Recruiters in these regional areas will make initial contact and interview the applicants for screening out those lacking in qualifications or considered unsuitable.

C. Arrangements will be made for applicants passing initial recruiter interviews to be assembled in a particular regional area for processing by a "team" made up of members of the Offices of Medical Services, Security, and Communications.

D. Applicants who pass OC's hiring criteria will be polygraphed and undergo initial medical evaluation.

E. Applicants passing the hiring criteria of the "team" will be placed in the final clearance processing, i.e., background investigation and medical and psychological assessments.

F. Applicants without jobs or who desire immediate employment can be given, at the discretion of the Office of Communications, a temporary contract while final processing is being completed.

G. Applicants will be entered on duty when fully cleared for training and assignment.

V. Responsibilities

A. Office of Personnel

1. The Recruitment Division shall:

a. Place advertisements in accordance with the attached advertising plan (Annex A). The schedule for these

advertisements is to be coordinated with the recruiters and the "team" to ensure that the system operates in an orderly fashion and is not overloaded.

b. Ensure that the recruiters are fully cognizant of the contents of this Plan and are advised of the urgency in meeting this recruitment requirement.

c. Schedule "team" travel and use the most cost-effective pattern (Annex C).

d. Screen applications resulting from national advertising, i.e., Army/Navy Times and refer qualified applicants to regional field recruiters.

2. The Field Recruiters shall:

a. Assemble groups of applicants by geographic clusters for their initial interview with the recruiter. Screen out those applicants lacking in qualifications or questionable suitability.

b. Obtain Personal History Statement (PHS) from applicants for use by the "team."

c. Obtain medical history on the applicant and dependents using Standard Form 93 (see Annex B-2).

d. Forward list of names, date and place of birth, and social security number of applicants for file check. This list should be sent by express mail to Recruitment Division (RD). Negative information will be telephoned back to the recruiter by RD, using numbers opposite names to cancel appointments.

e. Schedule and assemble cluster groups in central geographic region for "team" interviews.

    f. Make arrangements for suitable office space (GSA or hotel/ motel rooms) for the "team" interviews.

    g. Arrange for "team interviews in a central location where at least 10 to 15 applicants reside within 150 miles of the interview location.

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    h. Maintain contact with applicants prior to the "team" interviews to ensure that they are aware that they are still being considered for employment.

3. The Professional Staffing Branch shall:

    a. Give priority attention to the OC's applicant cases by assigning specific responsibilities to one processing assistant.

    b. Prepare correspondence to applicants and ensure that they are kept informed of our interest in their employment during final processing.

    c. Coordinate and schedule final OMS and OS processing. All applicants approved by the "team" will receive highest priority for final processing.

    d. Label files in distinctive manner to ensure expediting of final processing.

B. <u>Office of Communications</u>

The Office of Communications shall:

    a. Make available to the OPPPM funds for this intensive recruitment effort.

    b. Assign senior officer(s) to the "team" who has/have authority to make on-the-spot hiring decisions.

    c. Provide to the OPPPM the name(s) of "team" member(s).

    d. Arrange for training of individuals given temporary contracts.

C. <u>Office of Security</u>

The Office of Security shall:

    a. Provide name(s) of "team" member(s) to the OPPPM.

    b. Polygraph individuals at the regional interview area considered hirable by the OC "team" representative.

    c. Conduct background investigations of candidates approved by OC and OMS representatives who have passed their initial Security processing. These individuals should be placed in the highest priority for a background investigation.

D. <u>Office of Medical Services</u>

The Office of Medical Services shall:

    a. Provide name(s) of "team" member(s) to the OPPPM.

    b. Process applicants approved by OC and who have passed their initial Security processing. These individuals should be processed before all others in the recruitment processing cue.

E. <u>The "Team"</u>

The "team" shall:

    a. Travel to the regional locations as advised by the OPPPM/Recruitment Division.

    b. The OC's representative will interview candidates and will make the decision to hire or not to hire based on OC's hiring criteria.

    c. OS polygraph operators will polygraph applicants approved by the OC representative. A final decision on security approval will be made by the Director of Security.

    d. Questions of suitability will be referred by the "team" to Headquarters for immediate review by the Applicant Review Panel (ARP).

    e. The OMS representative will conduct initial medical evaluation of those candidates favorably screened by the OS representative.

    f. A final hire, no-hire decision will not be made by the "team" but will be a Headquarters decision.

VI. Implementation

    A. This Plan is effective immediately.

    B. Upon receipt of funds from OC, the Chief, Recruitment Division will commence the advertising campaign in accordance with Annex A.

    C. Names of "team" members shall be submitted to OPPPM as soon as possible.

    D. The Deputy Director, Recruitment and Placement shall assemble the "team(s)" immediately upon receipt of their names to ensure that all members are briefed and aware of the details of this Plan.

VII. Annexes

    A. Proposed Advertising Program and Costs

    B. Support Requirements

    C. "Team" Schedule

    D. TCS and ET Advertisement

    E. Supplemental Information for Recruiters

ANNEX A

Proposed Advertising Program and Costs

I. Comments

A. Advertising costs are estimated and exact figures will depend on the number of ad lines, publication column width, etc.

B. National newspapers selected represent those nearer military installations and areas where unemployment may be a factor in attracting applicants.

C. The military media to be used includes publications circulated on military stations and bases having electronic and communications MOS specialties.

D. In addition to the below-listed advertising program, vacancy notices will be introduced into the Federal OPM vacancy notice system.

II. Funds Required

Advertising	$40,000
Travel and Per Diem*	$10,080
Travel and Per Diem**	$10,000
Travel and Per Diem***	$ 2,800
Motel Rooms	$ 4,000
Tyepwriter Rental	$ 500
Tuition	$10,000

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* Three employees (OC, OMS, OS) per two-day trip @$420/trip = $1,260 x 8 trips = $10,080 (Cal., Tex., Mo., Ala., Pitts., Phil., Boston and Norfolk)

** Recruiter Travel

*** Applicants

III. Proposed Advertising Program (March through May)
    (Nine-Week Intensive Advertising Program)

A.

Priority	Major Newspapers	Placement	Estimated Ad Cost	Frequency	Estimated Total Cost
(1)	Washington Post	Sunday Editions	$2,500	2 Editions	$ 5,000
(1)	Washington Star	Sunday Editions	$1,369	2 Editions	$ 2,738
(1)	Army, Navy, Air Force Times (Eastern Region)	Next Available Edition	$2,884	2 Editions	$ 5,768
(2)	San Antonio Express News	Sunday Editions	$ 582	2 Editions	$ 1,164
(3)	San Diego Union	Sunday Editions	$ 998	2 Editions	$ 1,996
(3)	Phoenix Gazette	Sunday Editions	$ 930	1 Edition	$ 930
(3)	Tuscon (Ft. Huachuca) Star Citizen	Sunday Editions	$ 525	2 Editions	$ 1,050
(2)	Houston Post	Sunday Editions	$ 927	1 Edition	$ 927
(2)	Fort Worth Star Telegram	Sunday Editions	$ 675	2 Editions	$ 1,350
(2)	Little Rock Arkansas Gazette	Sunday Editions	$ 563	2 Editions	$ 1,150
(2)	El Paso Herald Post Times	Sunday Editions	$ 550	2 Editions	$ 1,100
(2)	Shreveport-Journal Times	Sunday Editions	$ 525	2 Editions	$ 1,050
(4)	Biloxi Sun Herald	Sunday Editions	$ 375	2 Editions	$ 750
(2)	Mobile Press Register	Sunday Editions	$ 338	2 Editions	$ 676
(1)	Portsmouth/Norfolk Pilot Ledger	Sunday Editions	$ 790	2 Editions	$ 1,580
(3)	Omaha-World Herald	Sunday Editions	$ 750	2 Editions	$ 1,500
(1)	Philadelphia Inquirer	Sunday Editions	$2,570	1 Edition	$ 2,570
(1)	Boston Globe	Sunday Editions	$1,400	1 Edition	$ 1,400
(1)	Pittsburgh Free Press	Sunday Editions	$1,500	1 Edition	$ 1,500
	MAJOR NEWSPAPER ADVERTISING				$34,199
	ESTIMATED COST FOR AD PRODUCTION				$ 1,500
	TOTAL				$35,699

B. <u>Military Media</u>

Placement of the ET/TCS ad in 30 East Coast military base publications
where electronics and communications MOS personnel are located at
a .55 line rate for approximately 375 lines of advertising for one
edition in each publication. These will be spaced two weeks
apart by recruitment area. $6,000

C.

Functional Magazines (Recommended by OC)	Placement	Estimated Ad Cost	Frequency	Estimated Total Cost
Spectrum				
Electronic Design				
Radio Electronics*				
Communications News				
EDN				
Digital Design				
Communications		UNKNOW AT THIS TIME		
Telecommunications*				
Signal				
Communications International				
Aviation Week*				
Datamation				
73's				
OST*				
CQ*				

NOTE: Except for publications with asterisks, most of these magazines are targeted
primarily at the professional engineer or communications officer that will
not suit our purpose.

IV. Proposed Advertising Schedule

15 March

Washington Post

Washington Star

Army, Air Force, Navy Times

Military Media

Philadelphia Inquirer

Pittsburgh Free Press

22 March

Portsmouth/Norfolk Pilot Ledger

Boston Globe

29 March

San Antonio Express News

Houston Post

5 April

Biloxi Sun Herald

Mobile Press Register

12 April

San Diego Union

Phoenix Gazette

Tuscon Star Citizen

19 April

Little Rock Gazette

Shreveport Journal Times

26 April

El Paso Herald Post Times

Fort Worth Star Telegram

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d. <u>Decision-Making</u>. The recruiting "team" will have to understand

that the examiner is prohibited from revealing derogatory information.

In cases of serious admissions or called deception, the examiner

would have to tell the "team" to stop the recruiting process until

the adjudicative issue is resolved at Headquarters. If cases

are inconclusive, the same delay would result. In any case a

decision would have to be made whether to schedule a retest

or not. In some instances the examiner may determine, in the

field, that a retest would be appropriate a day or so later.

B-2 <u>Office of Medical Services</u>

a. <u>Physical Requirements</u>. Medical evaluations will require a large

room, tables with seating and writing capacity for 15 to 20 applicants,

private area or room (preferably adjacent) with two comfortable

chairs and a telephone. Bedrooms should be avoided particularly

in the case of evaluations of female applicants.

b. <u>Information Requirements</u>. OMS will require a "Report of Medical

History" (see Attachment A) to be completed by the applicant and

his dependents and a copy of the employee's Agency Personal

History Statement, handcarried to the medical interview by the

applicant. At the time of "team" processing, a Personal Index

is to be completed by the applicant.

c. <u>Production Forecast</u>. If done in a group, OMS can have 15 to 20

applicant Personal Index questionnaires completed in two hours

and can interview seven applicants a day if sequentially available.

d. Decision-Making. Based on the review of the medical histories (employee's and dependents'), completed Personal Index (the employee's), and the interview (employee), the OMS representative will recommend to the "team" leader:

    (1) Continue processing

    (2) Stop processing

    (3) Marginal cases or questions of suitability can be discussed with Headquarters medics (phone) or referred to the Applicant Review Panel.

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ANNEX C

Proposed Team Schedule

Washington, D. C. and Environs -- Handle Continuously and Locally

30 & 31 March	-	Philadelphia
2 & 3 April	-	Pittsburgh
6 & 7 April	-	Norfolk
9 & 10 April	-	Boston
13 & 14 April	-	San Antonio
16 & 17 April	-	Houston
20 & 21 April	-	Mobile
23 & 24 April	-	Biloxi
27 & 28 April	-	San Diego
30 April & 1 May	-	Tuscon or Phoenix
4 & 5 May	-	Little Rock
7 & 8 May	-	Shreveport
11 & 12 May	-	El Paso
14 & 15 May	-	Fort Worth

EMPLOYMENT OPPORTUNITIES

Central Intelligence Agency

THE CENTRAL INTELLIGENCE AGENCY IS LOOKING FOR
PERSONNEL WITH BACKGROUND IN THE FIELDS OF
COMMUNICATIONS OPERATIONS AND MAINTENANCE.
OPPORTUNITIES EXIST FOR TRAVEL AND ASSIGNMENT
THROUGHOUT THE WORLD.

*ELECTRONIC TECHNICIANS

With Commercial or Military experience; familiarity with
solid state devices necessary; Ongoing training in modern
communications equipment and other sophisticated systems provided for
enhancing current skills.

*TELECOMMUNICATIONS SPECIALISTS

With prior training or experience in the telecom field;
morse code ability, 12 gpm preferred, but will consider those
with morse aptitude. Minimum touch typing speed of 30 wpm
required.

$13,672 - $20,000 to start
(Depending upon experience & education)

*QUALIFICATIONS REQUIRED

U.S. citizenship; high school graduate or GED; 18 years of
age minimum but must be twenty-one years of age prior to overseas and
assignment; available for/overseas assignments. Civil Service
Status is not necessary.
            extensive

SUBSTANTIAL GOVERNMENT BENEFITS AVAILABLE

SEND RESUME TO: Office of Personnel
                         Dept. A, Room 821 – XX
                              P.O. Box 1925
                         Washington, D.C. 20013

An Equal Opportunity/Affirmative Action Employer

NOTE: THIS AD WILL USE THE SAME FORMAT AS THAT USED
        IN THE CT ADVERTISEMENTS (WITH EAGLE). SEE
        ATTACHED.

CLASSIFIED ADVERTISING
THE MART

POSITIONS AVAILABLE   POSITIONS AVAILABLE   POSITIONS AVAILABLE

Central Intelligence Agency

We're looking for men and women with special talent.

The primary task of the Central Intelligence Agency is to gather information to help protect the international interests of the United States. We seek men and women with special talents and skills to begin careers with the select group that helps gather this information by living, and travelling abroad.

It takes self-reliance, self-motivation, and intelligence as well as academic achievement and linguistic ability. In return, a career in information gathering with the Central Intelligence Agency that gives you good pay, excellent fringe benefits, security, positions of responsibility, and the knowledge that you belong to a small, special group of people performing very important work.

Qualifications required include U.S. citizenship, a college degree, language skill or aptitude, and an interest in international affairs as evidenced by academic study, foreign travel, foreign residence, or two to five years of pertinent work experience. Those with degrees in economics, engineering, and the physical sciences are of particular interest. Military experience is a plus.

Starting salary is $15-22,000, depending on qualifications. Initial assignment is in the Washington, D.C. area. Substantial benefits for overseas service. Find out more about a career with us by sending your resume to:

Personnel Representative
Dept. A, Room 821-A2, P.O. Box 1925
Washington, D.C. 20013

Applicants of interest will be contacted for a confidential interview within three weeks of receipt of application.

CENTRAL INTELLIGENCE AGENCY

It's time for us to know more about each other.

An equal-opportunity/affirmative-action employer.

Annex E - Recruiter Responsibilities

1. <u>Advertising</u>

    a. All ads will be placed from Headquarters.

    b. Newspaper and military media (military base newspapers) will
    include your return address.

    c. Army, Navy, Air Force Times ads will include the Headquarters
    address and will run on 30 March as opposed to 15 March.

    d. Refer to the advertising schedule included in the Plan for
    ad dates. You will notice that we will begin with the East
    Coast area first, i.e., 15 March and 22 March. The purpose is
    to keep travel costs to a minimum for Headquarters personnel.

2. <u>ET & TCS - Recruiter Responsibilities</u>

    a. Resumes are to be reviewed on a priority basis. Applicants are
    to be clustered by geographic area for interview purposes in
    order to maximize your travel money.

    b. PHS Part I & Part II materials are being mailed to you for this
    purpose. A sample packet is included to assist you in preparing
    PHS packets. This is necessary due to the short deadline that
    we are under. Insure that the applicant understands that he/she
    must have Part II, medical and other declaration forms completed
    and available for Task Force review. Your review of the Part I
    and the personal declaration is required initially as well as
    covering the questions of foreign relatives, spouse's occupation,
    etc., for initial screening purposes and candidate selection.

c. Subject to your review and evaluation of the PHS forms

1. Group applicants by geographic area.

2. When you have 10-15 applicants for an area, send a numbered name list by "Express Mail" Eyes Only to DC/RD including:

    a. Number

    b. Full Name

    c. Any alias or legal name change

    d. Full maiden name - if applicable

    e. Date and place of birth

    f. Social Security number

    This listing will be used for Headquarters OS name check purposes.

3. When you have 10-15 applicants clustered geographically and their PHS forms in hand, call DC/RD so that a schedule date can be arranged for the Headquarters Task Force to visit your selected location. When the date is fixed, we will ask you to make physical space arrangements for the "Task Force."

4. Your selection of a central point for OC, OS, and OMS may be a commercial facility or Federal Building space. Refer to Annex B of the Plan for physical requirements specified for OS and OMS. In addition, the Office of Communications representative will require space for interview and testing. For space planning purposes, the sequence of screening will be: OC, OMS, then OS.

5. As time is of the essence, don't labor over preparation of the interview report. Be sure all IR header information is included as well as basic data to provide an evaluation and assist the Task Force·representatives. Identify the IR with term "OC Task Force Applicant."

3. Recruiter Travel

This is to advise you that we will receive supplemental recruiter travel funds from OC for this specific recruiting purpose. We will advise you of changes in your travel allocations in the near future.

3

The two major controversial items on the Inspector General Report on Recruitment were the validity of the PATB test and the recommendation for a pilot program of decentralized (component) recruitment.

a. PATB

Problem 1: Lack of uniform testing policy.

Solution: A panel from OMS, OPPPM, OTE and EEO offices is studying the problem and will submit a report to the DDCI next week.

Problem 2: Insufficient validation research.

Solution: Increase validation research. The DDA agreed and recommended the increase of PSD resources to accomplish this. In 1980-1981 there were seven major validations done: PATB for DDO, OSR, OER, OPLA, and TSG/NPIC offices; [   ] Test; and OPPPM Short Employment Test (SET).

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b. RECRUITMENT

There are three alternatives to be considered in the field recruitment question:

1. Status Quo, with resident recruiters who essentially live their entire careers in their area of responsibility;

2. A system of OPPPM centralized recruiting where the recruiters rotate every two to four years, and where they may be dispatched from Washington with accompanying component representatives when appropriate;

3. The decentralized system described in the pilot program recommendation of the IG Report.

My personal position is in favor of OPPPM centralized recruiting, but opposed to the resident system currently in use by OPPPM. I believe

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[   ] recommendation that a study of this process be conducted is a good one.

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