

UNITED STATES CIVIL SERVICE COMMISSION  
BUREAU OF EXECUTIVE MANPOWER  
WASHINGTON, D.C. 20415

rec'd 8-9-67

(1-6) N<sup>o</sup> 144581

## EXECUTIVE INVENTORY RECORD

0 CSC USE—  
1 DATE OF  
RECORD (cc 9-12)

## PART I.—IDENTIFICATION (To be completed by the Personnel Office)

1. Name (last name first) (cc 13-38)		Put number in box 1—Mr. 2—Mrs. 3—Miss (cc 39)		2a. Home address—number and street (cc 40-59)	
M a l m g r e n H a r a l d B M r				1 7 1 4 3 4 t h S t N W	
2b. Home address—city (cc 9-24)		c. State or country (cc 25-39)		d. ZIP Code (cc 40-44)	
W a s h i n g t o n		D C		2 0 0 0 7	
4. Place of birth (State) (cc 54-63)		5. Birth date (cc 66-71) MO. DAY YEAR		6. U.S. Citizen? (Put number in box) 1—Yes 2—No	
M a s s		2 0 0 7 1 3 3 5		1 2	
8. Submitting Office No. (cc 9-13)		9a. Duty station—city (cc 14-29)		b. State or country (cc 30-44)	
0 1 1 5 7		W a s h i n g t o n		D C	
10. Agency Code (cc 54-57)		11. Pay system (Put number in box) 1—GS 2—AEC 3—NASA excepted 4—P.L. 313 5—PFS 6—TVA 7—VA (DM&S) 8—Other		12. Present GS series, if any (cc 58-59)	
T N O O				1 1 0	
14. Status of present position (Put number in box) 1—Competitive 2—Excepted, Schedule A 3—Excepted, Schedule B 4—Excepted, Schedule C 5—Other		15. Personal career status (Put number in box) 1—Career or Career-Conditional, Competitive Service 2—Career or Career-Conditional, Other Fed. Pers. System 3—Other		13. Annual salary (Round salary to nearest \$1,000, and enter first two digits in box.) (cc 63-64)	
1		1		2 4	
16. Present grade (Put numbers in box) 01—GS 14 or below 02—GS 15 03—GS 15 equivalent 04—GS 16 05—GS 16 equivalent 06—GS 17 07—GS 17 equivalent 08—GS 18 09—GS 18 equivalent 10—Executive level		11—Special authority not reportable as GS-equivalent (cc 67-68)		17. CSC Certificate No. (cc 69-73)	
0 6				0 0 5 9 4	
				18. Veteran Preference (Put number in box) 1—None 2—5-Point 3—10-Point Disability 4—10-Point Compensable 5—10-Point Other	
				1	

## PART II.—WORK EXPERIENCE (To be completed by executive)

The information provided below will be retained in the record and furnished to prospective employers in exactly the form in which you furnish it.

In describing your work experience, account for at least the last 15 years (if some blocks of experience during that period were at a low level of responsibility, you may summarize them briefly). You need not include positions held more than 15 years ago, unless you believe that these jobs contribute information about your abilities not apparent from your more recent employment. BEGIN WITH YOUR MOST RECENT POSITION. DESCRIBE ALL YOUR REGULAR FULL-TIME EMPLOYMENT FIRST; THEN, IF YOU HAVE HAD SIGNIFICANT PART-TIME EMPLOYMENT, SPECIAL ASSIGNMENTS, OR DETAILS, DESCRIBE THESE. In describing each position or assignment, indicate:

- (1) The dates during which the position was held.
- (2) Grade, rank, or salary at the beginning and the end of the position. If the position was in the General Schedule of the Federal service, enter the grade after "GS." If it was in another formal ranked system, enter the system and the rank (e.g., FSO-5, AF-06) in the space on the second line. Otherwise give annual salary to the nearest \$1,000. (Salary may be omitted for self-employment, for part-time work, or for special assignments.) Enter GS-grade, or rank, or salary, but not all three.
- (3) Whether the position was regular full-time or special, according to the categories provided.
- (4) The employing organization (abbreviate if necessary). If self-employed, so indicate. For Federal employment enter which executive department or independent agency (for Army, Navy, or AF, enter these, not DoD).
- (5) Major organizational subdivision, if any (e.g., service, office, bureau,

administration; or division or subsidiary of a company). (Abbreviate if necessary.)

- (6) State (or country) where principally employed (abbreviate if necessary).
- (7) The name, title, and (if known) current address—home or office—and phone number—including Area Code, if known—of your immediate superior in the position. (If you have had multiple superiors in any position, list the one you believe would have the best knowledge of your capabilities; or you may list more than one superior, if you prefer.)
- (8) The organizational or working title of the position (abbreviate if necessary).
- (9) The basic nature, responsibilities, and duties of the position, along with the most important knowledges required and their extent and nature (e.g., broad general knowledge of accounting procedures, or detailed expert knowledge of plant pathology); and the most important skills and abilities required (e.g., ability to negotiate with groups opposed to your viewpoint, or ability to organize large masses of numerical data into meaningful relationships).

## USE ONLY THE SPACE PROVIDED FOR EACH POSITION

Then, in the block numbered 10, below the narrative section, describe each position in terms of the codes on the attached code sheets. This information may be used in searching the inventory for people with appropriate experience background for a particular position and should therefore be as representative as possible of the true nature of the position being described.

If, after you have finished describing each block of experience, you feel that some occupational or functional areas in which you are competent have not been represented in the coded information for any position, use the space at the top of page 6 for entering the supplementary information.

Name (last name first—enter as in PART I, Item 1) <b>Malmgren, Harald B</b>				Social Security Number <b>039 221 543</b>			
A 1. Dates (Month/Year)		2. Grade, Rank, or Salary		3. Position is: (Put number in box.)			
1 (cc 9-12) (cc 13-16)		Start (cc 17-22) Present (cc 23-28)		1—Full-time			
FROM TO		GS- GS-		2—Part-time (approximately ..... hours/week on the average)			
1 0 6 4 P R E S		c o n s . 1 7		3—Special assignment or detail (cc 29)			
		\$ 20 ,000 \$ 24 ,000		4—Special consultant to a company, foreign country, or other organization			
4. Employing organization (cc 30-52)				5. Major organizational subdivision (cc 53-75)			
O f f S p e c R e p T r a d e N e g . E x e c O f f o f P r e s i d e n t							
CSC Use (cc 76-79)		6. Location of employment		7. Name and title, and current address and phone (if known), of immediate superior			
		Wash DC		Ambassador William M. Roth Special Representative, 1800 G St, NW 395-5116			
2 8. Title of your position (cc 9-53)							
0 E c o n o m i c P o l i c y A d v i s e r							
9a. Basic nature, responsibilities, and duties; b. Knowledges, skills, and abilities required.							
Policy advice to the Special Representative; economic analyses; representation in interagency committees at Deputy Assistant Secretary level; coordinator of President's trade policy study; chief U.S. negotiator in certain trade areas (e.g., International Code on Antidumping, International Wheat Agreement); establish relations with industry and labor advisers in various industries; coordinate positions on pending trade legislation.							
2 10. Occupational codes (When entering 2 or 3 separate codes, enter the second code in block B and the third in block C. The two shaded spaces under "Sub-codes" are for Medical Officers and Attorneys only.)							
1 (cc 9-16) Sub-codes		(cc 17-24) Sub-codes		(cc 29-36) Sub-codes		(cc 53-56) Job Function (cc 57-58) Org. Type (cc 59-60) Act. Area	
A. 0 1 1 0 0 2		B.		C.		D. E. F. G.	
B 1. Dates (Month/Year)		2. Grade, Rank, or Salary		3. Position is: (Put number in box.)			
2 (cc 9-12) (cc 13-16)		Start (cc 17-22) Final (cc 23-28)		1—Full-time			
FROM TO		GS- GS-		2—Part-time (approximately ..... hours/week on the average)			
0 7 6 2 1 0 6 4		\$ 17 ,000 \$ 20 ,000		3—Special assignment or detail			
				4—Special consultant to a company, foreign country, or other organization (cc 29)			
4. Employing organization (cc 30-52)				5. Major organizational subdivision (cc 53-75)			
I n s t f o r D e f A n a l y s e s				E c o n o m i c P o l i t S t u d i e s D i v			
CSC Use (cc 76-79)		6. Location of employment		7. Name and title, and current address and phone (if known), of immediate superior			
		Arlington, Va.		James E. Cross, Institute for Defense Analyses Arlington, Virginia			
2 8. Title of your position (cc 9-53)							
3 H e a d E c o n o m i c s G r o u p							
9a. Basic nature, responsibilities, and duties; b. Knowledges, skills, and abilities required.							
(a) Supervising work of some 20 economists and a dozen research assistants on economic and strategic analysis of defense problems; research on military aid and economic development, the balance of payments and foreign policy, etc; systems analysis.							
(b) Establishing good working relations with senior military advisers and experienced consultants; selling results of analytical studies to civilian and military Defense Department officials; selling research proposals to other Government agencies.							
2 10. Occupational codes (When entering 2 or 3 separate codes, enter the second code in block B and the third in block C. The two shaded spaces under "Sub-codes" are for Medical Officers and Attorneys only.)							
4 (cc 9-16) Sub-codes		(cc 17-24) Sub-codes		(cc 29-36) Sub-codes		(cc 53-56) Job Function (cc 57-58) Org. Type (cc 59-60) Act. Area	
A. 0 1 1 0		B.		C.		D. E. F. G.	

C	1. Dates (Month/Year)		2. Grade, Rank, or Salary		3. Position was: (Put number in box.)	
2	(cc 9-12)	(cc 13-16)	Start (cc 17-22)	Final (cc 23-28)	1—Full-time	
5	FROM	TO	GS—	GS—	2—Part-time (approximately ..... hours/week on the average)	
	0 8 6 1 0 7 6 2		\$ 10 ,000	\$ 15 ,000	3—Special assignment or detail (cc 29)	
					4—Special consultant to a company, foreign country, or other organization <input type="checkbox"/>	
4. Employing organization (cc 30-52)					5. Major organizational subdivision (cc 53-75)	
Cornell University					Dept of Economics	
CSC Use (cc 76-79)	6. Location of employment		7. Name and title, and current address and phone (if known), of immediate superior			
	Ithaca, New York		Professor Frank Golay, Acting Chairman Dept of Economics, Cornell University			
2	8. Title of your position (cc 9-53)					
6	Assistant Professor					
9a. Basic nature, responsibilities, and duties; b. Knowledges, skills, and abilities required.						
Teach economics; industrial organization and economic policy; economic theory						
2	10. Occupational codes (When entering 2 or 3 separate codes, enter the second code in block B and the third in block C. The two shaded spaces under "Sub-codes" are for Medical Officers and Attorneys only.)					
7	(cc 9-16)	Sub-codes	(cc 17-24)	Sub-codes	(cc 29-36)	Sub-codes
	A. 1 7 0 1		B. 0 1 1 0 0 1		C.	
D	1. Dates (Month/Year)		2. Grade, Rank, or Salary		3. Position was: (Put number in box.)	
2	(cc 9-12)	(cc 13-16)	Start (cc 17-22)	Final (cc 23-28)	1—Full-time	
8	FROM	TO	GS—	GS—	2—Part-time (approximately ..... hours/week on the average)	
	0 7 5 8 0 9 5 9		\$ 7 ,000	\$ ,000	3—Special assignment or detail	
					4—Special consultant to a company, foreign country, or other organization (cc 29) <input type="checkbox"/>	
4. Employing organization (cc 30-52)					5. Major organizational subdivision (cc 53-75)	
Hudson Val Steel Erect						
CSC Use (cc 76-79)	6. Location of employment		7. Name and title, and current address and phone (if known), of immediate superior			
	Istanbul, Turkey		R. A. DuVallon, President 230 West 41st Street, New York City			
2	8. Title of your position (cc 9-53)					
9	Economic Analyst					
9a. Basic nature, responsibilities, and duties; b. Knowledges, skills, and abilities required.						
Economic analysis of investment in Istanbul; supply of economic information.						
3	10. Occupational codes (When entering 2 or 3 separate codes, enter the second code in block B and the third in block C. The two shaded spaces under "Sub-codes" are for Medical Officers and Attorneys only.)					
0	(cc 9-16)	Sub-codes	(cc 17-24)	Sub-codes	(cc 29-36)	Sub-codes
	A. 0 1 1 0 0 4		B.		C.	

Use blocks A through D below to enter any additional Occupational Codes representing areas of competence not covered in the positions described above.

(cc 9-16)	Sub-codes	(cc 17-24)	Sub-codes	(cc 25-32)	Sub-codes	(cc 33-40)	Sub-codes
A. 0130		B. 0131		C.		D.	

Use blocks E through H below to enter any Job Function Codes describing types of responsibility or roles which you would be interested in and which you have not been able to represent in the positions described above.

cc	cc	cc	cc
E. 41	F. 43	G. 45	H. 47

## PART III.—EDUCATION (To be completed by executive)

1. Education (Put in box the number of the single highest level attained. Consider multiple degrees at any level as the same as a single degree at that level. Multiple degrees are shown in item 3, below.)

- |  |   |
|--|---|
| 01—Did not graduate from high school   | 06—Have Bachelor's or equivalent degree (include LL.B. with no prior college) |
| 02—Have high school diploma or official equivalent   | 07—Have some graduate work  |
| 03—Completed high school and an additional non-college course (e.g., business school, trade apprenticeship, registered nurses' training) | 08—Have Master's degree or law degree (with prior college)                    |
| 04—Took some college-level courses   | 09—Have doctoral-level graduate work beyond the Master's                      |
| 05—Have an AA degree or equivalent of at least 2 years of college-level work   | 10—Have an earned Doctorate   |

(cc 49-50)

10

(cc 51-52)

03

2. Of how many college scholastic honor societies have you been a member? (Example: If your answer is two, enter "02"; if none, enter "00".)

3. For college graduates only, list below all earned degrees received at the Bachelor level or above. Enter certificate or diploma from foreign universities in item 4 below. Enter only one degree on a line. For each degree enter:

- |   |  |
|---|--|
| (a) Degree (e.g., BA, Ph D)   | (d) Whether degree granted with honors (use following code): |
| (b) Year granted (last 2 digits)  | 1—No honors  |
| (c) Coded Major or Majors (count as Majors any area in which you had a course load approximating a Major. List no more than two Majors per degree. See code sheets for codes) | 2—Cum Laude or equivalent                                    |
|   | 3—Magna or Summa Cum Laude or equivalent                     |
|   | 4—Graduate degree with distinction                           |
|   | (e) Institution granting degree (abbreviate where necessary) |

c a r d	(cc 9-14)	CSC USE cc 15	(cc 17-18)	(cc 21-24)	(cc 25)	(cc 29-47)
	(a) Type Degree		(b) Year	(c) Majors	(d) Honors	(e) Name of Institution
0	BA		1957	74	3	Yale University
5						
0	PhD		1961	74	4	Oxford Univ England
6						
0			19			
7						
0			19			
8						
0			19			
9						

4. If you have had significant education for which a degree at the bachelor level or above was not awarded, list it below. For each such block of education enter:

- |  |   |
|--|---|
| (a) Level (use following code):  | (d) Number of academic years, to the nearest year (consider 30 semester hours or 45 quarter hours as about one academic year) |
| 1—Non-college  | (e) Degree, diploma, or certificate, if any (abbreviate where necessary)  |
| 2—Undergraduate college  | (f) Name of institution attended (abbreviate where necessary)   |
| 3—Graduate college or professional school  |   |
| (b) Year last attended (last two digits only)  |   |
| (c) Coded Majors or areas of concentration (enter no more than two Majors per block of education. See code sheets for codes) |   |

c a r d	(cc 9)	(cc 13-14)	(cc 17-20)	(cc 21)	(cc 25-36)	(cc 37-55)
	(a) Level	(b) Year last At.	(c) Majors	(d) No. Ac. Years	(e) Degree or Certificate	(f) Name of Institution
1		19				
0						
1		19				
1						
2		19				
1						
3		19				
1						
4		19				



## PART IV.—PROFESSIONAL ACTIVITIES, HONORS, AND SPECIAL QUALIFICATIONS (to be completed by executive)

1	5	1. Enter a "1" in the box for each of the following which currently applies to you. Indicate the jurisdictions involved (usually a State). (Omit those that do not apply.)	
Jurisdictions		Jurisdictions	
Member of Bar.....		cc 9	Licensed to Practice Medicine.....
Admitted to practice before major courts.....		10	Other Professional License or Certification.....
Certified Public Accountant.....		11	(Specify below)
Registered Professional Engineer.....		12	

2. List major professional groups or societies of which you are a member. (Indicate any in which you are a fellow or from which you hold a diplomate.)

**Royal Economic Society (Great Britain)**  
**American Economic Association**  
**Institute for Strategic Studies (London, England)**

3. How many times in the past 10 years have you been elected or appointed to an office in a professional society? (Example: If two times, enter "02"; if none, enter "00".) (cc 16-17)

4. How many times in the past 10 years have you been elected or appointed to an office in civic or other groups not related to your work? (Example: If two times, enter "02"; if none, enter "00".) (cc 18-19)

5(a) How many patents do you hold? (Example: If two, enter "02"; if none, enter "00".) 00 cc 20-21  
(b) Year of most recent patent (omit if none) 19 00 cc 22-23

6(a) How many books have you had published? (Example: If one, enter "01"; if none, enter "00".) 00 cc 24-25  
(b) Year of most recent book (omit if none) 19 00 cc 26-27

7(a) How many pamphlets, articles, and papers in your field have you had published? (Include single chapters in books. Put number in box.)  
1—None 2—One or two 3—Three to ten 4—Eleven to twenty 5—More than twenty 4 cc 28  
(b) Year of most recent pamphlet, article, or paper (omit if none) 19 67 cc 29-30

8(a) Of how many published books or monographs have you been a principal editor? (Example: If three, enter "03"; if none, enter "00".) 00 cc 31-32  
(b) Year of most recent such publication (omit if none) 19 00 cc 33-34

9. In the last 10 years have you served as editor or associate editor of a professional journal? (Put number in box.) 1—No 2—Yes 1 (cc 35)

10. Have you ever been employed outside of the U.S. for a period of several months or more? (Put number in boxes.) 1—No 2—Yes (a) In a civilian capacity? 00 cc 36  
(b) In a military capacity? 00 cc 37

11. Have you ever operated your own business or firm for a period of a year or longer? (Put number in box.) 1—No 2—Yes 1 (cc 38)

12. Which, if any, of these activities have you done successfully? (Enter a "1" in the box for each that applies; omit those that do not apply.)

Managed a research or development program.....	1	cc 39	Dealt extensively with representatives of foreign countries.....	1	cc 44
Dealt extensively with the legislative branch of the Federal government.....	1	40	Dealt extensively with representatives of industry or other non-governmental organizations.....	1	45
Managed a grant-in-aid program.....		41	Established a new program or organization.....	1	46
Dealt extensively with State and local authorities.....		42	Managed a geographically dispersed organization.....		47
Managed a regulatory function.....		43			

13. In which of these areas, if any, do you feel you have ability or skill well above that of the typical person in your general type and level of work? (For each area that applies, enter a "1". Omission implies probable good ability but not an outstanding skill.)

Ability to speak before large groups.....	1	cc 48	Ability to prepare written materials in a non-institutional style.....	1	cc 51
Ability to handle impromptu question-and-answer sessions.....	1	49	Ability to negotiate with groups or individuals essentially opposed to your viewpoint.....	1	52
Ability to recruit staff and evaluate people.....	1	50			

14. During the last 5 years have you had faculty status in a college or university? (Put number in box.)  
1—No 3—Yes, at the graduate level only 4—Yes, at both graduate and undergraduate levels 4 (cc 53)  
2—Yes, at the undergraduate level only

15. For each of these activities in which you engaged on a part-time basis during the last 5 years, enter a "1" in the box. (Omit those which do not apply. Consider such activities in both colleges and other institutions giving college-level instruction.)

Teach an undergraduate college course.....	1	cc 54	Supervise the work of a candidate for a research doctorate.....		cc 56
Teach a graduate-level college course.....	1	55	Serve as guest lecturer in an undergraduate or graduate college course.....	1	57

16	16. In how many executive departments or independent agencies have you been regularly employed in civilian capacity at a level of responsibility equivalent to GS-13 or above? (Do not count jobs in different major subdivisions of one department. Example: If five, enter "05." If none, enter "00.")	(cc 9-10)
		01
	17. In how many executive departments or independent agencies have you been regularly employed in a civilian capacity during your entire Federal service? (Do not count jobs in different major subdivisions of one department. Example: If five, enter "05." If none, enter "00.")	(cc 11-12)
		01
	18. In the last 10 years, how many awards have you received from organizations in which you have been employed? (Include such awards as those recognizing meritorious service and those for significant suggestions. Example: If 2, enter "02." If none, enter "00.")	(cc 13-14)
		01
	19. In the last 15 years, how many awards have you received from organizations other than those in which you have been employed? (E.g., civic or professional groups, government-wide awards, honorary degrees. Example: If 2, enter "02." If none, enter "00.")	(cc 15-16)
		00
	20. List significant honors, commendations, and awards you have received. (Include such awards as those recognizing meritorious service or achievement. Also give college honors. Give approximate year in which award was made.)	
	<b>Yale University - summa cum laude, Scholar of House with Exceptional Distinction</b> <b>Oxford University - D Phil with congratulations</b> <b>Charles P. Howland Travelling Fellow, Yale</b> <b>Woodrow Wilson Fellow</b> <b>Social Science Research Council Pre-Doctoral Fellow</b> <b>Nuffield College Research Studentship</b>	
	21. In how many significant training programs (held under Government or other auspices) have you participated as a speaker, discussion leader, or lecturer during the last 2 years? (Put number in box.)	
	1—None    2—One or two    3—Three to five    4—Six to ten    5—More than ten	
		1
	22. List major training courses or programs to which you have been sent and the year (approximate) in which you attended.	
		CSC Use cc 18
	23. In approximate terms, what is the largest number of employees you have had under your direct or indirect supervision in any position you have held? (Put number in box.)	
	1—None    2—One to eight    3—Nine to nineteen    4—Twenty to forty-nine    5—Fifty to one hundred ninety-nine    6—Two hundred to five hundred    7—More than five hundred	
		4
	24. In any position you have held, have you had close working associations (in any capacity) with individuals in any of the following occupational areas? (Enter "1" in the box for each that applies. (Omit those that are not applicable.)	
	Trades personnel..... <input type="checkbox"/> 20    Physicians..... <input type="checkbox"/> 22    Educators..... <input type="checkbox"/> 24	
	Scientists or engineers..... <input checked="" type="checkbox"/> 21    Lawyers..... <input checked="" type="checkbox"/> 23    Professionals other than those listed..... <input checked="" type="checkbox"/> 25	
	25. Below are listed a number of foreign areas or countries. Mark ALL the countries in which you have special knowledge, either of the country (area) as a whole, or of some aspect of the country (area) related to your own field. Use the following code: 1—Expert knowledge    2—Very good knowledge, but not expert. (Omit if less than very good knowledge.)	
	Britain..... <input type="checkbox"/> 26    USSR..... <input type="checkbox"/> 33    Near Eastern country(s)..... <input type="checkbox"/> 39    Other Central or South American country(s)..... <input type="checkbox"/> 46	
	France..... <input type="checkbox"/> 27    China (Mainland and/or Nationalist)..... <input type="checkbox"/> 34    North African country(s)..... <input type="checkbox"/> 40    American country(s)..... <input type="checkbox"/> 46	
	Italy..... <input type="checkbox"/> 28    Japan..... <input type="checkbox"/> 35    Other African country(s)..... <input type="checkbox"/> 41    Other country or area (Specify below)..... <input type="checkbox"/> 47	
	Germany..... <input type="checkbox"/> 29    Southeast Asian country(s)..... <input type="checkbox"/> 36    Cuba..... <input type="checkbox"/> 42    _____ <input type="checkbox"/> 47	
	Scandinavian country(s)..... <input type="checkbox"/> 30    Pakistan..... <input type="checkbox"/> 37    Mexico..... <input type="checkbox"/> 43    _____ <input type="checkbox"/> 48	
	Poland..... <input type="checkbox"/> 31    India..... <input type="checkbox"/> 38    Brazil..... <input type="checkbox"/> 44    _____ <input type="checkbox"/> 48	
	Yugoslavia..... <input type="checkbox"/> 32    _____ <input type="checkbox"/> 39    Panama..... <input type="checkbox"/> 45    _____ <input type="checkbox"/> 48	
	26. Describe your facility in each of the languages listed, using the code below. Enter the number that reflects your highest level of skill. (Make no entry for a language in which you have little or no skill.)	
	Speaking Ability	
	1—Meets routine travel or courtesy needs.	
	2—Meets limited social and office demands.	
	3—To engage quite freely in conversation and discussion.	
	4—Nearly as fluent as a well-educated native.	
	Reading Ability	
	1—To get the gist of newspaper articles and similar material.	
	2—To read newspaper and similar material easily (or technical writing in my field).	
	3—To understand readily more difficult written material.	
	4—To read all sorts of material nearly as well as a well-educated native.	
	French..... <input checked="" type="checkbox"/> 49 <input checked="" type="checkbox"/> 50    Arabic..... <input type="checkbox"/> 67 <input type="checkbox"/> 68	
	Italian..... <input type="checkbox"/> 51 <input type="checkbox"/> 52    Japanese..... <input type="checkbox"/> 69 <input type="checkbox"/> 70	
	Portuguese..... <input type="checkbox"/> 53 <input type="checkbox"/> 54    Chinese language(s)..... <input type="checkbox"/> 71 <input type="checkbox"/> 72	
	Spanish..... <input type="checkbox"/> 55 <input type="checkbox"/> 56    Southeast Asian language(s)..... <input type="checkbox"/> 73 <input type="checkbox"/> 74	
	German..... <input checked="" type="checkbox"/> 57 <input checked="" type="checkbox"/> 58    African language(s)..... <input type="checkbox"/> 75 <input type="checkbox"/> 76	
	Russian..... <input type="checkbox"/> 59 <input type="checkbox"/> 60    Other (Specify)..... <input type="checkbox"/> 77 <input type="checkbox"/> 78	
	Polish..... <input type="checkbox"/> 61 <input type="checkbox"/> 62    _____ <input type="checkbox"/> 79 <input type="checkbox"/> 80	
	Greek..... <input type="checkbox"/> 63 <input type="checkbox"/> 64    _____ <input type="checkbox"/> 79 <input type="checkbox"/> 80	
	Hebrew..... <input type="checkbox"/> 65 <input type="checkbox"/> 66    _____ <input type="checkbox"/> 79 <input type="checkbox"/> 80	

## PART V.—REFERENCES AND ADDITIONAL COMMENTS (To be completed by executive)

1. In addition to the superiors named in PART II, list three persons who have a good knowledge of your abilities.

Name, and Position or Title	Address, including ZIP Code (if known)	Telephone (if known)	
<b>Francis M. Bator</b> <b>Deputy Spec Asst to the Pres.</b>	<b>The White House</b>	Area Code	
<b>Joseph Greenwald, Deputy Asst Secy of State</b>	<b>Department of State</b>		
<b>Thomas Schelling, Professor</b>	<b>Center for International Studies Harvard University, Cambridge, Mass.</b>		

2. Use this space to make any additional comments, or to describe any qualifications you feel have not been covered adequately above. (For example, describe unusually significant contributions, achievements, or accomplishments. List significant publications. Executives in medical occupations should list post-graduate training not shown elsewhere. Brief assignments as delegates to meetings and the like which are not shown in Part II should be described here. Include outside activities which may demonstrate work-relevant skills, abilities, or experience.)

## PART VI.—PERSONAL PREFERENCE AND OTHER INFORMATION RELEVANT TO ASSIGNMENT (To be completed by executive)

This part is designed to give you an opportunity to express your own preferences in respect to referral for assignment. Accordingly, if you prefer not to answer questions 1 through 6, you may omit them. This section, as well as other parts of the form, will be updated annually—or you may submit changes at any time if your circumstances change.

1. How do you feel about changing job, work role, or field? (Put number in box.)  
1—Would very much prefer not to change at this time. 3—Would welcome the opportunity.  
2—Would consider changing depending on the job.

(cc 9)

2

2. List those departments or independent agencies, if any, besides your present one in which you are particularly interested. (No more than three.)

CSC Use  
cc  
(10-13)  
(14-17)  
(18-21)

State Department - AID - Department of Defense

3. Describe any occupational, program, or functional areas besides your present ones, in which you would be particularly interested in working.

4. How do you feel at present about changing geographic location? (Put number in box.)

(cc 22)

2

1—Would be very reluctant. 2—Would consider changing depending on the job. 3—Would welcome a change.

5. Do you have any disability which you would like to have considered in referring you for assignment? What limitations would you like to have observed?

6. Are there any disabilities among members of your family which you would like to have considered in referring you for assignment? What limitations would you like to have observed?

## PART VII.—GENERAL INFORMATION (To be completed by executive)

The material in this part will be used ONLY IN MAKING STATISTICAL ANALYSES OF CAREER PATTERNS OF FEDERAL EXECUTIVES AS A GROUP to provide information for planning such programs as recruitment and career development. It will NOT be sent to agencies filling vacancies.

1. In which one of the following types of organization did you begin your working career? (Do not count summer jobs or jobs held temporarily to permit further school attendance. Put number of best answer in box.)

01—Business or industry  
02—Professional (e.g., law firm, medical practice)  
03—College or university  
04—Public school system  
05—State government  
06—Local government

07—Executive branch of the Federal government  
08—Legislative branch of the Federal government  
09—Judicial branch of the Federal government  
10—Non-profit (e.g., foundation, labor union, charity)  
11—Other

(cc 23-24)

03

2. What State was your legal or voting residence at the time of your first appointment to a full-time Federal position? (Abbreviate) (If foreign country, enter "OUTSIDE US")

State

(cc 25-34)

(cc 35-36)

D C

CSC Use

(cc 37-38, 39-40)

Year—19

64

GS Grade—

16

3. In what year and at what GS grade or approximate equivalent did you first enter the Federal civilian service, executive branch? (First permanent-type position. Consider multiple degrees at any level as the same as a single degree at that level. Put numbers of answer in box.)

01—Had not graduated from high school  
02—Had high school diploma or official equivalent  
03—Had completed high school and additional non-college course (e.g., business school, trade apprenticeship, registered nurses' training)  
04—Had taken some college-level courses  
05—Had an AA degree or equivalent of at least 2 years of college-level work

06—Had Bachelor's or equivalent degree (include LL.B. with no prior college)  
07—Had some graduate work  
08—Had Master's degree or law degree (with prior college)  
09—Had doctoral-level graduate work beyond the Master's  
10—Had an earned Doctorate

(cc 41-42)

10

4. What is the highest educational level you had attained at the time you first entered the Federal civilian service—executive branch? (First permanent-type position. Consider multiple degrees at any level as the same as a single degree at that level. Put numbers of answer in box.)

1—Someone in my family worked for the Government and I followed in his footsteps.  
2—The idea of working where the important decisions of the day were made appealed to me.  
3—It was the best offer I had in terms of location, pay, advancement, and benefits.  
4—I was offered an interesting, challenging assignment.  
5—I was motivated toward public service.

6—I felt I could be useful in an emergency situation or in accomplishing a specific mission.  
7—I wanted to obtain expertise in Federal procedures for use after leaving Government.  
8—It offered the best opportunity for pursuing my chosen occupational field.  
9—Other.

(cc 43)

4



1 8	<p>6. What were your intentions as to a Federal position when you first entered the Government? (Put in box the number of the statement which BEST describes what your intentions were.)</p> <table style="width: 100%;"><tr><td style="width: 50%; vertical-align: top;">1—I expected to stay a year or so and then obtain, or return to, a position outside the Government. 2—I expected to stay a year or so and then obtain further education. 3—I expected to stay only for the duration of an emergency or the completion of a mission.</td><td style="width: 50%; vertical-align: top;">4—I expected to stay a few years to pick up expertise in Federal procedures that would be useful after I left. 5—I expected to make a career of Federal service. 6—I had no definite intentions one way or another.</td></tr></table> <p style="text-align: right;">(cc 9) <span style="border: 1px solid black; padding: 2px;">4</span></p>	1—I expected to stay a year or so and then obtain, or return to, a position outside the Government. 2—I expected to stay a year or so and then obtain further education. 3—I expected to stay only for the duration of an emergency or the completion of a mission.	4—I expected to stay a few years to pick up expertise in Federal procedures that would be useful after I left. 5—I expected to make a career of Federal service. 6—I had no definite intentions one way or another.																																						
1—I expected to stay a year or so and then obtain, or return to, a position outside the Government. 2—I expected to stay a year or so and then obtain further education. 3—I expected to stay only for the duration of an emergency or the completion of a mission.	4—I expected to stay a few years to pick up expertise in Federal procedures that would be useful after I left. 5—I expected to make a career of Federal service. 6—I had no definite intentions one way or another.																																								
	<p>7. How did you enter the Federal civilian service (first permanent-type position)? (Put number in box.)</p> <table style="width: 100%;"><tr><td style="width: 50%; vertical-align: top;">1—Through the Junior Management Assistant or Management Intern Examination 2—Through the Junior Professional Assistant or Federal Service Entrance Examination 3—Through the Federal Administrative and Management Examination (FAME) 4—Through some other competitive examination (includes filing an application to be rated) 5—Other</td><td style="width: 50%;"></td></tr></table> <p style="text-align: right;">(cc 10) <span style="border: 1px solid black; padding: 2px;">4</span></p>	1—Through the Junior Management Assistant or Management Intern Examination 2—Through the Junior Professional Assistant or Federal Service Entrance Examination 3—Through the Federal Administrative and Management Examination (FAME) 4—Through some other competitive examination (includes filing an application to be rated) 5—Other																																							
1—Through the Junior Management Assistant or Management Intern Examination 2—Through the Junior Professional Assistant or Federal Service Entrance Examination 3—Through the Federal Administrative and Management Examination (FAME) 4—Through some other competitive examination (includes filing an application to be rated) 5—Other																																									
	<p>8. How many years have you worked for the Federal Government, to the nearest year? (Exclude military service. Example: If your answer is 8 years, enter "08"; if less than 6 months, enter "00.")</p> <p style="text-align: right;">(cc 11-12) <span style="border: 1px solid black; padding: 2px;">0 3</span></p>																																								
	<p>9. How many years have you worked in your present department or independent agency, to the nearest year? (If your agency service included an extended period of active military service, exclude this from your answer. Example: If your answer is 5 years, enter "05"; if less than 6 months, enter "00.")</p> <p style="text-align: right;">(cc 13-14) <span style="border: 1px solid black; padding: 2px;">0 3</span></p>																																								
	<p>10. Approximately how many years of active military service have you had? (Example: If about 5 years, enter "05"; if less than 6 months, enter "00.")</p> <p style="text-align: right;">(cc 15-16) <span style="border: 1px solid black; padding: 2px;">0 0</span></p>																																								
	<p>11. Military reserve status. (Put number of correct answer in box.)</p> <table style="width: 100%;"><tr><td style="width: 25%;">1—None</td><td style="width: 25%;">2—Standby</td><td style="width: 25%;">3—Ready</td><td style="width: 25%;">4—Retired</td></tr></table> <p style="text-align: right;">(cc 17) <span style="border: 1px solid black; padding: 2px;">1</span></p>	1—None	2—Standby	3—Ready	4—Retired																																				
1—None	2—Standby	3—Ready	4—Retired																																						
	<p>12. How many times have you left Federal civilian employment to accept employment with another employer? (Do not count military service as an interruption. Example: If twice, enter "02"; if never, enter "00.")</p> <p style="text-align: right;">(cc 18-19) <span style="border: 1px solid black; padding: 2px;">0 0</span></p>																																								
	<p>13. In the Federal civilian service, approximately how many years, to the nearest year, have you spent in each of the following grades or equivalents? (If no experience at a grade, leave blank; enter "0" for less than 1 year; and "9" for 9 or more years; for 1 to 8 years, enter actual number.)</p> <table style="width: 100%;"><thead><tr><th style="width: 12.5%;">(cc 20)</th><th style="width: 12.5%;">(cc 21)</th><th style="width: 12.5%;">(cc 22)</th><th style="width: 12.5%;">(cc 23)</th><th style="width: 12.5%;">(cc 24)</th><th style="width: 12.5%;">(cc 25)</th><th style="width: 12.5%;">(cc 26)</th><th style="width: 12.5%;">(cc 27)</th></tr></thead><tbody><tr><td>GS-11 <span style="border: 1px solid black; padding: 2px;"></span></td><td>GS-12 <span style="border: 1px solid black; padding: 2px;"></span></td><td>GS-13 <span style="border: 1px solid black; padding: 2px;"></span></td><td>GS-14 <span style="border: 1px solid black; padding: 2px;"></span></td><td>GS-15 <span style="border: 1px solid black; padding: 2px;"></span></td><td>GS-16 <span style="border: 1px solid black; padding: 2px;">2</span></td><td>GS-17 <span style="border: 1px solid black; padding: 2px;">1</span></td><td>GS-18 <span style="border: 1px solid black; padding: 2px;"></span></td></tr></tbody></table>	(cc 20)	(cc 21)	(cc 22)	(cc 23)	(cc 24)	(cc 25)	(cc 26)	(cc 27)	GS-11 <span style="border: 1px solid black; padding: 2px;"></span>	GS-12 <span style="border: 1px solid black; padding: 2px;"></span>	GS-13 <span style="border: 1px solid black; padding: 2px;"></span>	GS-14 <span style="border: 1px solid black; padding: 2px;"></span>	GS-15 <span style="border: 1px solid black; padding: 2px;"></span>	GS-16 <span style="border: 1px solid black; padding: 2px;">2</span>	GS-17 <span style="border: 1px solid black; padding: 2px;">1</span>	GS-18 <span style="border: 1px solid black; padding: 2px;"></span>																								
(cc 20)	(cc 21)	(cc 22)	(cc 23)	(cc 24)	(cc 25)	(cc 26)	(cc 27)																																		
GS-11 <span style="border: 1px solid black; padding: 2px;"></span>	GS-12 <span style="border: 1px solid black; padding: 2px;"></span>	GS-13 <span style="border: 1px solid black; padding: 2px;"></span>	GS-14 <span style="border: 1px solid black; padding: 2px;"></span>	GS-15 <span style="border: 1px solid black; padding: 2px;"></span>	GS-16 <span style="border: 1px solid black; padding: 2px;">2</span>	GS-17 <span style="border: 1px solid black; padding: 2px;">1</span>	GS-18 <span style="border: 1px solid black; padding: 2px;"></span>																																		
	<p>14. How many times have you changed jobs in the last 5 years? (Do not consider reclassification or organizational reorganization as a change in job unless there was a major shift in duties or responsibilities. Put number in box.)</p> <p style="text-align: right;">(cc 28) <span style="border: 1px solid black; padding: 2px;">1</span></p> <p>0—Never    1—Once    2—Twice    3—Three or more times</p>																																								
	<p>15. Listed below are some areas in which formal training might be provided for executives. (Enter "1" for each type of training you would be interested in receiving.)</p> <table style="width: 100%;"><thead><tr><th style="width: 45%;"></th><th style="width: 5%;">cc</th><th style="width: 45%;"></th><th style="width: 5%;">cc</th></tr></thead><tbody><tr><td>Government policy and operations.....</td><td style="text-align: center;">29</td><td>Military strategy and tactics.....</td><td style="text-align: center;">38</td></tr><tr><td>Public administration.....</td><td style="text-align: center;">30</td><td>A particular foreign country or area.....</td><td style="text-align: center;">39</td></tr><tr><td>Personnel administration.....</td><td style="text-align: center;">31</td><td>Foreign language.....</td><td style="text-align: center;">40</td></tr><tr><td>Budgeting and fiscal management.....</td><td style="text-align: center;">32</td><td>Public speaking.....</td><td style="text-align: center;">41</td></tr><tr><td>Contracting and procurement.....</td><td style="text-align: center;">33</td><td>Writing.....</td><td style="text-align: center;">42</td></tr><tr><td>Use of data processing systems.....</td><td style="text-align: center;">34</td><td>Supervision.....</td><td style="text-align: center;">43</td></tr><tr><td>Political, economic, and social problems.....</td><td style="text-align: center;">35</td><td>Advanced or refresher training in my professional or technical field.....</td><td style="text-align: center;">44</td></tr><tr><td>Labor relations and the labor movement.....</td><td style="text-align: center;">36</td><td>Other (specify): .....</td><td style="text-align: center;">45</td></tr><tr><td>International relations and organizations.....</td><td style="text-align: center;">37</td><td></td><td></td></tr></tbody></table>		cc		cc	Government policy and operations.....	29	Military strategy and tactics.....	38	Public administration.....	30	A particular foreign country or area.....	39	Personnel administration.....	31	Foreign language.....	40	Budgeting and fiscal management.....	32	Public speaking.....	41	Contracting and procurement.....	33	Writing.....	42	Use of data processing systems.....	34	Supervision.....	43	Political, economic, and social problems.....	35	Advanced or refresher training in my professional or technical field.....	44	Labor relations and the labor movement.....	36	Other (specify): .....	45	International relations and organizations.....	37		
	cc		cc																																						
Government policy and operations.....	29	Military strategy and tactics.....	38																																						
Public administration.....	30	A particular foreign country or area.....	39																																						
Personnel administration.....	31	Foreign language.....	40																																						
Budgeting and fiscal management.....	32	Public speaking.....	41																																						
Contracting and procurement.....	33	Writing.....	42																																						
Use of data processing systems.....	34	Supervision.....	43																																						
Political, economic, and social problems.....	35	Advanced or refresher training in my professional or technical field.....	44																																						
Labor relations and the labor movement.....	36	Other (specify): .....	45																																						
International relations and organizations.....	37																																								
<p><b>QUESTIONS 16 (a) THROUGH (d) ARE TO BE ANSWERED ONLY BY THOSE NOW IN GS-16 OR ABOVE (OR EQUIVALENT).</b></p>																																									
	<p>16. At the time you were first appointed to a supergrade position (or equivalent) in your present department or independent agency:</p> <p>(a) for how long consecutively had you worked in that agency immediately before your appointment? (Do not consider military service as a break in service, but exclude time spent in military service. If you were not working in the agency when appointed, leave blank; if you had been working in the agency but for less than 6 months, enter "00"; if you had worked in the agency for 6 months or more, enter the number of years, to the nearest year. Example: If about 3 years, enter "03.")</p> <p style="text-align: right;">(cc 46-47) <span style="border: 1px solid black; padding: 2px;">0 0</span></p>																																								
	<p>(b) for how long consecutively had you been in the Federal service? (Do not consider military service as a break in service, but exclude time spent in military service. If you were not working in the Federal service when appointed, leave blank; if you had been working in the Federal service but for less than 6 months, enter "00"; if you had worked in the Federal service for 6 months or more, enter the number of years, to the nearest year. Example: If about 3 years, enter "03.")</p> <p style="text-align: right;">(cc 48-49) <span style="border: 1px solid black; padding: 2px;">0 0</span></p>																																								
	<p>(c) where were you employed? (Put number in box.)</p> <table style="width: 100%;"><tr><td style="width: 50%; vertical-align: top;">1—In my present agency in the same bureau (office, service, etc.) that my new position was in. 2—In my present agency in a different bureau (office, service, etc.). 3—In another Federal agency. 4—Outside the Federal service.</td><td style="width: 50%;"></td></tr></table> <p style="text-align: right;">(cc 50) <span style="border: 1px solid black; padding: 2px;">4</span></p>	1—In my present agency in the same bureau (office, service, etc.) that my new position was in. 2—In my present agency in a different bureau (office, service, etc.). 3—In another Federal agency. 4—Outside the Federal service.																																							
1—In my present agency in the same bureau (office, service, etc.) that my new position was in. 2—In my present agency in a different bureau (office, service, etc.). 3—In another Federal agency. 4—Outside the Federal service.																																									
	<p>(d) how old were you (to the nearest year)?</p> <p style="text-align: right;">(cc 51-52) <span style="border: 1px solid black; padding: 2px;">3 0</span></p>																																								
<p>SIGNATURE (All executives: Please sign in ink) <span style="float: right;">DATE</span></p> <p style="text-align: right;">28 June 67</p>																																									