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STENOGRAPHIC NOTES OF CONVERSATION BETWEEN DCI AND [redacted] 25X1
ON 21 AUGUST 1959 AT 1200 HOURS

R- "...on computers. The next thing you knew, the Management Staff came up and decided to get a 501 - this group working on the 605 for the DDP - the 60 and the 501, they finally got it - were uncoordinated for a long time. Neither knew the other existed. Two men from the Comptroller's Office were working out - one on one--"

D- "I think that has been pulled together--"

R- "Yes, now - well, maybe - yes, but here is the point - and even to this day, I am not quite sure whether [redacted] who had great interest in computers, has been pulled into this picture. Now, here is something that is not even--" 25X1

D- "I think he had. We had a meeting on computers, and I think that has--"

R- Yes, yes, but look, this is six months delay. People are working - are not integrated--"

D- "Well, we haven't got the money on any scale that I want - I hope we get it next year ...--"

R- "I know - but, this is still beside the point Sir, because the point I am trying to make is that this computer is going to be an Agency wide operation. It is a support operation to begin

DOCUMENT NO. 9
NO CHANGE IN CLASS. ☐
☐ DECLASSIFIED
CLASS. CHANGED TO: TS S C 2011
NEXT REVIEW DATE:
AUTH: HR 70-2
DATE: 23 03 11 REVIEWER: [redacted]

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Approved For Release 2003/04/02 : CIA-RDP80R01731R000900060009-2

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with. Now, the fact that two or three groups are able to operate independently for so long before it is pulled together just illustrates the whole point I am making about the lack of--"

D- "Well, they can't get any larger - this amount of money without it being pulled together because--"

R- "No, but they still--"

D- "--they might get a test computer in different departments."

R- "The - if it weren't--"

D- "That may not be too bad because you may find if you all decide too soon on one computer, you might well make a mistake."

R- "That isn't the point, our point - I am talking about the planning. The integrated planning as to what goes in that thing and the people that are involved. We wouldn't be in it yet if it hadn't been for my own initiative because I heard about it through the grapevine and asked Mr. Baird to write a letter that got us in it. But there is just - no, somehow there is--"

D- "What do you do with regard to computers, I mean--"

R- "We?"

D- "Yes, I mean--"

R- "Oh, our data is going to deal - this is going to indicate--"

D- "I mean, do you put your data about individuals on--"

R- "Into the computer--"

D- "--in the computer (as a system), yes."

R- "That is right, it will increase the opportunity for the kind of studies that have to be made."

D- "I see."

R- "Now, when you assess individuals, you can do this flying by the seat of your pants so long, and if you don't set - follow up some way and do what we call validity studies, it will fall on its face sooner or later and the computer is going to make this possible - it is also going to make possible the reduction of alot of hand activities that we have had to do."

D- "Yes."

R- "So, it is fine, but it is just the fact that there is no - relatively automatic point at which this stuff comes together."

D- "Well now, there is. Now, for example, we have these Staff Meetings three times a week and we have, in these Staff Meetings - we have discussed the computer situation pretty thoroughly - there are - all the Deputy Directors are there, and this - and several others."

R- "Well, how do you account for the fact then that two of these groups could work so far - so independently and not knowing of each others existence for quite awhile?"

D- "Well, their Supervisors must have know, I don't know--"

R- "I know, but you see--"

D- "--I mean that - but that computer thing, as I say, I have spent hours and hours discussing on computers--"

R- "Well, I am sure."

D- "--where both sides of the house, and three sides of the house were all represented. Now, maybe all the information didn't seep down from the top - down to--"

R- "Well, I tried to pick an illustration which was apart from my own field there. Well, let's go back to the JOT's and what happens to their development now that the Office of Training is through with them."

D- "You mean when they get assigned. Well, I am following through on that in regard to this class. I was down to the graduation. Now we have the problem of their assignment. Some will go under deep cover, some will go into the Divisions, some will go on to the intelligence production side - there are very few on that side. Most of them will get their training now in the various Divisions, and I have got certain programs for seeing that the Heads of those Divisions take particular attention - watching these young men as they develop because that is - in some of the cases, it is old JOT's that are now the Heads of the Divisions or Heads of the Desks--"

R- "Yes, I know. And everyone of these assignments that was made, we just made it to personal - on [redacted] personal going 25X1

around and finding places for them to start. Now, no industry that I know of would ever spend the money it takes to bring in these JOT's and then let their assignments be trusted to - to the whims of the moment."

D- "Well, it is not the whims of the moment so much as the needs of the particular Division, because at that stage of their training, their aptitudes aren't - they are known to some extent. Now, you take into account also their own desires. Some fellow may want to work on the Middle East, some fellow may - his interests are in the Far East, or his interests are in this Hemisphere, and that is taken into account."

R- "Well, let me give you my concept of - of some of this, it may give the background. My notion of the selection and the training program is that - is that there is some definition of the needs of the office as a whole on selection. Each office needs developmental personnel backstoping personnel for the Chiefs and so on in a training program that will develop. Each office also needed--"

D- "Oh, it needs a change in the--"

R- "Oh yes, but not - each office also needs--"

D- "--from year to year--"

R- "--also needs a what you might call 'the solid core, salt of the earth' type person who are going to persist there fairly well.

To my knowledge, there is no place in this Agency where you can find out when you are considering a person, what the personnel status is in a given office so you can see whether this person is to be considered for one of these developmental people or is he to be considered for one of these run of the (mind) people. As far as the selection process goes, you can wind up with all of one or all of the other. There just isn't - isn't any balance."

D- "Yes. I hate to get people into the strait jackets too soon, you know."

R- "That is right!"

D- "I don't like that."

R- "That is right, I don't either. But, the point is there are some people who are adapted to strait jackets and they really furnish the backbone and serve in operations. But, my point is that when I - when the A&E Staff assesses an employee, we assess it in - that is an applicant, we assess him in terms of some very vague criteria. Once in a while we know that he is going to be a Case Officer overseas, we may know that this is someone for FE, but we don't know whether - whether the balance in the office is such that now they want a person to really fit in a certain slot with very specific requirements or whether they want one of these generalized people - there is no way - apparently no way of finding out. Now, this is the first

requirement, as I see it. The second is that - that a training and developmental program will be organized in terms of providing the kind of exposures that an individual should have as they go up through the Agency, especially these selective trainees."

D- "Yes."

R- "The - some of these boys are selected to take very high positions. Now, you can't pick which ones these are now, but you must plan a kind of exposure where you can judge these things and I, in effect, think it is somewhat of a mistake to plunge into - them into a particular area too soon and let them stay there - that is that I think some of these things require maybe only a month, or two months or three months exposure, but there should be some going around before they are finally settled down - while they are going around they can be observed, they get a chance to see - you get a chance to see or their Supervisor does, then their careers can really be planned and developed. But, here we assign one to the Far East, maybe he will be a Specialist there all the time. We assign one to Germany--"

D- "I don't want them in general unless they have particular aptitudes to begin specializing too soon till you know what their real bents are. We have taken, for our jobs and for some of the Chiefs of the Division, we have gone to the other side of the house, we have gone over - the man we have now in - is doing a

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great job out in [redacted] he wasn't from the covert offices at all - had him in charge of the SR Division - start there, well, we found then - but I want to be able to deal with personnel on an Agencywise basis, not even on a covert side or intelligence side or - even if you find a good fellow in the Security Office you ought to be able to take him and bring him in."

R- "I think that this is splend, and I think - but I think that some way then must be found - some more systematic procedure to locate the people that you want to test out here and there for certain assignments. In other words, you need some kind of a developmental program for people that gives management the opportunity to observe them in varied situations. Now, just because a man is good in one, you know, doesn't always mean he is going to be good in the other."

D- "I know it."

R- "And the A&E files are full of--"

D- "--...good in one he is very good in another."

R- "--and so that what you need, to my way of thinking, is some kind of a planned program particularly for your younger spotted trainees, it may mean a year on a Desk and then a planned rotation. I don't know enough about all of the problems to know the timing or anything, but I do think it is - at the present time, in fact, I know at the present time it is a very -

it is a matter of - well, how was it done this last time? They sent the JOT's over and they were interviewed by the various Division Chiefs. The Division Chief happened to like one, he took him. So, it comes down to the Division as to whether they happen to want or need a person. Training programs or developmental programs are planned so they are part of the Supervisors responsibility so that if he has a full complement, his trainee comes in anyway and is there for the purpose of being - getting a certain kind of training - it may be certain desk training--"

D- "Yes, of course if he has a full complement, then the trainee is likely to get less opportunity to show his ability than if he goes into an area where there is new - a new need. Take for example today. We now have to develop a good many people to go to Black Africa - that is a new need and it has been developing, we have been seeing it coming for the last few years. So, today, if a fellow goes into the African Branch, he may have a much greater opportunity quickly to develop and show himself than if he goes into say the Western European Division which may be pretty well filled up with the highly trained people."

R- "This - this is quite true. But this again just illustrates my point to the fact that what happens to these individuals depends upon the accident - of which Division Chief just picks them and--"

D- "Well, it is not only the accident - it depends, as I say, on the ... of the situation. It depends on - now we need, let us say, ten new people in the African Division because we have these various new countries coming along and so forth and so on. If he goes down there he may have a country very soon which is his particular pigeon to work on - that gives him much more opportunity than if he is a number four say, working on the Branch."

R- "Well, that is true, but it - then it is not a training program, you are hiring the man for the Division - it is not a developmental program."

D- "Well, that may be, that may be. Alot of things here that are somewhat different than they are in the military and in business. But, I see your point."

R- "Yes - and - well, I don't - what I am saying applies to the DDI side or is, as well as the DDP--"

D- "Yes."

R- "And particularly - I mean, that is the real (hump) of alot of the things I - one, the lack of integration and second, the lack of discipline enforcement of policies that are once laid down."

D- "Well, I want to give this report of yours very careful study and I am glad to have had this chance, and maybe I - you are leaving on the 28th?"

R- "Yes."

25X1 D- "You are going out to [redacted]"

R- "Well, it is an offshoot of [redacted] 25X1
I probably--"

D- "They do a great job out there."

R- "Yes. I think it will be a great place."

D- "They have been a great help to us. I haven't been out there for a long, long while - I want to get out there again - have a chance to look over their work."

R- "Well, I would be very happy--"

D- "I want you to realize that your report is going to be given really very careful study and I am going to give personal attention to it. General Cabell has also, and General Cabell was left with Matt Baird and myself the other day to go over it. And I certainly want to wish you all the success in your work and thank you for all you have done here."

R- "Well, I appreciate that and as I have, naturally, regrets about leaving, but I appreciate your intentions on this and I am hoping that some of these things will enable some work to be more effective."

D- "Well, ... think they will. That is what we are working for all the time."

R- "The only - one thing that I would like to call personally to

your attention, and that is that I would like to have a thorough investigation searching out of - what they mean by, or why they picked these particular four people that should be treated as a unit. In this report I mentioned, remember, that--"

D- "Which--"

R- "--there had been three--"

D- "--four that are going on special--"

R- "No, four very junior people who were picked out by the Inspector General's report as those who should be treated as a unit in the Testing Services Branch."

D- "Yes. I will go into that."

R- "--and I would like - I would appreciate it if you would because--"

D- "This is in the Inspector General's report?"

R- "Yes. And, it is mentioned in my report--"

D- "Yes, I remember that."

R- "--and you find it where he abolishes the position of the Testing Services Chief and then says there are four people here that should be treated as a unit, and in effect retained, and I can see no evidence that justified these special treatments and I would think that that would be something that--"

D- "I will have a special - I will make a note of that and have our - any recommendations here."

R- "It is under the Testing Services Branch - wherever that is.

It is mentioned by that name."

D- "Lets see - Testing Services Administrative Branch, page three."

R- "Now, that perhaps just describes it - if you like I can find it in my own report that I asked - you see, this is Description, I think it is farther back in the report where he comes to Recommendations and Reorientations - yes, that is what it is under - under Reorientation."

D- "Reorientation and Reorganization."

R- "That is it."

D- "'These functions are in central part of Management Service, and this unit of four persons should remain intact.' Is that what you had in mind?"

R- "That is right."

D- "Yes."

R- "Now, since so many people with longer seniority positions are being abolished, not only longer seniority but greater effectiveness, I thought that was one point we should certainly check into."

D- "I will check that. I will make a note on my calendar."

R- "I appreciate this opportunity Sir, and I realize you have got a real tough job, but--"

D- "Well, I like tough jobs."

R- "--and the - and I hope you - that it will be possible to put just a little more order - I don't think that there - I don't think

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that the security considerations or the operational considerations are - they have many implications, but I think they have been abused by some of your people, and I think some way a check has to be put in to put it back into line. It has been a great experience to me--"

D- "Well, I do that from time to time with the Security Office, I can assure you."

R- "Well, I am sure you do, but I think it needs to be fed down into the--"

D- "The very best of good fortune to you, [redacted] STATOTHR

R- "Well, that will be fine, because--"

D- "Thanks for coming in."

R- "--I will be out in Santa Monica."

D- "Thank you very much for coming in. Let me know before you go, is there anything more I can do. I may - I will be studying this and I may have some more questions."

R- "If you have some more questions, call the Office."

-END-

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