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DD/563-3415

Approved For Release 2004/10/27 : CIA-RDP67-00134R000200020002-4

D R A F T

MEMORANDUM FOR: Executive Director

SUBJECT : Proposal for Study of the Overseas Casualty
and Adjustment Problems of Staff Personnel

1. This memorandum submits recommendations for your approval; these recommendations are contained in paragraph 4.

2. An Agency representative recently participated informally in a survey of casualty and adjustment problems of State, AID and USIA personnel overseas. The survey is a preliminary one, suggestive rather than definitive in character; but it attempts to draw some general conclusions about the factors involved in overseas personnel casualties. A copy of the report is attached for your information.

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3. I found this report quite interesting as it addresses itself to a number of problems encountered from time to time by the Inspection Staff. If a similar study were conducted within CIA, the results might have some useful applications from a management point of view. An abundance of statistical material is available in Headquarters to document the circumstances and causes under which a fairly high percentage of staff employees

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have had to be recalled from their assignments abroad prior to the completion of their appointed tours. Much of this material is available to the Medical Staff in the form of restricted cables and correspondence, but it has never been analyzed in a systematic or formal way. To be of maximum usefulness to operating offices of the Agency, ^{the} ~~our~~ inquiry should go beyond the strictly medical approach to include those casualties which result from disciplinary and morale problems which are just as expensive from a management viewpoint, thus both the Office of Security and the Office of Personnel should be able to contribute to the overall findings.

4. In view of the foregoing, it is recommended that:

- a. The Chief, Medical Staff be asked to conduct an analytical survey of the Agency's overseas casualties based on medical records and using the facilities of the Assessment and Evaluation Staff.
- b. The terms of reference be broad enough to include factors of morale and discipline and be drafted in collaboration with representatives of the DD/P, DD/I, and the Inspection Staff.
- c. That representatives of the Office of Personnel and the Office of Security participate in the survey through their members on the Overseas Panel, or as otherwise appropriate.

J. S. Earman
Inspector General

Attachment
Research Study of Overseas Adjustment
Problems

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CONCUR:

Deputy Director (Support)

Date

The recommendations in paragraph 4 are approved.

Date

Lyman B. Kirkpatrick
Executive Director

DRAFT 2
5 August 1963

MEMORANDUM FOR: Executive Director

SUBJECT : State Department Study on Overseas Adjustment Problems

1. A member of my staff was given a copy of the attached report on an informal basis by one of the people who participated in its preparation. It is a preliminary survey of crackups of State, AID, and USIA personnel in overseas assignments. Being only a preliminary survey the report is suggestive rather than definitive, but attempts to draw some general conclusions about factors involved in overseas "casualties."

2. I find the report quite interesting, particularly as it addresses itself to a number of problems encountered from time to time by members of my staff. If a similar study were conducted within CIA, the results should have very useful applications from a management point of view. It is my understanding that no such study has been conducted on a formal basis. I would like to suggest that serious consideration be given to conducting one.



3. If the study is conducted, its scope should be broader than State's, which concentrated on medical casualties. There are other types of casualties of an administrative nature, such as disciplinary cases, attributable to overseas adjustment difficulties. Therefore, in formulating terms of reference for the study, the

SUBJECT: State Department Study on Overseas Adjustment Problems

various command elements in the Agency should be consulted for the benefit of their experience. I understand that Assessment and Evaluation Staff (MS/A&E) is equipped to conduct such a study, and suggest that it, with the other components represented on the Overseas Panel, be given the job.

J. S. Earman
Inspector General

Attachment

TRANSMITTAL SLIP		DATE 9 August 1963
TO: Chief, Medical Staff		
ROOM NO. 1D-4065	BUILDING HQS	
REMARKS:		
<p>John:</p> <p>Here is the draft memorandum from the Inspector General suggesting a study of overseas casualties which I just mentioned to you over the telephone.</p> <p>Your views on this in due course will be appreciated.</p> <div style="text-align: right; margin-top: 20px;">  </div>		
FROM: Acting Deputy Director (Support)		
ROOM NO. 7D-18	BUILDING HQS	EX 
<small>FORM NO. 241 1 FEB 55</small> <small>REPLACES FORM 36-8 WHICH MAY BE USED.</small> <small>GPO : 1957-O-459445 (47)</small>		

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D R A F T -/

MEMORANDUM FOR: Executive Director

SUBJECT: State Department Study on Overseas Adjustment Problems

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3. See yellow page attachment.

J. S. Earman
Inspector General

Attachment

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Beyond this [] stated his opinion that the Agency has a pretty good record in overseas casualty rates. He also feels that we now have sufficient records on which to base an internal study of our own. He is not aware of such a study having been conducted on a formal basis, although he qualifies this by stating that it is possible that A & E might have done something without his knowing about it.

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3. [] made some of his statements "off the record." His comments should be for our own use only.

4. In accordance with [] instructions I am arranging to be informed when State undertakes further studies in the field.

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S. D. Breckinridge