

Assistant Deputy Director (Administration)

11 August 1952

Chief, Organization and Methods Service

Table of Organization for the Office of Research and Reports.

1. As requested, I attended a meeting with Mr. Amory and some members of his staff, together with Wage and Classification, to re-examine ORR's T/O. I also spent another morning with [REDACTED] of Wage and Classification and made a further independent examination. As a result of these examinations, I am more convinced than ever of the soundness of the general form of organization presented.

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2. The creation of four Deputy Assistant Directors was a little unusual and Mr. Amory has concurred in the change of title to Chief of Research; Chief of Coordination; Chief of Geographic; leaving only one position designated Deputy Assistant Director. This did away with the objection of setting up this organization on a different basis than other offices.

3. In considering this T/O, it seems to me we should not lose sight of these additional important facts:

a. ORR has to produce the information about and the evaluation of economic potentialities in various parts of the world in which we are interested. This information is not only important in itself, but to a great extent provides the touchstones by which we can judge the reliability of other information we receive. It must, therefore, be both extensive and accurate in content and evaluation. We are not going to get this result except by use of high-caliber experienced men. I do not believe we can get such people at low GS grades. I know in financial institutions we pay more for this type of performance than almost any other. Therefore, what would normally appear to be excessive upgrading is in the case of ORR a real necessity.

b. It follows from the above, that Mr. Amory has been charged with a very great responsibility and if he is to perform in the way the Director expects him to, I do not think we can hedge him in too much. There is a great deal of truth in the old Hebrew saying: "Thou shalt not muzzle the ox that treadeth out the corn."

4. In spite of, or rather because, of differences of opinion, all of which we finally resolved, I must say I was much impressed

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with [REDACTED] and his assistant, [REDACTED]. The thoroughness of their knowledge of the function of each position, their ability to relate the revised T/O to what had existed previously, and the diplomatic presentation of their viewpoint was highly commendable.

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