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. . . . The CIA RETIREMENT BOARD convened at 2:00 p. m.
on Thursday, 11 April 1968, with the following present:

Mr. Emmett D. Echols, Chairman

[REDACTED]

25X1A9a

Mr. George C. Miller, DDS&T Alternate Member

[REDACTED]

25X1A9a

MR. ECHOLS: We have two sets of Minutes to look at - those
of the 28th of March and the 4th of April. The 28 March Minutes are under
Tab 1, and the 4 April Minutes are a hand-out here.

25X1A9a

[REDACTED]

I think the 4 April Minutes are deficient in that
they don't record the thanks of the Board to Mr. Miller for his services on
this Board.

25X1A9a

MR. ECHOLS: Any discussion of the point raised?

[REDACTED]

Well, it seems to me the Minutes should reflect
the date he left--

25X1A9a

MR. ECHOLS: Can we record that in the Minutes of today's
meeting?

[REDACTED]

How about the Chairman of the Board
writing him a letter saying that he has been instructed by the Board to express
the appreciation of the Board.

25X1A9a

MR. ECHOLS: That was just a suggestion, wasn't it?

[REDACTED]

Just a suggestion.

MR. ECHOLS: Anything else on the Minutes of 4 April? (No
response.) The Minutes of 28 March? (No response.) Okay.

25X1A9a

[REDACTED]

Mr. Chairman, I'd like to make this observation --
which I meant to do before, because I think the Board members would be interested
to know this -- as we get these requests for extensions back from the Director,
without exception they have had the indication on them that the Director has

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approved this extension with the understanding that there will be no further request for an extension.

MR. ECHOLS: I was going to bring this out. The last seven or eight requests for extension that have gone up, every one has come back with the remark: "Approved with the understanding extension beyond--" - whatever the date was -- "--will not be requested."

25X1A9a [REDACTED] Now does that notation get back to the parent organization?

25X1A9a [REDACTED] Yes. I'm writing two memos, one to the individual and one to the Career Service -- but this notation is not included in the memo to the individual.

25X1A9a [REDACTED] I just talked to [REDACTED] this morning and 25X1A9a he agreed to change this. Because we feel it's improper for the Head of a Career Service to be telling an individual what conditions the Director imposed upon granting the extension -- because it looks like you're the dirty guy, actually. So it ought to be incorporated, and Mr. [REDACTED] has agreed, and 25X1A9a it will be done in the future - it will be incorporated in the basic memo from the Director of Personnel to the individual.

25X1A9a MR. ECHOLS: That is where I think it should be--

[REDACTED] And I'm sure Mr. Helms is ready to stand up and be counted on this.

MR. ECHOLS: The request originates from the individual or, alternatively, from the component with the individual's agreement--

25X1A9a [REDACTED] In any case, the Director in making the decision would make it on the basis of accepting or not accepting the recommendation of the head of the component, and it becomes his action, and that is what needs to be conveyed back--

25X1A9a [REDACTED] And these cases include both needs of the service and hardship?

25X1A9a [REDACTED] I'm not aware that he has made any distinction.

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Without exception every extension has been marked this way--

25X1A9a [REDACTED] would you look at those? -

in those six or seven cases would you look to see if it included hardship?

25X1A9a M [REDACTED] One I'm thinking of is [REDACTED] 25X1A9a
based on need for services, and it was on hers.

[REDACTED] So that also includes the lower graded 25X1A9a
employees as well as the higher graded employees?

25X1A9a [REDACTED] It was on the approval of the three employees
who were approved so they would get their 12 years of service -- it was on
those cases.

25X1A9a [REDACTED] It was on an 18 and a half year case in which
it was not clear whether it was hardship or not -- but anybody with less than
20 years at 62 might be considered as having a hardship case. It was on that.
I don't think this precludes--

MR. ECHOLS: I don't think we can categorically assume
every case is going to come back this way.

25X1A9a [REDACTED] No, but at least each one should be brought to
the individual's attention, as you are now doing it--

MR. MILLER: The way it's stated it looks like it's approved
until another request for extension is requested --

25X1A9a [REDACTED] That's right -- it sounds conditional, George.
[REDACTED] The one case we have had like this we have
said: Okay, this is the basis for approval -- now will you please sign a
resignation action with 31 December 1968 on it? And the guy said, "Thank you
very much -- I'll file this paper." Then I went back to [REDACTED] and 25X1A9a
said - on the basis of this man's attitude does this negate the Director's
extension and should we proceed to retire him as of June? And he said -
no, we don't have problems until this fellow refuses to leave in December. I
said - "Well, in any case, let's compromise and let's start something in
October or November, because you can't wait until December--

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MR. MILLER: If it said "will not be approved" rather than "will not be requested", there would be no problem -- if it said the request will not be approved. But this says, "will not be requested."

25X1A9a [REDACTED] I think the Director is saying to the D/Pers: "The Board has recommended, and I concur in this recommendation" - and then I think he's telling the D/Pers: Don't you recommend any more extensions on this case to me. The man can ask for it, but it seems to me the Board - or the D/Pers has gotten the guidance that it won't be approved - that he's not going to approve it. Now again, I'm sure we will have a test case where--

MR. ECHOLS: Murray, are we earmarking these in some way so that we don't inadvertently send another request to the Director?

25X1A9a [REDACTED] Yes -- I have all the information on cards and all comments like this I'm entering on their cards.

25X1A9a [REDACTED] The Director has in the past approved cases that were second extensions--

25X1A9a [REDACTED] We have something like this today.

MR. ECHOLS: Going back to the Minutes of 28 March, can I assume they are approved as submitted? Okay.

Let's go to our agenda, Category A, which is the 15 year vesting of a participant - [REDACTED] 25X1A9a

25X1A9a [REDACTED]: I move we offer an election.

[REDACTED] Second.

. . . This motion was then passed . . .

MR. ECHOLS: Category B, two employees who meet the basic criteria for participation - [REDACTED] 25X1A9a

[REDACTED]: Move we designate.

[REDACTED] Second.

. . . This motion was then passed . . .

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MR. ECHOLS: Category C, two applications for voluntary

retirement -

[REDACTED]

25X1A9a

25X1A9a

[REDACTED]

I recommend that their applications be accepted.

: Second.

. . . This motion was then passed . . .

MR. ECHOLS: We have an urgent, late submission, an

application for retirement as of 30 April of a participant in the CIA System,

[REDACTED] He has 21 years of Federal service, 16 years of Agency 25X1A9a
service, is age 51, and he is leaving, I understand, to go into politics -- not

that that makes any difference. His application is endorsed by the Chief of

25X1A9a

his Division and by the DDP/OP. Shall we approve Mr. [REDACTED] application?

25X1A9a

[REDACTED]

I move it be approved.

Second.

. . . This motion was then passed . . .

MR. ECHOLS: Item 3 -- we have an unusual request here

25X1A9a

by [REDACTED] to revert to the Civil Service Retirement System. This is
occasioned by the fact that the individual's service with Government is running
beyond the break even point and it is to the individual's advantage -- his earned
advantage, I might say -- to be retired under Civil Service. And it is
important, as you know, that he be under the Civil Service System for at least
one of the final two years preceding retirement.

John, what if something happened to this individual in
the interim period?

25X1A9a

M

[REDACTED]

It would be tough, wouldn't it.

M

Why?

M

Well, on your question, Emmett, actually if
he desired to retire immediately he simply couldn't retire -- and on disability
or death, it wouldn't make any difference -- it's only voluntary retirement --

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so that's the reason I was a little flip in saying it would be tough. It's only if he changes his mind and wants to retire, he simply can't under Civil Service.

25X1A9a

[REDACTED] Why not? with 55 and 30.

[REDACTED] He has to be under the Civil Service System for one year -- so for the next year he is precluded from changing his mind. That's why it's flip, really, in saying it's tough.

MR. ECHOLS: But if after he reverts to the Civil Service System the Agency were (to have a RIF), he is still qualified--

25X1A9a

[REDACTED] Oh yes.

[REDACTED] I wonder why he initially elected to be in the CIA System.

25X1A9a

[REDACTED] Maybe he simply didn't know the facts and circumstances--

25X1A9a

[REDACTED] He was one of the initial group in 1965, so up until November 1967 it would have been to his advantage--

25X1A9a

[REDACTED] It was to his advantage to be in the CIA System in the event of death or something.

I don't think there's any question -- he should get whatever is to his advantage.

MR. ECHOLS: Okay, that is approved.

Item 4, request for extension under the CIA Retirement System - [REDACTED] whom you all know, I think. The case is made 25X1A9a primarily on a need for services basis to do a specialized task. They do bring in a subsidiary reason, that he is just returning from overseas where he has been for many years and they feel that a period of adjustment would be worthwhile -- but that is not the basic reason.

25X1A9a

[REDACTED] Why isn't this being done under contract?

MR. ECHOLS: Because he is going into what is essentially a staff job, and we have an Agency policy, published in [REDACTED] which says 25X1A the contract people will not--

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25X1A9a

[REDACTED] All right, that's enough for me.

MR. ECHOLS: -- that contract people will not go into staff-type jobs. And this same policy paper requires persons not be hired for these jobs above the top of a GS-15-- No, I beg your pardon, not in this case. Supergrade positions are recognized as being command positions. But if he were to be hired under contract you cannot pay the man more than the top of a GS-15. He is being changed or shifted to another job with a lower classification, which in this case has been pegged at GS-15.

25X1A9a

[REDACTED] And he does not get salary retention rights for three years?

MR. ECHOLS: No.

25X1A9a

[REDACTED]: Why not?
Salary retention is not automatic.
[REDACTED]: If you're downgraded through no fault of your own, I thought it was automatic.

25X1A9a

[REDACTED] I thought it was, under the law, that if you're downgraded the law permits you to keep it for two years.

25X1A9a

[REDACTED] This is a combination -- it's the individual as well as the Agency.

25X1A9a

[REDACTED] Well, I may not be strictly within my role, but this case gives me a great deal of trouble.

25X1A9a

[REDACTED] I was about to chime in with that, too.
The Director can extend whenever he needs it in the public interest. That is the only statutory guidance we have. That is broad language, but, obviously, public interest means it's in the interest of the Agency that somehow we need this fellow longer than age 60. And I say "fellow", but I know Bill well. But the very idea of the Director saying it's in the public interest and at the same time demoting the guy just seems inconsistent on the face of it. Now, maybe I'm wrong -- and I can visualize some circumstances where it is in the public interest to retain a person. And aside from these

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rationalized legal reasons, I just have a great deal of pain as an officer of CIA to penalize a guy in his last year of a career for a measly three thousand bucks. I have said my piece. And I may have stepped over the line--

MR. ECHOLS: You have said your piece excepting that this policy was hacked out with the Deputy Directors, the Executive Director, and the Director.

25X1A9a

[REDACTED] To reduce a guy when you extend him? I didn't know of any such policy.

MR. ECHOLS: I'll read from [REDACTED] Employment After Retirement Age. (Reading) 25X1A

" 3. a. Employees Extended in Service

The classification of the position to be occupied shall dictate the grade of an employee extended in service beyond retirement age. If the grade of the position is lower than that of the employee, his grade will be adjusted in accordance with the provisions of the Classification Act of 1949, as amended.

b. Contractual Employment of Annuitants

(1) The classification of staff positions, particularly in the upper grades, is preponderantly based upon managerial, organizational, and supervisory responsibilities. Since contract employees may not perform staff-type duties, these elements of position classification will not normally be present to an equivalent degree in the contractual position, although the latter may have its own similar responsibilities. Accordingly, the gross contractual salary of a reemployed annuitant will normally be lower than that held as a staff employee.

(2) The grade of the job to be performed by a reemployed annuitant will be established by normal position classification procedures. If the grade is in excess of GS-15, the approval of the Director of Central Intelligence is required. The salary to be paid for any grade so established shall be negotiated with due regard to the special qualifications of the individual relative to the requirements of the assignment and the effort required of the individual."

Now, I would say here, this is the way it would almost have to be looked at, it seems to me. This man is bumping up against mandatory retirement age -- by law he is to be retired -- correct? And the Director is simultaneously recalling him.

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25X1A9a [REDACTED] He isn't recalling him -- he's extending him.

That is what the record says.

25X1A9a MR. ECHOLS: Does the law make any provision for extension?

[REDACTED] Yes, it does. I just read the law--

[REDACTED] In the public interest, at the will of the
Director.

[REDACTED] It seems to me we have already crossed
the bridge as to whether he should be extended at all. I would like to suggest
it may not be in the public interest. The Director has to determine this. But
as far as this Board is concerned we continue to hear people that consider once
you get into the upper grades extension is no problem - you're either a
consultant, or you're continued under contract, or you're extended, and that
that only happens in the upper grades, but as far as the GS-11 who has sweated
it out, these little plums don't fall to him. I think this kind of thing tends to
undermine the philosophy of the System.

25X1A9a [REDACTED] I agree with you 100%.

[REDACTED] That's the other side of the coin, Alan.

[REDACTED] This thing does more to hurt us in trying to
implement not only the CIA program but forcing people out under the age 60
Civil Service retirement -- then turning right around and giving an extension.
I for one could not vote for it.

25X1A9a [REDACTED] The only argument I would make for it is
it's a brand new function that has just been established and they're looking for
the oldest and most experienced guys we've got, and they pinpointed these four
or five individuals to start this office, and I understand they're going to be
around for just about a year to put it on its feet, and then there may be fewer,
in number, and the grades might be different.

25X1A9a [REDACTED] But with all the overseas returnees, this
doesn't make sense--

25X1A9a [REDACTED] These people were very carefully selected.

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25X1A9a

[REDACTED]

What do you mean "these people"?

: There are four or five that comprise this

new office that has just been established.

25X1A9a

MR. ECHOLS:
[REDACTED]

Have the five people been identified?

Yes. This is the 5th.

25X1A9a

[REDACTED]

25X1A9a

[REDACTED]

[REDACTED]

I think this would be fine if they could get 25X1A9a

fellows 58 or 59. But I feel very strongly, as a member of this Board--

If the Director can examine all these facts and find [REDACTED] is the only 25X1A9a

one that can do this job - well then fine.

25X1A9a

[REDACTED]

Apropos of what Alan said, I think conversely

we shouldn't discriminate against somebody because he's a GS-15. I assume

you wouldn't object as much if this man were a GS-13?

25X1A9a

[REDACTED]

I would object the same way. I'm only

saying the feeling among the employees in the Agency is - well, this retire-

ment policy only applies to the peons, it doesn't apply to the supergrades.

25X1A9a

[REDACTED]

Yes, I can vouch for this feeling, too. I have

people stop me in the hall, because they know I'm on the Board, and sound off

on this -- this happens two or three times a month.

25X1A9a

[REDACTED]

We say we need youth and vigor and have to

bring these young people along, and if we don't live up to it in our actions--

25X1A9a

[REDACTED]

I can only point again to the peculiarity of

25X1A9a

this particular job and the qualifications they want. [REDACTED] was pinpointed

for this a good while ago. He is the 5th man, and the last man, to comprise

this group. Here is a man who has had operational experience, reporting

experience, administrative experience, communications experience -- you name

it, he has been in it -- he's been in every type of field possible.

25X1A9a

[REDACTED]

And now you want him to identify with a

30 year old.

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25X1A9a [REDACTED] I don't understand.
[REDACTED] I think the difference between a man 60 years old and a man 30 years old makes counseling a little difficult -- I think the age gap is too wide.

25X1A9a [REDACTED]: We're talking experience here, and guidance--
[REDACTED] I agree [REDACTED] would be very well qualified, 25X1A9a
but I'm not convinced there aren't others--

25X1A9a [REDACTED] He has been in every field, and that's the purpose of this office--

25X1A9a [REDACTED] But you are also saying the Agency needs this type of experience -- but we're saying when they hit 60 they have nothing to contribute any more.

25X1A9a [REDACTED] That's for the operational -- we want the younger people for operational purposes, and that sort of thing.

25X1A9a [REDACTED] Would he be blocking the career progress of anybody else?

25X1A9a [REDACTED]: This is a brand new function -- just started.
[REDACTED] He blocks a supergrade slot.
[REDACTED] But God knows the DD/P is going to be returning a lot of people from overseas on this BALPA thing, and surely there must be someone who would fit into this slot.

25X1A9a [REDACTED] I don't know the experience of the people coming back -- they haven't been identified to me.

25X1A9a [REDACTED] The object of setting up this staff was to have men with the greatest possible prestige. I can't say how many of the returnees might be very able men -- we haven't gotten a complete list -- but those I know who are coming back, there are none that can be compared to [REDACTED] 25X1A9a

25X1A9a [REDACTED] I'm thinking of a returnee to go into a job which would free somebody else, and as a result of the shifting you would come up with a man qualified for this job. The fact is that you're going to be under

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pressure to get down to ceiling over a period of time. It just doesn't seem like the right time-- You can't really say there is nobody standing in line for this.

25X1A9a [REDACTED] I wonder if it would do any good to postpone the discussion on this until our next meeting so we can bring in here the individual who has been bird dogging for somebody for this job.

25X1A9a [REDACTED] I don't think that's the point. Another thing, if the Director wants to extend this fellow because he has particular qualifications and the DDP thinks that only this man can fulfill this job, that's up to the Director. But from the point of view of this Board and the administration of the retirement policy of this Agency, it would be well to retire him -- from that point alone.

25X1A9a [REDACTED] I could buy that if this were not a brand new function that has just been established--

[REDACTED] don't think it has anything to do with the function.

25X1A9a [REDACTED] I do.

MR. ECHOLS: Well, it certainly is not the intention of the Agency to deny itself the use of the competence it must have -- but I think we question that the DD/P doesn't have plenty of equivalent talent to handle this new job being undertaken.

25X1A9a [REDACTED] By the same token, I don't think it's the function of this Board or within its competence to decide the operational worth of an individual in a given job. It is for that reason I feel we should speak on the general principle that it's not good for the System to extend anyone, including this fellow. Somebody else will have to decide if it's such an exceptional case they're willing to extend him even though it has adverse repercussions as far as the administration of the system generally.

25X1A9a [REDACTED] I don't agree with you, Paul. Sure, the principle is there, but if what you say is true, there is no room for exceptions. What the DD/P has proposed comes under the room for exceptions -- so you're debating the exception--

25X1A9a [REDACTED] That's not the point at all. The point is

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that if this was a peculiar job for which nobody else was qualified, there would be no question. That's the exception.

25X1A9a [REDACTED] But that's what the DDP have said -- they have proposed him as exceptionally qualified for this job.

25X1A9a [REDACTED] This is a personnel management job. It isn't

25X1A9a as if [REDACTED] or any of the people selected for this job have had an opportunity to particularly distinguish themselves in that field. They may all do good jobs by virtue of their background. But that's a little different from saying: We have a project that requires a background, and many years of living there, and a knowledge of Urdu, or something of this sort -- and here's a fellow that has it. This personnel management is just a commonsense, good judgment type of job -- and it's pretty hard, it seems to me, to say only

25X1A9a [REDACTED] could do it.

25X1A9a [REDACTED] I heard what Mike and Vern said -- they looked

25X1A9a at their problem and at this function, and [REDACTED] was very early identified as an ideal candidate for it. That doesn't necessarily mean there aren't any others -- that's too exclusive -- but they have presented a case for exception to the general rule.

25X1A9a [REDACTED] And at least some of us don't find it qualified as an exception.

25X1A9a [REDACTED] That's why I was taking issue with Paul, because he was saying there shouldn't be exceptions--

25X1A9a [REDACTED] I didn't say that. I said in a case like this. Obviously a hardship case is an exception -- or operational necessity. This at best is operational desirability, and I think that is even open to argument. But I don't think there's a case for operational necessity here, or like the case of a specialized linguist or something like that.

25X1A9a [REDACTED] It is my understanding that the DD/P gave attention to the creation of this little office as a result of a desire on the part of the Director that we have a counseling service set up. I think he wanted it

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originally for the Agency, but it was decided that perhaps it could be better done within each component to have this senior counseling service. The DDP came right back and had the DDP/OP think in terms of the best type of counseling service that could be set up to accomplish the wishes of the Director, and they settled on these five people, three of whom were still in the field at the time they settled on these people -- experienced, old hands - this was their last tour they were going to be doing in the Agency, and they looked for the broadest type of experience in all types of fields - administration, reporting, operations, supervision - anything you could think of - in order to have very qualified people to do this job. And they pinpointed all of these people. One of them - Bill

[REDACTED] - has not yet come back -- two others were in the field. It's my 25X1A9a understanding that they were specially picked for this job.

25X1A9a [REDACTED] All the Director has to do is say: I agree with Tom -- the Board doesn't know what it's talking about, and I overrule them.

What you (indicating Mr. [REDACTED] said isn't an argument for us to go along-25X1A9a

25X1A9a MR. [REDACTED] I'm not arguing you ought to go along with it, I'm just indicating the facts that are peculiar to this particular case.

[REDACTED] What kind of counseling?

25X1A9a [REDACTED] L: Do you want to talk to that, Vern?

[REDACTED] : Yes. The Clandestine Services have been

particularly criticized for deficiencies in personnel management. This is basically a step toward centralized management of Clandestine Services personnel.

For that reason we need men with considerable prestige ... (inaudible)...

to deal with Division Chiefs. They have just gotten under way -- they have mapped out a program. The first thing they're tackling is the CT's -- they're interviewing all of the current class of CT's, and they will monitor the careers of these men until they reach the level of a GS-12, at which time the direction of their careers should be pretty well set out how they're going ...

Then they're going to work ... (inaudible)... mid-career ...

But there are only four of them at the present time. This is a very time-consuming

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thing. They do a lot of interviewing - calling people in, consulting with the Divisions and various components. They have to be just absolutely top quality individuals, if it's going to work at all. [REDACTED] is one of these rare 25X1A9a individuals that we think can help get the thing going. A whole new look at it will be taken in July of 1969, when most of the present incumbents will be (retiring), and see if we've got it going and if it's worth continuing. In many ways it's something of an experiment.

MR. ECHOLS: It seems to me the Board has to do one of two things. Either we accept the DDP's evaluation of the services of these individuals, or, judging from what I've heard, you would have to say to the Director: The Board forwards without recommendation the request of the DDP for the extension in service of [REDACTED]

[REDACTED] I don't think they're the only alternatives.

25X1A9a MR. ECHOLS: Let me finish. The Board believes the work to be performed by the DD/P Personnel Management Staff could be done equally well by other available officers who have not yet attained mandatory retirement age.

25X1A9a [REDACTED] I don't think we have to say that at all. We can accept what the DD/P says, but we can also say that if the Board has a role in attempting to administer the Agency's retirement policy we feel that it would have an adverse affect on the Agency as a whole.

MR. ECHOLS: I was going to have a third provision here: The Board regrets the apparent necessity to retain in service employees who have attained mandatory retirement age under the CIA Retirement System in the belief that so doing undermines Agency morale and acceptance of the general age 60 retirement policy.

[REDACTED] I think that is too broad.

25X1A9a [REDACTED]: I don't know exactly how it should be worded, but I think that is the thrust of my concern.

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25X1A9a [REDACTED] GS-12 and above specialists in some categories--

MR. ECHOLS: Doesn't that undermine Agency policy?

25X1A [REDACTED] Nobody is seeking his job -- he is blocking nobody -- he is needed -- he is almost irreplaceable. I don't think that is undermining Agency policy.

MR. ECHOLS: I think it does indeed -- even more, perhaps, because here's a man who really says - "I won't" --

25X1A9a [REDACTED] I don't mean a guy who says "I won't". But if we have a rare combination of a scientist/linguist who is willing to work as a linguist, that can't be replaced, reaches age 60 -- and we have extended one or two such cases -- I don't see that type as undermining Agency policy.

MR. ECHOLS: I think if the individual is recognized by his colleagues as having unique skills, there's no question, but if he is not recognized as a specialist having unique skills then it's bound to incur resentment.

25X1A9a [REDACTED] When you're dealing with the CIA Retirement System it's a very different ball game. I grant you there are provisions there for exceptions, but we argued for early retirement and they gave us early retirement, and certainly the feeling was that by and large there would be very few exceptions. If, having said what we did about the Agency in terms of youth and vigor--

25X1A9a [REDACTED] Mike, this is an administrative requirement as opposed to an operational requirement?

25X1A9a [REDACTED] That is what it ends up in, yes.

[REDACTED] As a personnel management concept I think it's very sound -- I think they do need good people, with prestige, to make it work. I'm only saying I cannot really accept the fact that [REDACTED] is the 25X1A9a only one who can do this - or necessarily the best one - to the extent that he should be extended.

25X1A9a [REDACTED] I don't know if anybody would be

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available even if we were to shift bodies around.

But I don't think we need to go through all of this. It seems to me we have stated the position of the DD/P, and it seems to me the issue is - the DD/P feels that is in the ^{public} interest, and if the majority of the Board feel that it is not in the public interest then that should be your vote -- and if we split four to two, or three to one, or six to nothing, that should be your vote -- if the majority of the Board does not feel that it's in the public interest to extend. But I don't think that we need to go into all of this other business, and set precedents on other types of cases - the type of GS-11 or GS-9 that Mr [REDACTED] was talking about -- I think those ought to be considered as 25X1A9a individual cases.

25X1A9a [REDACTED] In the transmittal letter from us to the Director it would seem to me that something has to be said-- I mean, I certainly agree with saying the Board considered it and recommends against it, but then I think we have to add something -- and I like Alan's point that the affect on the overall implementation of this program would be a very negative one -- and obviously those voting against extension were not convinced that there was no other suitable candidate. Now I'm not trying to write it, but I don't think you can send this thing up in a vacuum--

25X1A9a [REDACTED] But I think Mike has a point here on the voting. What Mike was addressing was the terms of the statute. Yours (indicating

25X1A9a [REDACTED] were supporting reasons why you say it is not in the public interest. But the real issue is - if DDP says it's in the public interest to extend and the Board votes against it, the Board votes "it's not in the public interest for these reasons". But I think Mike is absolutely correct in identifying the issue here. Now you can support that vote with reasons, as certainly Mike has done on behalf of the DDP in favor of the extension.

25X1A9a [REDACTED] But "in the public interest" is a pretty broad term--

25X1A9a

[REDACTED] But that is the statutory term. That is the issue.

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25X1A9a [REDACTED] Even the DDP hasn't said they think it's in the public interest.

25X1A9a [REDACTED] He wouldn't have recommended it otherwise. They wouldn't have recommended it if it was contrary to the public interest.

25X1A9a [REDACTED] Yes, it is so stated. The last sentence of [REDACTED] memo says: This action will meet the needs of the Clandestine 25X1A9a Services and is considered in the public interest.

25X1A9a [REDACTED] So they have stated it. I'm sorry -- I apologize. They have stated it. Emmett, I'd like to say that looking at it from my point of view I'm kind of torn -- because it seems to me the DD/P are in a position to know whether the man will do the job that they want done, and yet I agree with the other thing - that when we do let people, particularly those in the high grades, go ahead without just a very, very clear-cut reason, that it is detrimental -- and I, too, hear some comments that all you have to be is up at the top and you can keep on working as long as you want to -- and from that point of view I think it's bad -- but I also feel that the DDP IS in a position and I am NOT in a position to say whether this man is the man to do the job that they want done.

25X1A9a [REDACTED] You're charged with making that judgment, though, based on what they have presented.

MR. MILLER: I'll vote when the time comes. But all I'm saying, there are two points of view.

25X1A9a [REDACTED] It's a dilemma.

MR. MILLER: I do believe it's detrimental -- I do believe, on the other hand, that at least they know better than I do whether this man will fit the job they have.

25X1A9a [REDACTED] That's what I said -- I thought we could accept the DD/P position, but in the interest of the attitude of the entire Agency toward

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its own retirement policy, I would have to recommend against it.

25X1A9a [REDACTED] And I guess this would put the D/Pers on the spot, because all he does is say - this is what the Board recommended, and I concur - or I don't concur - in the Board's recommendation.

MR. ECHOLS: We could say something like this: The Board believes that each extension in service beyond mandatory retirement age is detrimental to general administration of Agency retirement policies. The Board does not feel competent to evaluate the merits of this specific case.

25X1A9a [REDACTED] But the Board is charged with doing it. I think that is what the Board is charged with doing -- we are charged with weighing these issues.

25X1A9a [REDACTED] How about first having a vote by the Board -- because if a majority of the Board would favor extension-- Or we could still make this notation on it. But I think the view of the majority of the Board ought to be expressed on this.

MR. ECHOLS: How many would endorse the DD/P recommendation? [REDACTED] indicated they 25X1A9a would endorse the DD/P recommendation.)

How many would not endorse the DD/P recommendation?
(Messrs. Echols, [REDACTED] indicated they would not 25X1A9a endorse the DD/P recommendation.)

All right, that's five members . That could be reported to the Director as essentially a negative vote, in these proportions, and any explanation desired.

25X1A9a [REDACTED] And it should not read that the five members of the Board did not uphold the DD/P position. They did not uphold the DD/P recommendation that [REDACTED] be extended. I find no fault with the DD/P position -- I accept it -- but I don't accept the recommendation that this man be extended, because I feel it has a detrimental affect on the Agency at large.

MR. ECHOLS: Well, there's one problem there -- and I guess

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we really ought to take more time writing the explanation -- there's an implication there that you don't care how unique the requirement is for a fellow, the overwhelming thing is that it's detrimental to the system--

25X1A9a

[REDACTED] If what I said implied that, it was not intended.

25X1A9a

[REDACTED] We agree with everything you say, Mike, but we still think it would be so detrimental-- Maybe there's just a fine line between us, Mike, but I'm sort of saying -- and I've thought this one out to the best of my ability -- it seems to me the requirement for the extension of Mr. [REDACTED] for this purpose is not sufficiently unique to require an extension which would be to the detriment-- And I can see where the very next one would come along and I would say, "Gee, that guy is really different-- So I'm trying to make a distinction in the nature of the requirement--

25X1A9a

25X1A9a [REDACTED] That is why I suggested if we could postpone this until our next meeting and have the person who made the selection of these people come before this Board and explain this, maybe he could explain that away--

25X1A9a

[REDACTED] He is certainly not going to explain away my misgivings about the impact on the Agency--

25X1A9a

[REDACTED] And I think, Mike, you and Vern gave a good statement -- and I kind of agree, but not enough.

. . . Off the record discussion . . .

MR. ECHOLS: Mike, would you care to make a motion that we table this [REDACTED] case to hear at the next meeting an amplification of why 25X1A9a the DD/P considered this--

25X1A9a

[REDACTED] Yes, I move that we table this and that we have someone here from the DD/P to explain why these particular individuals were selected for this particular function.

25X1A9a

[REDACTED] Only one individual -- we're not talking about

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the others.

And I would say if they're going to do that, they should do a better job -- they should satisfy me - I'd like to see someone come up with a list of other candidates - or even has it been considered that there are others.

25X1A9a [REDACTED] But isn't that what you would ask the person who made this selection?

MR. MILLER: I second Mike's motion -- because I am in a quandary and I would like to hear a little bit more about their reasons -- because I could go either way here.

. . . This motion was then passed . . .

MR. ECHOLS: I think in this case -- if I may throw this in the hopper here -- I think this was determined upon a long time ago -- I believe it probably has already been submitted to the Director and he gave some assurance he may approve it.

25X1A9a [REDACTED] That's fine, but I think this is a very good vehicle to alert the Director to this potential problem--

25X1A9a [REDACTED] This case was tabled in November 1967. [REDACTED] think it would be useful -- I don't know if it's possible to do so but I think it might be useful to really know whether or not higher grade people are favored when it comes to retention is service either through extension or in some other manner. I know that we have had a great many extensions of lower graded people. I would like to be able to say whether or not the statistics, the experience shows that higher graded people do or have had a better chance at extension, or whether this is really not so, because if it's really not so, then when these people come to you and make this claim you can refute it.

25X1A9a [REDACTED] If you're talking about the CIA System, I don't believe there have been any extensions other than--

25X1A9a [REDACTED] Mostly the middle grades - 12's, 13's, 14's -

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in the CIA System.

25X1A9a

[REDACTED] I think the point is that the spotlight focuses on the higher grades because we cry that we have a major problem of the blockage of higher grade positions and that this is keeping young people from moving along.

Now, we're giving the lie to this each time we extend someone who is--

25X1A9a

[REDACTED] This has been the subject of an article in Fortune magazine, and they point out that in business quite often you will find the bookkeepers and people like that staying on until age 70 because they've been there for years and know their work, but that if you're going to have an effective retirement policy it's the President and the Vice Presidents that have to leave at 65 -- and they're very strict about it.

25X1A9a

[REDACTED] I think you're going to find such an examination is going to reveal very few supergrades have been extended. I think if there has been any ill feeling about this it has arisen out of those called back on contracts after retirement.

25X1A9a

[REDACTED] I think so, too, Mike, but how do you get that story across? I mean, they say they see the same old faces walking up and down the corridors and in the cafeterias -- and they don't know what the situation really is.

MR. ECHOLS: Well, the [REDACTED] case is tabled, then. 25X1A9a

Let's take up the next case - Tab 5 - request for extension under the Civil Service System - [REDACTED] 25X1A9a

25X1A9a

[REDACTED]: I move that [REDACTED] be extended for a year, as requested. 25X1A9a

MR. [REDACTED] Second. 25X1A9a

. . . This motion was then passed . . .

25X1A9a

MR. ECHOLS: Tab 6, request for extension - [REDACTED] 25X1A9a

MR. [REDACTED] He makes the assertion in paragraph 5 of his memo that he has been looking for a post retirement career and that the

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results of his efforts have been communicated to the Agency. Do you know,

[REDACTED] what efforts he has put forth?

25X1A9a

25X1A9a [REDACTED] If I could interrupt -- in his last letter to this Board these were enumerated - the people he contacted, the executives, the companies -- and his last request for an extension is part of the record before this Board.

25X1A9a [REDACTED] I was just wondering what he has done in the past year, and whether under the new arrangement of outplacement maybe better service might have been afforded him--

25X1A9a [REDACTED] Let's face it, this guy has nothing special to offer anybody. This is going to be typical of several cases in DCS, where they become good collectors but they have nothing special to offer. Their contacts themselves are getting rid of people his age. And moreover, we have difficulty persuading people to move to the [REDACTED] office because of the 25X1A6a expense of living there. He is already living there, so they would like to hold onto him for that reason. But the plain fact is that he just started his family late and he's got a genuine case of hardship.

25X1A9a [REDACTED] But has anything been submitted to the Board since --

MR. ECHOLS: We have one report dated 13 October 1967 in which he enumerates his discussions with identified individuals and companies, and says that none of them have been fruitful. (Reading) "Either by reason of company policy as to age, or lack of suitable qualifications for the job openings where age is not a factor, or because of long identification with the Agency, the persons with whom I talked could offer no promise of employment in any category." I replied to this letter in November--

25X1A9a [REDACTED] He was here either in December or January meeting with the outplacement people. Just a month or so ago he had several meetings with the outplacement people and I had several meetings with him to really see whether we could do anything on this.

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MR. ECHOLS: On 9 February 1968 he sent in a second memo, and that memo is part of the record here.

25X1A9a [REDACTED] When his case came up before I pointed out to him his situation was going to get worse rather than better and that he would not improve his situation by hanging on -- I pointed this out to him -- and as a consequence I think he made as good an effort as any that I know about to try to get something.

25X1A9a [REDACTED] When did we first adopt the policy of retirement at age 62?

25X1A9a [REDACTED] In '59 or '60. In '59 we decided on it but the Regulation didn't come out until '60 -- we started to implement it in '60.

25X1A9a [REDACTED]: What did we have before that?
[REDACTED] Nothing.

[REDACTED] We have had a general understanding in the DD/I that if people wanted to get extensions beyond 65 there had to be very compelling reasons--

25X1A9a [REDACTED] There was no Agency policy, though.

MR. ECHOLS: His annuity, reduced for survivorship benefits, in July 1968 will be \$9,105.00. In July 1969 it will be about \$800.00 more.

25X1A9a [REDACTED] \$9,964.00 per annum.
[REDACTED] So when the chips are down he would have to earn \$10,000 in some employment in order to maintain his present standard of living.

25X1A9a [REDACTED] What bothers me -- again, keeping BALPA in mind, we see it as an Agency problem for the next couple of years -- I just wonder if there might not be people otherwise walking the halls or in make work who, if solicited, wouldn't say - "I'd like to have that [REDACTED] job" - and 25X1A6a with some training could possibly do it. Maybe he's not really blocking anybody's career progression right now, but we're going to have a problem placing other people, and you do wonder if somebody, somewhere, wouldn't

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25X1A6a

like to go up to [REDACTED] and take that job.

MR. ECHOLS: There will be somewhere between [REDACTED] 25X9A2

people returned from overseas under BALPA, and absorbing all of these people is going to be a most difficult task.

25X1A9a [REDACTED] Could I ask a technical question? When we say reduced for survivorship benefits -- somebody told me once that there was a minimum reduction that you could take -- is that what these are figured on?

25X1A9a [REDACTED] These are always figured on the maximum -- which most people take.

25X1A9a M [REDACTED] Which 95% of the people take.

M [REDACTED]: Because if you take the minimum--

M [REDACTED] The minimum is nothing. You just don't even take a reduced annuity -- you take your full annuity, and when you die that's it--

25X1A9a [REDACTED] I think it was [REDACTED] who figured 25X1A9a actuarially you got the very best deal financially by taking the minimum annuity - the \$3600 --

25X1A9a [REDACTED] But 55% of \$3600 for your wife isn't very much.

25X1A9a [REDACTED]: Well, I just wondered how you computed it. In other words, she is to get 55% of your basic annuity -- then you take 2% of \$3600, and then 10% of the balance.

25X1A9a [REDACTED] I would point out that Mr. [REDACTED] doesn't 25X1A9a lightly put his name on an extension beyond 62 -- I mean, as opposed to the age 60 policy -- he is fully in agreement with retiring people at 62. And he 25X1A6a himself has been in [REDACTED] and has been part of the discussions about this case. So this wasn't an automatic approval on his part -- for whatever that's worth.

25X1A9a [REDACTED] Between now and July 1969 would still be well

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within the time frame before we have to look for spots in which to place people.

I'd like to make a motion that we go ahead with this extension and then not wait for the Director to do it but put on it ourselves that this will be the last request for extension that we will entertain.

25X1A9a

[REDACTED] It's hard for me to believe this man can't find a teaching position, with his background and languages. I don't know whether he has a graduate degree or not, but he attended graduate school for two years - international law and foreign relations.

25X1A9a

[REDACTED] I'm afraid each year that passes it becomes tougher for him, too -- because people are not that interested --

25X1A9a

[REDACTED] Do we know whether he kept up his reserve status in the military?

[REDACTED] You mean whether he is entitled to a military annuity?

25X1A9a

[REDACTED] Yes.

[REDACTED] I don't know.

MR. ECHOLS: We never got from this man - did we? - a detailed financial statement?

25X1A9a

MR. [REDACTED] Yes we did. This fellow has come across and has been willing to play ball on any suggestion by the DD/I. And he is, I think, most embarrassed to have to ask for this, because he's the kind of guy that would like to comply with whatever the Agency wants, regardless of what his own views are -- and he's not thinking of himself but of his family. I suppose his attitude is such that one reason I'd like to see us go along, as much as anything, is because his attitude is so good -- plus the fact that I've talked to both the head of the [REDACTED] and the head of DCS in terms of difficulties 25X1A6a of getting people at this level to serve and set up housekeeping [REDACTED] -25X1A6a

25X1A9a

[REDACTED]: Is this the second, third, or fourth--
[REDACTED] I believe this is the second extension we are requesting now.

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25X1A9a

[REDACTED]: This one is the second?

[REDACTED] Yes.

[REDACTED]: I can add to what Paul has said the fact

that the CS has found it very difficult -- two years ago I know the CS was looking for people and we found it very difficult to find people who would go to [REDACTED] 25X1A6a because of the high cost of living and the move that would have to take place. I don't know how it is now, but I know it was bad back then.

I simply wanted to satisfy myself that in all good faith he has made efforts over the course of the past year, and you have satisfied me to that effect.

MR. ECHOLS: Well, we don't know, really, Mike. A man can say he contacted 500 people -- but whether he really made any effort, used his own imagination, and so on, we don't know.

25X1A9a

[REDACTED] Some of these older people that are getting to the point of retiring and are turning in an indifferent performance, we wouldn't go to bat for. This fellow is doing a real fine job today.

25X1A9a

[REDACTED] We don't know whether the retirement people here have done anything --

25X1A9a

[REDACTED] The placement people? He has talked to them -- as recently as two months ago he was here and spent a couple of days with them. I haven't had any report since then -- except when he left here he said - well, it didn't look too promising.

25X1A9a

[REDACTED] I move that we offer this gentleman an extension for another year and add a proviso to the effect that he continue his own efforts to try to find additional work on the outside, or another career, and continue to work with the outplacement office during that period.

25X1A9a

[REDACTED] Mike, don't you think he might accelerate that effort if we let him know in more positive terms that this extension was the last one?

25X1A9a

MI [REDACTED] And I'd like to have [REDACTED] assure 25X1A9a

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me that all this conversation led to some positive action.

25X1A9a [REDACTED] is not in the business of finding jobs for people.

MR. ECHOLS: Yes he is.

25X1A9a [REDACTED] We don't like to put it that strongly. He's there to help--

[REDACTED] I'd like to see this because, as I say, I find it difficult to believe that a man with his qualifications can't get seven, eight, or ten thousand dollars a year teaching.

MR. ECHOLS: Or employment even in a law firm.

25X1A9a [REDACTED] I don't know -- to get a teaching job at his age is rough.

[REDACTED] "Contact specialist" means going out and meeting people and, in effect, trying to persuade people to give up something. I don't know if that would be in the sales field or not, but I would think his experience might be helpful to qualify him for sales work.

25X1A9a [REDACTED] I don't know why but when you read about company attitudes when you're talking about somebody over 62 - my God, they almost have to find a job like these little old ladies at turnstiles! One guy took a job as a night watchman.

25X1A9a [REDACTED] applied to General Foods, the Rockefeller Foundation, Bulova Watch Company. I don't know for what position.

MR. ECHOLS: Does anybody second Mike's motion?

[REDACTED] Second.

25X1A9a [REDACTED] Did it incorporate the proviso--

MR. ECHOLS: The proviso that he be instructed to continue his own search for employment?

25X1A9a [REDACTED] No -- I mean going one step further and that he be put on notice this will be the last extension.

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25X1A9a [REDACTED] I don't know, I don't go along with that, as a Board member -- but the Board might want to do that. I think if you have a hardship case you can't judge in advance what the situation will be. I think it's all right for Red White to tell the Director something like that, but I don't like to see the Board do that in any case.

25X1A9a [REDACTED] But it's going to come back that way--
All right, but let's not be parties to it--
But I feel like being a party to it.
I agree with your position, Harry.
I would assume most people being asked to leave at 60 are very much in the same position he is -- they would all like to make some more money--

25X1A9a [REDACTED] But they don't have their oldest child just entering college--

25X1A9a [REDACTED] I was talking about job seeking. In my opinion the main reason is managerial -- that you're having a rough time replacing him.

25X1A9a [REDACTED] I seriously doubt the wisdom of asking our DCS people to go around to their clients from whom they're seeking information to try to make a deal about a job. We had one case recently that is beginning to backfire already. It's bad business. In fact, I think they ought to be discouraged --

25X1A9a [REDACTED] I think they will go on forever asking for extensions. Because there are other people that could write the same story -- they don't want to leave. But on top of that, it's a hard job for you to fill.

. . . Mr. George Miller left the meeting
at this point . . .

MR. ECHOLS: I don't know yet if we have a second to the motion.

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[REDACTED] It's Mike's motion.

25X1A9a

[REDACTED] It didn't have the rider on it when I seconded it.

[REDACTED]: It was our experience on the old Board,

you will remember, Paul, that where the individual on the record did not appear to have been in good faith making attempts to find work on the outside, that the old Board simply said this is the last extension, but where the person had made definite, bona fide efforts to try to find something on the outside they didn't want to preclude his coming back at the end of that period and asking for another extension if the situation were one of true hardship, and so they simply said: We will grant you an extension for another year provided you continue to try to find work on the outside. And that is the reason I didn't add the additional proviso in this case -- because I have accepted the allegations and statements made by Paul that he has tried hard to find additional work on the outside.

25X1A9a

[REDACTED] Actually, I think that proviso wouldn't preclude

anybody coming back -- because they will say - "I know this is what you said, but that was a year ago -- this is the situation today -- I'm going to ask you to reconsider." If anybody comes to me, I am going to so advise them - that if they're in bad shape not to let the Director's statement govern their request. It may govern the eventual outcome of the case but it shouldn't govern his submitting his request if there is a genuine case of hardship.

MR. ECHOLS: Mike, are you riding with your original motion?

25X1A9a

[REDACTED] Yes.

MR. ECHOLS: Is there a second?

25X1A

[REDACTED] It has been seconded.

. . . This motion was then passed . . .

MR. ECHOLS: What bothers you, Alan -- I see you frowning -- after the fact?

25X1A9a [REDACTED] I don't know how it's going to improve in the next eight or nine years.

25X1A9a

[REDACTED] I don't either but there will be one^{year}/less [REDACTED] of misery.

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MR. ECHOLS: We have one other piece of business. You recall we wanted to somehow standardize and get the word to the Career Services as to what is desired in the way of the timing of extensions. I drafted up this hand out. George Miller suggested paragraph 4 should be changed -- at the very least - and maybe you have other suggestions -- that this paragraph should say: The Retirement Board recognizes exceptional circumstances may require earlier or later submissions but requests that these circumstances be explained so they can be included in the Board's deliberations and recommendations to the Director. Aside from including this, do you think this memorandum is okay?

[REDACTED] I think it's fine.

25X1A9a MR. ECHOLS: Okay. I'll have this retyped and send it down to you, Murray, and you can send it out to the Career Services.

Any other business?

25X1A9a [REDACTED] Is somebody going to ask [REDACTED] Is there any action you want me to take on the [REDACTED] case? 25X1A9a 25X1A

25X1A9a [REDACTED] I'll ask him.

MR. ECHOLS: Could I give you one little report? Remember at the last meeting the Board felt uneasy about a disability retirement case in which there was no assurance that the case had been reviewed by the Agency in terms of possible BEC application. I have been assured that this specific point has been considered in this case - the [REDACTED] case - was considered, was thoroughly discussed, and in no one's opinion was there any conceivable BEC attachment. I have also been promised that in all future disability cases a straightforward statement will be made that this has been done. 25X1A9a

25X1A9a [REDACTED] Very good.

MR. ECHOLS: The point was made, however -- I think with great validity -- that the function of the Board is to determine whether or not the individual qualifies for disability retirement. Our concern appears to be

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in the best interests of the Agency to know we haven't helped a mistake to be made -- so on that basis they're happy to go along with this. But do you have any doubts, John, as to whether the Board has any responsibility, as such, for examining disability cases to see if there is BEC--

25X1A9a [REDACTED] Oh absolutely not! I have no intention of interfering in command channels. All I want to be assured is that it has been looked at. If Ben says it doesn't qualify, that's sufficient. But we have found a case or two where it hadn't been looked at--

MR. ECHOLS: Ben said he would be perfectly happy to explain to the Board the issues involved.

25X1A9a [REDACTED] No, no -- I don't think so.
MR. ECHOLS: Okay.

. . . The Board adjourned at 3:25 p.m. . . .

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