

State Dept. declassification & release instructions on file

20 July 1954

MEMORANDUM FOR: Colonel White

SUBJECT : "Wriston Report" of the Department of State

1. While much of the content of the so-called Wriston Report on the Foreign Service is of interest only within the State Department, in view of your interest in the development of Career Service within CIA, I thought I would bring to your attention a quote from that report, since it appears to have some relation to what we are trying to develop here.

2. The quotation comes from section 4 of the Committee's final report:

"The Foreign Service has been retarded in its logical development by a persistent belief that promotion from the bottom is the only true incentive and that incursions of elements from outside into the higher officer grades would seriously impair both incentives and morale. This attitude, however, runs counter to experience in commerce, industry, education and many other lines of endeavor where late starters of high ability often enrich the base and bring fresh incentive into the jaded middle years.

"It is counter to experience to assert that only a self-contained system into which entry is discouraged save by beginning at the bottom rung can generate incentive and bulwark morale. The Foreign Service's own experience in the satisfactory absorption of successive waves of lateral entrants indicates that its Officer corps is no different from other organizations in this respect."

3. At first blush, this would seem to be a denial of the principle of career development as we would eventually like to see it applied within CIA. However, considering the special problem of State's dual labor force - departmental versus Foreign Service - these remarks seem to have greatest applicability to the historical tendency of the Foreign Service to resist entry of "outlanders" except at the bottom of the scale.

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4. Were CIA ever to develop a special body of employees eligible for overseas employment, Career Service designees or what have you, opposed to which was another group not eligible for duty "anywhere when and if called," we could quickly drift into the same kind of parochialism that prompted these remarks over Mr. Wriston's signature.

5. I think that these statements might be borne in mind as we continue to think toward the development of Career Service concepts within CIA, so that we do not run the risk of considering all those not within the Career Service as "second class citizens," and so that we do not run the danger of overselling the idea of "career progression, from bottom to top." As in State, I think we will always have to rely on the infusion of new personalities and ideas at the middle and higher levels, especially in those areas of CIA primarily devoted to research and analysis.

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