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JAN 31 1956

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : A Report on Trip to the Far East Made by the Assistant Deputy Director (Support) and the Comptroller during the Period 26 October - 18 December 1955

1. PURPOSE

a. To observe at first hand the problems confronting the various support elements in the Far East; to render whatever advice or assistance seemed appropriate at the time; and in general to acquire a better understanding of the support services that the field stations require from Headquarters.

b. In addition to the above, the trip provided an indoctrination in Far East overseas operations and problems for the Assistant Deputy Director (Support) and the Comptroller, neither having previously visited that area.

2. AREA COVERED

At all stations, the undersigned were accorded the fullest possible cooperation from Agency personnel at every level. As a result, discussions of support problems were carried on in an atmosphere of mutual understanding that was most helpful. Without exception excellent accommodations and transportation were arranged and whenever security permitted escorts were waiting at ports of entry to facilitate customs clearance and passport procedures.

3. DISCUSSION

a. At each station visited a general discussion was held with the Senior Representative and/or Station Chief, which was usually followed by a group meeting of key personnel. In many of the smaller stations the entire staff was included. At each of these meetings, the following subjects were discussed: Headquarters Building, tight budget situation, review of projects and operations to eliminate non-essential expenditures, proposed

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Agency legislation, Career Service, etc. This presentation was followed by a question and answer period.

b. Following these meetings, discussions were held with the Station Chief, Administrative Officer, Finance Officer, and others relative to their administrative and support problems. At the larger stations, personnel were advised that the Assistant Deputy Director (Support) and the Comptroller were available to anyone desiring to discuss a problem or just to exchange greetings. At some of the stations, particularly the smaller stations, the undersigned personally met and discussed subjects of particular interest to each employee, and also personal problems if brought to our attention.

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d. The subjects most frequently mentioned by the field personnel as needing attention from Headquarters were:

- (1) Delay in receiving replies from Headquarters relative to questions and problems submitted by the field.
- (2) Importance of overlap in the field in the rotation of personnel to the field.
- (3) Notification to field personnel of their next assignment prior to their leaving the field.

The complaint of the long delay in receiving replies to field inquiries, particularly dispatches, seemed to be almost universal, but there is an encouraging note, since the delay is not as long as it used to be.

In discussing the Career Service, field personnel were advised that it was the intention of the Career Service Program to provide an overlap in the field in the rotation of personnel, and also to advise field personnel of their next assignment prior to their leaving the field station.

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e. From the comments received from the Chiefs of Station and other officials relative to the assignment of administrative personnel to the field, it is concluded that the caliber of personnel being assigned has greatly improved. This was particularly true of both Finance and Commo personnel, for whom almost unanimous praise was expressed at all stations. However, in several stations it was pointed out that personnel assigned by the Office of Personnel and the Office of Logistics should be more generalists than specialists, and they should be more thoroughly trained in the over-all personnel and logistics fields.

f. The subject of payment for overtime came up for discussion at a number of the stations, and it was apparent that there was no uniformity in the payment of overtime. For example, some stations pay for the time spent by Case Officers in making contacts after regular working hours-- other stations do not. The stations that do not pay overtime for such contacts maintain that such contacts are a part of the job. Another type of overtime where there is no uniform policy as to payment is the time spent by night duty officers when there is no official work to be performed and when a good portion of the time is spent in sleeping. The field overtime problem should be studied and a uniform Agency policy adopted and sent to the field so that all stations can follow a uniform and consistent overtime policy.

g. Another matter which was called to the attention of the undersigned at many of the stations was the need for contract working wives. Opinion was almost unanimous that Security should clear all wives at the time their husbands are transferred to the field. It would appear that some of the Tables of Organization may have been prepared on the assumption that such T/Os would be supplemented by contract working wives. It is our considered opinion that many of the stations would have a great backlog of work were it not for the services performed by working wives. The Agency is probably creating a false picture as to manpower requirements in establishing T/Os at a given number of positions and then greatly exceeding those numbers through the employment of contract wives. There was comment in the field by some of the working wives to the effect that they should have the same rights and privileges relative to leave and other benefits as the staff personnel. The contract working wife of personnel assigned overseas should be a subject of study in connection with establishing T/Os, and if such services are required at a given station, then a separate additional authorization should probably be approved.

h. It was noted that at [] there are twenty-one warehouses containing various and sundry kinds of supplies and equipment. [] plans to ship the surplus of supplies and equipment to [] and reduce the number of warehouses eventually to twelve. Four hundred tons of such equipment were shipped to [] during the month of October.

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Next 3 Page(s) In Document Exempt

Approved For Release 2002/05/06 : CIA-RDP78-05551A000100090028-7

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30 November 1954

MEMORANDUM TO: Chief, Finance Division

FROM :

SUBJECT :

Field Trip

SPECIFIC : Final Report on General Conditions Encountered and
Corrective Action Taken

There is set forth below a final report outlining conditions at the [] upon the arrival of []. In order to furnish a complete picture of the financial conditions at [] this report is designed to present a brief resume of the problems which necessitated the field trip, a detailed account of the action taken by [] to determine the causes of these various problems, and corrective action instigated to protect against similar conditions arising in the future.

I. NECESSITY FOR FIELD TRIP

Initially the main problem Headquarters encountered with the Station Accountings was the lack of compliance with the regulations and the resultant lack of proper documentation for disbursements. With the receipt of the 20 May - 20 June 1954 Accounting, it became apparent that the Station was not reconciling its cash to the Station records since a receipt of [] was not recorded in the Accounting. Receipt number R-120 of the June Accounting was overstated by [] and R-112 of the August Accounting was understated by []. The funds issued by []

II. PHYSICAL SECURITY OF FUNDS

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