

16 September 1954

MEMORANDUM FOR: CHIEF OF OPERATIONS, DD/P

SUBJECT: Incentive Pay for Foreign Languages

REFERENCES: (a) Staff Study to DDCI from AD/P on subj dtd  
19 Aug 54  
(b) Memo to DCI fr DIR, subj Area and Language  
Training, undated (EO 2638)

1. The Clandestine Services Training Committee, as requested, has carefully considered reference (a) and recommends against the adoption by CIA, at the present time, of any plan awarding incentive pay for acquisition of language and area knowledge.

2. It is the view of the Committee that many hundreds of Agency employees have demonstrated ample motivation for the acquisition of language and area knowledge, and have shown that no financial incentive is needed. As reported in reference (a), paragraph 3-e, several hundred employees took outside courses at their own expense and after working hours during the academic year of 1953-54. Hundreds more studied languages after working hours through the facilities, within CIA, of the Office of Training.

3. Various incentives to language study are, in fact, continually being offered to Agency employees, though not in the form of a bonus or direct payment of extra cash. Some employees are permitted to be away from their desks as much as six or eight hours a week for language instruction by the Office of Training. In effect these employees are being paid for part-time study of a language, although their salaries remain the same as if they did not leave their desks. Such employees ordinarily donate to the Agency, after working hours, about twice the amount of time they spend on language study during the business day.

4. This plan is appropriate when there is an indication that a particular language will be useful in an employee's future assignment. It is believed that many more employees would be sent to this type of training, except that the urgency of their present duties holds them at their desks. This, of course, is an impediment which would not be removed by any incentive system similar to that

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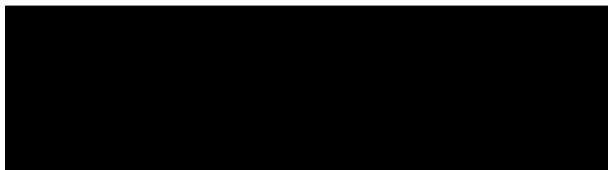
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5. In the full-time language programs of the Office of Training, selected employees receive full-time language instruction at Agency expense, either in this country or abroad, for a full year or even two years. This amounts to a financial award in the form of tuition and travel funds, and of course without interruption of salary.

6. The Committee concurs with the observation in paragraph 3-e-(1) of reference (a) that, unless based on careful planning, incentive pay could result in disorganized and chaotic results with respect to Agency needs. The personnel currently developing career service plans for the Agency are understood to regard language training and qualifications as a valuable criterion in determining the rate and direction of advancement. The Committee recommends that consideration of any proposal of incentive pay for language study be postponed until the place of language training in the Agency's career development program is clear.

7. The language facilities of the Office of Training compare favorably with those of either the Department of State or the Foreign Operations Administration and are entirely adequate for the needs of the Clandestine Services, provided they are utilized to the best advantage by the Staffs and operating Divisions. Recommendations on this phase of the subject will be made in a subsequent memorandum commenting on reference (b).

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Chairman  
Clandestine Services Training Committee

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