

Office Memorandum • UNITED STATES GOVERNMENT

TO : Acting Chief, Employee Services Division

FROM : Chief, Counseling Branch

SUBJECT: Six Month Report of Progress and Program Plans

DATE: **JAN 14 1955**

1. The Six Month Report of Progress and Program Plans is listed under three headings as follows:

A. Branch activities added during the reporting period.

B. Statistical summary of major activities.

C. Program plans for the period from 1 January through 30 June 1955.

A. During the period from 1 July through 31 December 1954, the Counseling Branch has discharged its usual responsibilities and made progress in the following new areas:

(1) In September 1954, the Branch initiated the visit-a-week to an Operating Office. Each week the Branch Chief and one of the counselors visit at least one Administrative Officer and his staff to gain first-hand knowledge of management problems and further acquaint operating personnel with the services and professional assistance available in the Branch. In addition to improving communication and general understanding between the Office of Personnel and the operating areas, these visits have provided certain operating persons with sufficient information and guidance to enable them to detect and correct some personnel problems at their source and have encouraged them to solicit the aid of the Counseling Branch in dealing with the more complex, deep-rooted problems. In addition to the above plan for improving communication, several memoranda to Administrative Officers have been prepared for the signature of the Assistant Director for Personnel. These memoranda have included such subjects as timely submission of Fitness Reports and reporting employee emergencies. The combination of personal visits and appropriate memoranda should produce/closer working relationship between the Office of Personnel and Operating Offices with resultant improvement in personnel management.

(2) In September the Branch also assumed responsibility for the Entrance-on-Duty Orientation Program. This program, conducted every Monday morning, is designed to

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acquaint new employees with certain basic Civil Service and CIA Regulations which pertain to their employment, familiarize them with the available benefits and employee services, and meet their immediate housing and transportation needs. This Orientation affords the Chief, Counseling Branch an excellent opportunity to meet all new employees and provide information which should assist them in making an early, satisfactory adjustment to Agency employment. In addition, two other staff members furnish on-the-spot assistance to any new employees with housing or transportation needs. This program has evoked much favorable comment and the benefits, from a Management standpoint, are both immediate and long-range.

(3) Passage of the Federal Employees' Group Life Insurance Act of 1954 brought another function to the Branch. Under the new life insurance program the Counselors are charged with the responsibility of informing employees during the exit interview of their conversion rights when the group insurance terminates because of separation from Agency employment. This new responsibility also entails additional clerical work in that each employee leaving the Agency must be furnished a Notice of Conversion Privilege. Also, employees who resign in absentia and those who resign in the field,



B. Following is a statistical summary of the major activities of this Branch for the period 1 July through 31 December 1954:

(1) Number of employees attending the Entrance-on-Duty Orientation:

July.....	
August.....	
September.....	
October.....	
November.....	
December.....	
Total...	
Monthly average.	

The Orientation Program was transferred from the Services Branch to the Counseling Branch in September 1954. However, since the present Chief, Counseling Branch has been responsible for the Entrance-on-Duty Orientation since the

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inception of the program, the workload figures for the past six months are given above. The program consists of these four topics: (a) Personnel and You, (b) Regulations which Affect You, (c) Benefits and Services for You, and (d) Your Responsibilities. The discussion of Agency and Civil Service Regulations stresses fundamental facts pertaining to pay, leave, salary, and retirement; the delineation of benefits and personal services encompasses hospitalization and insurance plans, compensation for injury, Incentive Awards Program, recreational activities, housing service, employee counseling, and others.

(2) Resignations Processed:

July -----	144
August -----	136
September -----	147
October -----	124
November -----	106
December -----	106
Total -----	<u>763</u>

Monthly average 127

For each resignation processed a Report of Separation (Form 37-154) is prepared, a Final Payment Clearance Sheet (Form 34-30) is completed and a Request for Personnel Action (SF-52) is obtained for submission to the Processing and Records Division. An exit interview is conducted for each employee who separates from the Agency, except those who resign in absentia and from field offices to determine the cause of separation and to obtain comments, suggestions, or criticisms that may be helpful in improving management and pave the way for a reduction in personnel turnover. The information obtained from the interview is recorded on the employee's Report of Separation, Form No. 37-154. In addition, a monthly statistical report covering all staff employee separations is prepared and submitted to the Planning and Analysis Staff for distribution.

(3) Leave Cases Processed:

July -----	31
August -----	32
September -----	33
October -----	37
November -----	39
December -----	44
Total -----	<u>216</u>

Monthly average 36

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All requests for LWOP, including Maternity Leave, of 60 days or more duration which require the submission of SF-52 are processed by this Branch. For each of these a Final Payment Clearance Sheet is completed as in the case of a resignation.

(4) Counseling Cases:

Six-Month total: 126

Monthly average: 21

Above total includes hardship, illness (mental and physical), individual adjustment problems, grievance cases and 24 "Crash" cases. Inasmuch as certain cases necessitate several interviews, considerable study, and much follow up activity, the above figures only approximate the total workload involved.

(5) Retirement Cases:

Six-Month total: 102

Monthly average: 17

Interviews are held with all employees who desire specific information concerning their retirement rights. Often the employee is not eligible for immediate retirement but wants his status checked, especially if he is unsure about the creditability of certain periods of service. Others desire an estimate of the amount of annuity at age of retirement, etc. The above figures do not include applications for service credit, voluntary contributions, or applications for death benefits, but indicate the number of interviews conducted with employees on retirement matters. In conjunction with this program, letters of appreciation for signature of the DCI are also prepared by the Branch for presentation, as appropriate, to persons retiring from the Federal Service. It is anticipated that this workload will increase steadily as the Employee Services Division information/series is offered to additional Agency components.

(6) Death Cases:

Six-Month total: 5

Letters of condolence are prepared for signature of the DCI in each death case (except certain security categories) and contact with next-of-kin is established. Assistance is given in the preparation of claims for unpaid compensation, application for retirement benefits, etc. Referral of the case to the Insurance and Claims Branch, ESD,

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is made when line of duty is involved, when claims are filed with the BEC or when quasi-legal issues arise.

(7) Disposition Board Cases:

Six-Month total: 10

The Board considers cases of Agency personnel who suffer from nervous or mental breakdown, certain emergency cases arising from a variety of causes, and other employee problems which require careful, high-level adjudication and coordination of decision among the several offices represented on the Board. The Chief, Counseling Branch serves as secretary to the Board, and since most of the cases are referred to this Branch for action on the Board's determination, it is considered an allied responsibility of the Counseling Branch.

(8) Miscellaneous Activities:

During the six-month reporting period, this Branch engaged in a variety of activities and provided services not specifically delineated above. These include notary public service; answering multifarious inquiries (oral and written) concerning leave privileges, retirement rights, hospitalization coverage, insurance conversion, employment records of former employees, circumstances prompting certain resignations, addresses of former employees; correspondence with employees who resign in absentia; numerous liaison contacts with Agency Offices, such as Medical, Security, General Counsel, Inspector General, Finance, Fiscal, and Operating Offices. Also, the Branch is frequently called upon to prepare special reports based on data from the Reports of Separation, provide turnover information, and draft special correspondence and memoranda.

C. Program plans for the period from 1 January through 30 June 1955, are based on the assumption that the workload for the next six months will not vary significantly from the previous six-month period. Needless to mention, continual efforts will be made to improve present operating procedures and enlarge the personnel relations services currently being offered. In addition, our program plans include the following:

(1) A primary objective will be more frequent personal contact with operating personnel to effect closer liaison and develop better team work in areas of mutual concern. This will be promoted, in part, by an accelerated visiting program--two visits a week to Administrative Officers until all have been seen, and one visit each week thereafter.

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Since the effectiveness of the Counseling and pre-exit interviewing programs depends, in a large measure, upon early discovery of personal malcontent and interpersonal problems, this program is considered very vital.

(2) Another goal will be to devise ways of utilizing the information in the Reports of Separation to greater advantage. Presently it is planned that the counselors, at the beginning of each month, will review carefully all the Reports for the preceding month, compile therefrom comments and suggestions indicative of conditions or practices which should be scrutinized closely, and report this information together with the Counseling Branch recommendations to the Chief, Employee Services Division for appropriate action.

(3) As an additional responsibility for 1955, the Counselors will be required to inform all staff employees leaving the Agency of their rights and privileges under the unemployment compensation program, established for Federal Civilian employees by P.L. 767, 83rd Congress. The administrative work in conjunction with this new duty includes correspondence with employees who resign in absentia and in the field, since all separatees must be furnished Standard Form No. 8, Notice To Separated Federal Employee (Unemployment Compensation Program).

(4) The administrative procedures involved in processing a resignation case through the Branch will be reviewed periodically in the hope of streamlining procedures so that the time required for such processing will be decreased.



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SERVICES BRANCH
Employee Services Division
Office of Personnel

SERVICES BRANCH
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INDIVIDUAL ACTIVITIES

1. HOUSING

The Branch has continued to provide a housing service to meet employees' immediate and long-range needs through listings and advance reservations.

A Services Branch representative has also been available at the conclusion of each Entrance-On-Duty Orientation session to provide information and guidance.

A new vertical file has been instituted for housing requests.

Housing requests, July through December 1954 = 271

Housing listings, July through December 1954 = 221

2. RECREATION AND HEALTH

The Services Branch, in line with its assigned responsibilities, has endeavored to place additional emphasis on increasing participation in an expanded recreation program. A Personnel Relations Officer and an assistant have been added to the staff who have devoted a major portion of their efforts toward encouraging employee interest through an adequate seasonal recreation schedule.

The accomplishments of the newly organized Recreation Office during the six month period covered by this report are enumerated as follows:

- a. Planned or assisted with the arrangements for various types of social gatherings.
- b. Stimulated participation in established activities and encouraged the further development of others.
- c. Maintained close liaison with the various recreational groups to keep abreast of waning employee interest or weakened leadership in a particular phase of certain programs.
- d. Developed a library containing civilian and Government recreational facilities which are available for employee's referral. (Picnic areas, swimming facilities, recreation fields hotels and establishments catering to banquets, dances, etc.)

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- e. Purchased trophies and athletic equipment for distribution to teams and activity groups.

The Recreation Officer, acting in his capacity as coordinator for all Recreation Association activities, assumed the responsibility for publishing the monthly Newsletter and handling the necessary liaison responsibilities with the Security Office and other related external organizations. (D.C. Recreation Department, wholesale houses, sporting goods establishments, and those controlling the rental or use of halls, areas, etc.)

Following is an itemized breakdown of Agency activities which the Recreation Office has organized or has assisted in developing:

a. Sports

Men's Softball League	(16 teams)
Women's Softball	(1 team)
Touch-football League	(4 teams)
Swimming Club	
Horseback Riding Group	
Bowling League	(5 leagues)
Golf	("A" and "B")
Men's Basketball League	(6 teams)
Women's Basketball	(2 teams)

b. Hobbies

Bridge Club
String Orchestra
Choral Club

c. Social

An Agency "Smoker"
Parties and picnics held by various offices
Luncheons for recreational activity groups
An Agency Christmas Concert

The Potomac Recreation Association, organized in 1952, experienced the usual problems connected with an increased membership which had expanded to the point where the elected officers and executive council felt that full time help was required from the Office of Personnel. As a result of a request to the AD/P, the Employee Services Division assumed the responsibility for developing and coordinating a well-rounded recreation and welfare program. One recreation association, organized to

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embrace all activity groups, was considered to be in the best interest of each employee. The Potomac Recreation Association, being the largest existing activity group, was therefore selected as the logical nucleus for the contemplated expansion.

A lengthy review of the existing PRA records failed to show that the membership had at any time approved a constitution but had been operating under the supposition that the proposed constitution had been approved. Representatives of the Services Branch in conjunction with the retiring officers of PRA drew up a new constitution which included the following major changes: (a) the membership fee of \$1.00/annum was eliminated, (b) all employees who subscribed to the purposes of the PRA would be considered to be members. These particular changes were made with a three fold purpose in mind.

1. All employees through their automatic membership would be eligible to participate in any sponsored activity and would receive the services offered by a full time Recreation Office Staff.
2. The PRA would be representative of the thousands of Agency employees rather than the then existing membership of 700. This latter total did not include the various groups and activities which were operating independently and in many cases in competition with each other.
3. The Agency would meet with GSI intentions which suggested in effect that their rebates be released to a truly representative employee recreation and welfare association.

The members met on November 12 and 18, respectively, in the Auditorium and approved the new constitution for the PRA. A new slate of officers, which would be in a position to devote a large portion of their time to association activities, were chosen as follows: Harrison

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PRA constitution were circulated among the members. A proposed Agency notice was then prepared and forwarded to PAS by the new PRA Officers which announced the purposes of the PRA and the coordination required of all employees who participate in outside leisure time activities.

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3. EMPLOYEE WELFARE

The Agency maintains an employee welfare fund for use in promoting the general welfare of its personnel. The fund consists of monies rebated to this Agency by Government Services, Inc., incident to its operation of cafeterias in Agency buildings. Verified instructions from GSI specified that the money be used for employee welfare and recreation and further suggested that it should be operationally administered by a representative employee organization.

This Branch, in coordination with the Planning and Analysis Staff, has prepared papers, at the request of the CIA Welfare Board, which will effect transferral of the CIA Welfare Fund and operating responsibilities to the Agency employee association (Potomac Recreation Association). These papers are yet to be coordinated and approved by the present Welfare Board.

The proposed plan places the overall responsibility of Agency Employee Welfare upon the Career Council, chaired by the Assistant Director for Personnel, and specific operating responsibility for this particular fund upon the PRA. It has been planned that the Executive Vice President of the PRA would designate the officers of the PRA to operate this fund for the benefit of all employees in accordance with GSI accepted principles of policy and procedure.

4. EDUCATION

Inquiries concerning available training courses and the educational opportunities in and around the nation's Capital have been referred to this Branch. In addition, advice and assistance have been afforded veterans attempting to enroll in training under auspices of the Veterans Administration or obtaining reinstatement of GI training entitlement.

A number of requests for outside non-Agency training have been processed through this Office.

Number of inquiries (estimate), July through December 1954 = 24

5. BLOOD DONOR PROGRAM

A member of this Branch has done additional necessary liaison and administrative work on the Agency blood donor program caused by our special security regulations.

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During this reporting period, for the first time, this program was conducted during the months of July and August, thereby establishing a monthly program of donations.

Number of Agency donors scheduled by Services Branch, July through December 1954 = 612

6. FUND-RAISING CAMPAIGNS

Three fund-raising campaigns were conducted. For the Community Chest campaign, the planning and execution entailed the following:

- a. Close liaison with campaign headquarters;
- b. Prepared CIA notices and distributed campaign material;
- c. Organized campaign and keymen;
- d. Collected and transmitted funds, audited and kept accounts;
- e. Prepared bi-weekly notices for the collection of unpaid pledges.

Two other campaigns were instituted merely by CIA notices, dissemination of literature and the forwarding of funds.

Following are campaign figures showing total Agency contributions from July through December 1954.

<u>Campaigns</u>	<u>Total Contributions</u>
American - Korean Foundation	\$ 1,450.33
Community Chest Federation	45,577.21
Arthritis and Rheumatism	120.12

Total contributions, July through December 1954 = \$47,147.66

Donations to this year's Community Chest Campaign exceeded last year's by \$3,536.10. A new, simple, effective accounting system was established which provided for a full accounting of all contributions including pledges paid throughout the year.

The necessity for a cleared person to handle our donations at the various campaign headquarters has been eliminated by turning all funds over to Security for the issuance of Treasurers' checks.

Community Chest notices sent (estimate) October through December 1954 = 500

Fund-raising luncheons attended = 5

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7. ENTRANCE-ON-DUTY ORIENTATION PROGRAM

Responsibility for the entrance-on-duty orientation program for all new employees joining the Agency has been transferred from the Services Branch to the Counseling Branch. A member of this Branch, however, acted as substitute when the Chief, Counseling Branch, was unable to conduct the program. Another member of this Branch continued to be present at all orientation programs to offer housing services to new employees.

Orientees, July through December 1954 =

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8. INDEBTEDNESS ASSISTANCE AND GUIDANCE

Great effort is made in this Agency to assure that employees pay their just debts for moral reasons as well as to maintain maximum security standards.

Services Branch maintains liaison between creditor and debtor. It alerts operating offices as to the presence of serious indebtedness cases and in those cases, attempts to counsel the employee and help work out a satisfactory solution.

Indebtedness cases handled July through December 1954 = 72

9. LEAVE APPROVALS

Agency Regulation dated 28 September 1954, grants the final approving authority for advance annual leave, military leave, court leave, and leave without pay under one year to the operating offices. Advance sick leave, maternity leave over six months and leave without pay over one year are now the only instances in which approval must be given by the Assistant Director for Personnel or his designee.

Leave requests, July through December 1954 = 360

10. IMPROVEMENT OF AGENCY PHYSICAL FACILITIES (LIAISON)

Innumerable suggestions for the physical improvement of Agency buildings are explored and appropriate action taken. For example, additional vending machines have been installed in Curie Hall. Recently, Logistics in coordination with this Branch renumbered Curie Hall rooms and provided the necessary new signs.

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11. DISCIPLINARY ACTIONS AND SEPARATIONS

Cases of unsatisfactory performance and conduct involving employees with rights under the Veterans Preference Act, have been handled in such a way that the employee involved feels that further appeal to the Civil Service Commission is unnecessary. This has necessitated more careful individual attention to each case than is required in most other Federal agencies. In each case, every effort has been made to effect a resolution of the situation through reassignment, counseling or other means satisfactory to all parties involved.

Cases handled, July through December = 29

12. EMPLOYEE APPEALS

In view of the fact that non-veteran CIA employees have no further separation, removal, demotion, or suspension appeals which can be heard by the Civil Service Commission, special effort has been made to acquaint all members of hearing panels as to proper hearing procedures. This was done by oral instructions by the Executive Secretary as well as by handouts prepared by the Services Branch.

Cases, July through December 1954 = 1

Cases processed, July through December 1954 = 4

14. CUSTODIANSHIP OF BULLETIN BOARDS

Services Branch plans prior to this reporting period, included preparation of an Agency notice governing the use of bulletin boards. Within the present reporting period, necessary coordination for this notice revealed disapproval by the DD/A's Office; therefore, substitute action for bulletin board control was initiated. An "Instructions to Employees" card which gives all pertinent details governing the use of bulletin boards is being prepared for posting on each board. Clarity of message, neatness of bulletin boards and availability of information in the Services Branch, Employee Services Division, will be afforded under our new plan which requires a copy of the posted notice to be forwarded to us.

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The need for a nearly self-sustaining bulletin board operation was apparent when the Logistics Office withdrew the major support we had received from their Building Supply Officers.

Suggested relocation of bulletin boards which was coordinated with the Logistics Office has resulted in at least a start of this operation.

15. AGENCY REPRESENTATIVE AT OUTSIDE MEETINGS AND OTHER
OUTSIDE LIAISON RESPONSIBILITIES

The Branch Chief represented the Assistant Director for Personnel at government wide fund-raising campaign meetings and other outside functions, acted as membership chairman for the Society for Personnel Administration in this Agency, and coordinated requests for Notaries Public within the Agency. From time to time other outside liaison duties were performed as was necessary.

Meetings attended, July through December 1954 = 11

16. INFORMATION SERVICE

Non-routine inquiries concerning Federal laws, Agency regulations, and CIA policy and procedures pertaining to leave, pay, veterans preference, appeal rights, suspensions, etc., have been received daily. Additional inquiries have also been serviced on income tax, notary public service, priority on home telephones, G. I. loans, social security benefits, attainment of Civil Service Status, etc. Most inquiries were verbal and were answered immediately. However, certain questions entailed considerable research, such as the restoration of a veteran under a Section Fourteen appeal. Often Comptroller General decisions as well as Agency regulations, notices, etc., were reviewed. Referral, through proper channels, to the Civil Service Commission or to the Office of the Comptroller General was necessary in certain cases.

Inquiries (estimate) July through December 1954 = 600

Briefings of Agency personnel on Services Branch activities = 34

17. CAR POOLS

The establishment of the Recreation Association Newsletter which is disseminated to all employees, has enabled us to initiate and advertise our services. In December, a car pool service was initiated through this method.

Transportation needed, December 1954 = 3

Transportation offered, December 1954 = 6

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18. CLERICAL WORKLOAD

The clerical workload of this Branch has been both tremendously varied and exacting. Letters have been prepared for the signature of the DCI in the Incentive Awards Program as well as for fund-raising campaigns. Letters have been prepared for the signature of the AD/P and DAD/P in the Incentive Awards Program, Recreation Program, fund-raising campaigns, and various other service activities. Also, CIA notices have been prepared when necessary for the proper functioning of Branch activities. Case files were developed and maintained in the Incentive Awards and problem-cases field. Files were maintained for housing, bulletin boards, fund-raising, recreation, and Incentive Awards. Considerable dictation has been required for Incentive Awards, recreation, problem cases, welfare and the like.

Individual Service Items, July through December 1954 = 2, 511

19. EMPLOYEE HANDBOOK

This Branch, consonant with its assigned responsibilities for improving employee morale and services, initiated consideration for revision of the somewhat outdated employee handbook. The proposal met with favorable reaction, and the Branch, in conjunction with PAS, was assigned the responsibility for the revision.

20. INCENTIVE AWARDS

The Incentive Awards Committee, chaired by the AD/P, has been administratively supported and directed by this Branch.

The Government Employees Incentive Awards Act (Public Law 764) became effective 30 November with the following major provisions:

- (1) Repealed existing laws on Incentive Awards and made Civil Service Commission responsible for administering the new Government-wide program.
- (2) Eliminated authority for granting within-grade salary increases for meritorious performance and limited awards to monetary ones.
- (3) Increased the range of possible monetary awards to permit Agency heads to grant up to \$5,000, and with CSC approval, up to \$25,000 for unusually outstanding or exceptional suggestions.
- (4) Authorized inter-departmental awards and Presidential awards.

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Incentive Awards Review No. 2 was submitted 3 December for printing and includes in its 8 pages, summaries of adopted suggestions, names of suggesters, and amounts awarded. Its purposes are to provide greater recognition to award-winners and disseminate information to all offices to permit maximum utilization to meritorious suggestions.

The Executive Secretary attended the 12th Annual Convention of the National Association of Suggestion Systems in Chicago October 18 - 19. The highest percentage increase (149.5%) of suggestions submitted in FY 1954 over FY 1953 in all Government agencies was realized in CIA, but the Agency did not receive the award because of security considerations. GPO received the NASS Governmental participation Award Plaque for the highest "reported" increase (97%).

The Chairman, Executive Secretary, and three Committee members attended a special briefing given at CSC by the new Director of the Government-wide Incentive Awards Program on 16 November.

Statistical Summary of Activities - Incentive Awards Committee

	1 Jan - 30 June 54	1 July - 31 Dec 54
No. of Employee Suggestions Received.....	379	424
No. of Suggestion Briefings Prepared.....	228	123
No. of Committee Meetings.....	2	2
No. of Special Panel Meetings.....	1	2
No. of cash awards approved by Committee.	18	36
Amount of cash awards.....	\$770.00	\$1,745.00
No. of Suggestions with Tangible Savings.	7	13
Estimated First-year Savings of Adopted Suggestions.....	\$14,174.00	\$30,959.00
Average Savings per Suggestion.....	\$2,024.85	\$2,381.46
No. of Adopted Suggestions Awaiting Committee Approval for Award.....	17	23
No. of Superior Accomplishment Recommen- dations Approved by Committee.....	3	11
No. of Efficiency Awards Approved by Committee.....	1	1

Services Branch

PROGRAM PLANS FOR THE PERIOD
JANUARY THROUGH JUNE 1955

It is planned that the Chief and one other member of this Branch will visit at least one area administrative and/or personnel officer each week to effect a closer liaison. Also, a concerted effort will be made to determine, with the aid of leading questions in the recreation association "Newsletter", the additional personnel services and facilities desired to improve employee morale, and increase the scope and effectiveness of the services presently offered by this Branch.

1. HOUSING

If future workload permits, we hope to inspect and evaluate certain boarding houses, hotels and rooms.

2. RECREATION AND HEALTH

Plans for the coming year aim to give additional impetus to the existing program and to develop new activities whenever the demand warrants.

Publicity is now being given toward the recruitment of interested individuals for a Chess Club and art classes. We are awaiting further word from the Security Office concerning the procurement of range facilities prior to organizing a pistol club.

The Recreation Office's ultimate goal is to develop all activities of the Potomac Recreation Association to the extent where each one is self-operating and the Recreation Office will act only in a liaison and coordinator capacity.

3. EMPLOYEE WELFARE

Upon approval by the present CIA Welfare Board, the Chief, Services Branch, as the Executive Vice President of PRA, will appoint several members of his Branch who are also officers of PRA to comprise the new Welfare Board. It is planned that emergency loans or grants will be made to certain deserving employees, and that portions of the fund may be used to promote the general welfare of all employees through augmentation of the recreation program and other desirable programs.

4. EDUCATION

It is planned to increase the dissemination of educational information by sending specific course information supplied by the various universities to the Agency components most concerned.

5. FUND-RAISING CAMPAIGNS

It is anticipated that, with approval, we will inaugurate a one-fund drive in this Agency.

6. INDEBTEDNESS ASSISTANCE AND GUIDANCE

Approximately 80% of the cases of employee indebtedness are within the Logistics Office. A conference concerning indebtedness has been tentatively planned with the Personnel Officer of Logistics. Considerable improvement was made during the past six months, and it is hoped that in the near future the number of cases of indebtedness in Logistics Office can be greatly reduced.

7. IMPROVEMENT OF AGENCY PHYSICAL FACILITIES (LIAISON)

Continued liaison with operating officials is planned in order to effect necessary improvements.

8. DISCIPLINARY ACTIONS AND SEPARATIONS

Personal contact is planned with all personnel and administrative officers in order to acquaint them and their offices with disciplinary and separation procedures.

9. BULLETIN BOARDS

It is hoped that relocation of bulletin boards will be completed in the next six months and that adoption of our new control system will result in neater boards. The additional information acquired from forwarded copies of posted notices should make available a new and tremendous source of employee services regarding housing, transportation, etc.

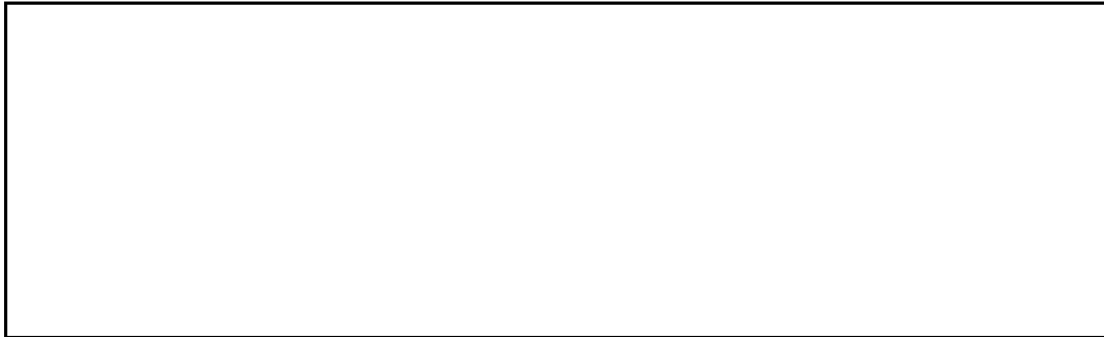
10. EMPLOYEE HANDBOOK

A tentative deadline of 1 July 1955 has been voluntarily set for completing necessary revisions incident to and publishing of an up-to-date employee handbook.

11. INCENTIVE AWARDS

In keeping with Congressional intent as expressed in P. L. 763 and the President's Memorandum of 28 December 1954 to Heads of Executive Departments and Agencies, projected plans to provide further implementation of this management improvement program are indicated below:

A. Increasing secretariat support to the Incentive Awards Committee and its Special Panel for Clandestine Services Awards will be provided to permit their meeting more frequently in order to expedite processing of employee suggestions.



C. Promotion and Publicizing of IA Program. Various methods will be used to "Spread the Gospel" of IA program and explain the system to groups in the Agency concerned with its implementation. Some presently planned for include:

1. Publication of Incentive Awards Review No. 2 in January and No. 3 in April.

2. Revision and Reissuance of Incentive Awards Regulation and Notice and initial issuance of



3. Distribution to all employees of a Notice signed by the DCI quoting or summarizing the President's Memorandum of 28 December and requesting greater participation in the Program by Agency employees under increased leadership by supervisors.

D. Continuing emphasis will be placed upon broader utilization of adopted suggestions throughout the Agency to obtain maximum impact toward improvement in operations and administration. It is intended to accomplish this through greater use of Management Staff to follow up on implementation of suggestions in all appropriate components.