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8 January 1952

MEMORANDUM

SUBJECT: Unclassified Personnel Holding and Training Pools

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There are two unclassified holding and training pools in CIA: one located at [redacted] under the jurisdiction of Personnel Division of Central Administration, and one located at Alcott Hall under the jurisdiction of the Training Division.

A. Personnel Holding and Training Pool.

Problems of morale in the unclassified training and holding pools are all centered in the pool under the jurisdiction of the Personnel Division.

The Personnel Division is aware of the problems in this pool and initiated in November 1951 a survey which resulted in findings and recommendations submitted approximately 15 December to Mr. Meloon, General Davison's deputy. This survey was a thorough and thoughtful piece of work. All of its findings are justified. Specific recommendations have been made to solve the problems disclosed by the survey, and, within certain limitations discussed below, substantially all the recommendations are approved. It is unreasonable to expect these recommendations to have been carried out only three weeks after they were made, particularly when ten days of this period covered the long holiday week-ends.

The principal limitations of the survey are the inadequate consideration of the problems raised by the presence in the pool of a substantial number of covert and semicovert employees of grades from GS-7 and up. A paper on this problem is being prepared, however, by the covert offices who have discussed the problem with the Training and Security Divisions. As these recommendations are almost ready, I will reserve my own recommendations until I see this paper.

There is also a substantial group of commo employees awaiting clearance in this pool but there is no problem with them because they are now fully occupied in practice and training work.

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From 2010 Intern Assignment Section

Job 88-166 Box 2

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I.

The only recommendations of the Personnel Department survey with which I do not agree are, using the paragraph numbers of the Testing Branch Findings and Recommendations Report:

- C.3. That a statistical study be undertaken to determine the relationship between the weekly number of security initiations and the weekly number of new employees entering on duty. I do not see what this would prove.
- D.1. That unvouchered employees be directed to cash their pay checks at the L Building branch of the CIA Federal Credit Union. There are upwards of 60 people receiving these checks and the shuttle buses accommodate only 15 or so. I believe there is a more convenient way of solving this problem, which I refer to below; but unless and until new mechanics are established, I approve this report.
- G.1. That a periodical review and report be made of all cases of assignment of fully cleared employees to the pool. I do not think any fully cleared employee should be assigned to the pool.
- I.1. That a record of security initiations on applicants for clerical personnel recruited and brought on duty by the covert department be submitted to the Clerical Placement Officer, Placement Branch, Personnel Division (Overt). I do not believe that any records of covert employees should be in the overt offices. This is involved in a larger question discussed below.

II.

The following recommendations are in addition to those made in the survey report but within its scope:

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1. That procurement officers be instructed to urge all recruits to stay at home until they are cleared and sent for and that uncleared personnel be brought to Washington only in hardship cases where immediate employment is a necessity. (There is such a recommendation in the survey with respect to non-clerical employees.)
2. That all new employees, immediately after testing, be assigned to an office of ultimate employment and be given an interview by the person under whom the recruit will work in that office. A substantial part of the morale problem in the pool stems from the fact that the employee has no idea of where he or she will work and what kind of work it will be. The employee needs and is entitled to a sense of belonging.
3. That the chain of command above [redacted] and [redacted] authorize these men to be more intelligible with respect to questions which recruits ask them. For example, I asked both of them what they would say to me if I were a member of the pool and inquired about the reason why I did not get a per diem allowance when the fellow at the next desk did. Their answers were evasive and stupid and would not have satisfied anyone with an I.Q. of 100. When I asked them why they did not give me a better answer, they told me that they were not authorized to talk about these things at all. Their superiors should go over with them the questions which they most frequently receive and should become satisfied that they have adequate answers.

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### III.

The following recommendations go beyond the jurisdictional scope of the survey made by the Personnel Division and would therefore have been improper in that survey:

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1. Covert recruits, including paramilitary recruits, are in a common pool with overt employees [REDACTED]. This is a fundamental violation of security and should be changed. Separating the covert employees would also solve other morale problems relating to finance, referred to below. The recommendations for a trainee holding pool, Tab C, should be carried out.
2. Orientation and indoctrination courses, going far beyond those recommended in the survey, are necessary to give a sense of meaning to all unclassified personnel in the pool. There is no reason why Training cannot initiate and carry out orientation and indoctrination courses adapted for unclassified personnel to give them an understanding of the general structure of government; of the privileges, responsibilities and limitations applicable to all government employees; and outlining such information relating to CIA, its functions, its place in government, and its organizational structure as would not violate security.
3. Much greater training with respect to security problems should be given than is now given. At present, new arrivals come up to Central Building, are given a few minutes to read a security paper, sign a security oath and are shuttled back to the pool so fast that they cannot be expected to understand the purpose or meaning of what they have done. I recommend that security indoctrination be included with orientation as in 2. above.
4. The responsibility for setting up, carrying out and evaluating the Training Branch at [REDACTED] should be given to the Training Division and not to the Personnel Division. The difference in quality between training in the unclassified training program at Alcott Hall and the unclassified training program at [REDACTED] is a difference in kind and not simply a difference in degree. [REDACTED] who is now in charge of training and testing at [REDACTED] is a very adequate No. 2 man but, in my opinion, needs direction and supervision which he does not now have.

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5. A finance officer with a cash box should open an office at the pool once a week to cash pay checks for uncleared unvouchered employees and to adjust per diem and travel allowances for such employees and cash their allowance checks. The administrative officers now in the pool spend far too much time trying to straighten out travel and per diem allowances for covert employees. They sometimes spend a whole morning on the telephone trying to solve this problem for one person.

Reference is made above to the inadequacy of the shuttle if large numbers should wish to cash checks on the same day. Also, to use the Credit Union the employee must pay a 25¢ entrance fee, is requested to buy a \$5.00 share in the Union and then is charged 10¢ every time he cashes his pay check. If he or she arrives in Washington without sufficient money to carry on until the first pay date a month later, it costs interest at the usurious rate of one per cent a month to borrow at the Credit Union.

Attached Tab B is a summary of a study of this pay problem. It would be desirable if we could make direct loans to employees in need pending receipt of their first pay, but that is illegal. Therefore, I recommend that employees with unvouchered pay be paid biweekly, as it appears from the enclosed study that this would solve this problem.

6. The Unclassified Training Group A (UTGA) course, described below, could at present accommodate 20 more people per class. Uncleared candidates are assigned to this course by the division head under whom the candidate will be employed but, as many candidates come to the pool without having been assigned to a division, there should be authority in the head of the pool to assign to the UTGA program personnel hired as intelligence officers but unassigned to divisions.

#### IV.

The survey does recommend that the quarters at [redacted] Street be painted and that better toilet facilities be established. The situation is really much worse than the survey indicates. Premises are unclean as well as

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unpleasant. I understand from [redacted], Administrative Services, that our tenure is expected to be long-term. I have recommended that he have the premises inspected and initiate at once the necessary changes and he indicated that he would be happy to do this. Incidentally, there is a great deal of unused space available at [redacted]

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B. The Unclassified Training Group A (UTGA)

The second pool of unclassified employees is under the jurisdiction of Training. These employees are being given a training course of six weeks in groups of twenty. Present facilities in Personnel could accommodate twice that many.

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The course is constructive and interesting and keeps the employees fully employed. The supervisor, [redacted] is sensitive, understanding, and is doing his job well. Part of the time is devoted to classroom work, part to reading acceleration, part to round table discussions, and part to projects which are assigned to the employee from the division in which he is to be employed. If clearance has not been completed at the termination of the course, the employee is continued on his project and encouraged in a general program of reading and education which will fit him better for his job, acquaint him with his area, etc. The curriculum is flexible. Where Training has discovered, for example, that an employee enrolled in the course is a Russian linguist, a course in Russian has been instituted with this student as an instructor. Attached hereto is the current curriculum.

The results of the reading acceleration program are astounding. Without loss of comprehension, reading ability has been increased in class after class from 30 to 300 per cent. The reading acceleration course takes one hour a day for six weeks. Consideration should be given to establishing equipment in such offices as OMR and OME to make this course available to all employees.

At UTGA, I talked to the supervisor, the instructor, and to some of the pupils and later I talked to a man who has finished the course.

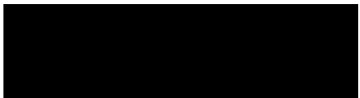
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I have no constructive recommendations. It could be argued that a tighter control could be put upon the kind of work students do on their project but, after all, these students are all college graduates and should be treated as graduate students and not preparatory school students.



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