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March 30, 1954

MEMORANDUM FOR: Chief, Plans, Research and Development Staff

SUBJECT : Conversation with Mr. Robert Freeman concerning the Agency Career Service Program

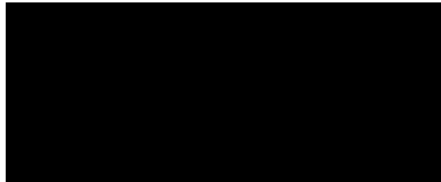
1. At the suggestion of Mr. Baird, Mr. Freeman came to me for information concerning the Agency experience with the Career Service Program. Mr. Freeman, formerly the Deputy Director of the Foreign Service Institute has recently been detailed to the Department of State to work with the Riston (?) Committee. The Riston Committee has been established by the Secretary of State for the purpose of revitalizing the Foreign Service.

2. Mr. Freeman's interest seemed to be our experience with the Career Service Program. He did not appear to be seeking specific information, rather he seemed to be searching for ideas. Since his approach was general, my response was general. I discussed the organization and functions of the career service and related functional boards. I reviewed the concepts and to a limited extent the philosophy of our program. I summarized the development of the program from the early "Elite Corps" proposal up to the present. In a general way, I noted some of the problems encountered and lessons learned during the period that I have been associated with the program (e.g. problems arising from: (a) the organizational structure with particular reference to the DDA; (b) the wide variety of functions performed by the Agency; and, (c) the difficulties of control and communications).

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3. I suggested that Mr. Freeman talk with you [redacted] but neither of you were available and Mr. Freeman's time was limited. I urged Mr. Freeman to come back and see you [redacted] if he wished more information either of a general or specific nature which he indicated that he would do.

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