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CENTRAL INTELLIGENCE AGENCY

Washington 25, D. C.

OFFICE OF THE DIRECTOR

7 March 1952

MEMORANDUM TO: CHAIRMAN, CAREER SERVICE COMMITTEE

SUBJECT: Career Service Progress Report of 22 January 1952

The Career Service Committee has produced a careful and thoughtful piece of work. The reports of your working groups have been invaluable in presenting a program which has highlighted the problems involved in this difficult subject. You have created a frame of reference for my own thoughts and although my conclusions are not on all four's with those of your Committee, I believe that your presentation will satisfy the needs of the Agency if you make the following adjustments:

1. Eliminate the proposed statement of policy, Tab B, and substitute a directive simply appointing the CIA Career Service Board, as constituted in your Tab G, with the additional functions set forth in 3 below.
2. Rewrite Tab C, eliminating the introduction and providing separate programs for the following classes of personnel:
  - A. Clerical and administrative (the latter being positions of greater responsibility to which the clerical can attain, i.e. Staff Officers).
  - B. Specialists, whose sole value to the Agency is presumably in their specialty (this group ranging from translators and commo technicians to chauffeurs).
  - C. Professionals, i.e. Officers.

Generally speaking, normal Civil Service procedures provide adequately for the career benefits of Classes A and B. The problems which are special to this Agency, as contrasted with other agencies of Government, relate basically to Class C, though it must also be recognized that in some cases people

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rated within Class A, and even in Class B, will perform functions comparable with those of Class C and, for our purposes, should therefore be placed in the Class C program.

3. I like the simplicity of your proposed rating form, but question whether the rated officer should see the supervisor's rating and comments on the reverse side of these reports. Such comments should be confidential. It is proper, however, to have the rating officer state that he has discussed any shortcomings with the officer.
4. The Class C program should be applied to all professional intelligence officers from the time they enter the service and the program should determine the system of selection, training, promotion, and rewards. Written agreement of the intent to make a career with the Agency should not be required nor do any special security concurrences seem necessary as part of this program. The intent to follow the career of intelligence officer must exist and will be a matter of primary concern to the Career Board.
5. In view of the conflict between the conception of tenure in academic fields and the provisions of Section 102(c) of the National Security Act of 1947, no reference to "tenure" should be made in the program at this time. The positive idea of security in office during good behavior and effective performance of duty is implicit in the career program itself.
6. I do not wish to provide additional pay for hazardous duty as part of the career service benefits (Part II of your Tab E) and would limit the meritorious award system to Classes A and B under 2 above. Further, because of the legislative difficulties, I would at this time eliminate d from your Tab E, relating to special compensation to dependents of personnel engaged in hazardous duty who are themselves exposed to hazard, and would eliminate for the same reason e in this Tab, relating to death gratuities to dependents of CIA personnel whose death occurs overseas. Our legislative requests will be difficult enough if limited to your subparagraphs f, g and h in Tab E.
7. It would be helpful to have much more specific suggestions as to what is meant by rotation, answering such questions as:

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- A. Do you recommend limiting overseas duty to any particular number of years?
  - B. Do you recommend bringing all foreign personnel home, say, one year in each four or at any other intervals?
  - C. Do you recommend moving officers as a matter of policy from Office to Office within the Agency or do you mean from division to division within an Office?
  - D. At what rank does the rotation by the Career Service Board stop?
8. With respect to the boards themselves, I think one additional function of the CIA Career Service Board should be to act as the rating board for all AD's and DAD's, and that within each Office the AD, DAD, and one of the division chiefs on a rotation basis will have to act as the rating board for the other staff or division chiefs. For officers below the grade of staff or division chief, your Office boards would function but I think it would be desirable to add as a member in each Office one officer below the grade of a division head and, to obtain uniformity of practice, to have each Office board include at least one member selected from another Office, if only as an observer.

/s/

WALTER B. SMITH  
Director

cc: Director of Training: Members of the  
AD/NE Career Service  
DAD/SO Committee  
[REDACTED], Executive Secretary  
to the Committee

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