

TRANSCRIPT OF CIA CAREER SERVICE BOARD

2nd Meeting

17 October 1952, 4:00 P. M.

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TRANSCRIPT OF

CIA CAREER SERVICE BOARD MEETING

FRIDAY, 17 OCTOBER 1952, AT 4:00 P.M.

DCI'S CONFERENCE ROOM, ADMINISTRATION BUILDING

Present

Mr. Walter Reid Wolf  
DD/A, Chairman

Mr. James M. Andrews, AD/CD

Colonel Matthew Baird, D/TR

Mr. Loftus E. Becker, DD/I

25X1A9a Mr. [REDACTED] Acting Chief of Operations

Lt. Gen. W.H.H. Morris, Jr., AD/P

25X1A9a Mr. [REDACTED] Executive Secretary

25X1A9a Mr. [REDACTED] Reporter

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MR. WOLF: Let's call the meeting to order, and the first item on the agenda is "Minutes of the 1st Meeting of the CIA Career Service Board, (attached); for approval." You all have copies of the minutes; they have been distributed. Are there any corrections or additions that anybody would care to make to the minutes as presented?

25X1A9a MR. [REDACTED] Mr. Chairman, I would like to move they be approved.

MR. ANDREWS: I second the motion.

MR. WOLF: As there is no objection the minutes will stand approved as read. The second item is the "Minutes of the 1st Meeting of the Review Committee of the CIA Career Service Board, (attached) for information." That also has been distributed, and I would like to say at this point that for some unknown reason we talked about it as an Executive Committee, and when

25X1A9a [REDACTED] talked to me I indicated that in my language an Executive Committee is usually a committee of a board that has all the powers of a board when the board is not in session, and that if there was no objection from anyone in this group, I prefer to call it a CIA Career Service Board Review Committee. The purpose, as indicated in the minutes of the first meeting, was to screen material presented so that we would save as much time as possible of the members of the Senior Board, and these minutes have been distributed. Again, it is not necessary in my opinion to approve these minutes, but they are simply distributed for information.

However, if anybody would like to comment on these minutes, I am only too glad to hear what they might have to say at this time, although a number of items will come along in succession on the agenda which has been presented for the day.

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Number 3 on the Agenda is the "Selection of rotating member of the CIA Career Service Board. [REDACTED] term as member expired 30 September 25X1A9a 1952. The term of the new member will be from 1 October 1952 until 31 March 1953."

(Off the Record)

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25X1A9a MR. [REDACTED] I think Mr. [REDACTED] would be a good one to replace Mr. 25X1A9a

25X1A9a [REDACTED] He has had a long service with the organization, and he would be a good representative of the covert offices, particularly in view of the fact that the two other principal staff chiefs down there are so new to the Agency that they have very little to contribute in terms of what our career service problems are.

(Off the Record)

(Mr. Loftus E. Becker entered the room at this point and the following occurred:)

MR. WOLF: I would like to ask the Board if there are any other thoughts they would like to present, or if they would like to vote on Mr. [REDACTED] 25X1A9a appointment to the Board for the term?

3 COLONEL BAIRD: What is Mr. [REDACTED] specific position now, Dick? 25X1A9a

25X1A9a MR. [REDACTED] He is in charge of the FI Staff.

COLONEL BAIRD: Acting?

25X1A9a MR. [REDACTED] Well, he is acting at the moment.

COLONEL BAIRD: I think he would be excellent.

MR. WOLF: If there is no objection we will consider Mr. [REDACTED] elected 25X1A9a to this position.

25X1A9a MR. [REDACTED] I think, Mr. Wolf, we recommend to the Director who confirms, and then we --

MR. WOLF: This Board will recommend the appointment of Mr. [REDACTED] to the 25X1A9a *Director* Board for the term. Item No. 4 is the "Status of the Honor Awards Program; consideration of the report of the special committee to nominate candidates for membership on the Honor Awards Board." I would like to comment on that for a minute. The program which we presented at the last meeting and approved was presented to the Director within the period of two or three days after our last meeting. The Director has read the program twice to my knowledge, although I have not discussed it with him. It has not come back. I have failed to get it off his desk, which I should have done, because after that program was reviewed by this Board and presented to the Director a very

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careful memorandum, which I think you all have a copy of, was written by George Carey's people relative to the longevity awards, and, frankly, I am very much pleased that the Director has not signed off on that because I think this Board should carefully consider the points raised by George Carey's office in the matter of longevity. I assume that everybody has had a copy of it, has had a chance to look it over, and I would welcome any suggestions that anyone might have. I think, Dick, you might give us your thoughts if you will.

25X1A9a MR. [REDACTED] Actually I suppose if the truth must be told this whole idea of some sort of longevity recognition started with me actually because I was aware of the fact that there were or of what I thought were half a dozen employees in what used to be OSO who had been there since almost the beginning of time. I discussed that with Mr. [REDACTED] at the time and said I 25X1A9a thought it would be appropriate and very good for morale if the Director sent a personal letter to these individuals saying he was delighted to see they had been loyal employees of the organization for such a length of time, and the Director indicated that he would be delighted to do that. He agreed with it. Obviously in looking at the cases of these, what I thought was a half dozen turned out to be more like 25 or 30. They were all individuals who had come in to what was the Coordinator of Information back in 1942 and had been working in secret intelligence work every since, or communications which was directly tied into secret intelligence work, so that that was the genesis of this idea. That was taken over then when [REDACTED] was 25X1A Assistant Director for Personnel. This was taken in hand, and then it was thought at the time that it would make perfectly good sense if this were included in the Career Service Program since it was obviously an integral part of any such program, and, as you all saw at the last meeting, it came up in that form.

Well, I have read Mr. Carey's memorandum, and I recognize immediately from its content that the question which arises here is not the question of

secret intelligence; it is the question of the large tent which CIA is and all of the people that have come into it. I can't really -- because I am not familiar enough with it -- make a decent statement about whether [REDACTED]

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and having stayed on in that type of activity should or should not get this recognition because I don't know enough about the background, and I don't know enough about the terms under which that personnel was brought into the Central Intelligence Agency originally. I don't know if the activity was brought over here and the people followed along, or whether the people were brought over here, or just how the thing worked, and I certainly would not want to take a dog in the manger attitude and prevent anyone around here from being recognized for having done long and faithful service. The only thing I would not like to see is what would be Mr. Carey's final recognition, that CIG is the place where this whole thing ought to start, because I don't think that makes any sense whatever.

MR. BECKER: I tend to differ a little bit from that view, Dick, because I think it might well be appropriate for FI to institute some sort of a service award for service in secret intelligence which would go back beyond CIG, but I must confess I too think of the CIA concept, which includes a number of things other than secret intelligence, as stemming from CIG; and I think that if you are going back along the SSU channel, then there are a lot of these subsidiary channels it is equally logical to go along because aside from secret intelligence we have many people here who have a continuous intelligence research history which goes right back through from the beginning of CIG into the Pentagon, and those people are in exactly the same sense as the FI people faithful Government Service employees who have been continuing on the same work and performing the same type of service since before in some cases the --

25X1A9a MR. [REDACTED] Well, I don't want anything I said to be interpreted as desiring any deserving people of that kind be kept out of this program, but

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I am not in favor of starting the program with the 20th of October, 1946, or whenever it was that CIG took unto itself what was then the SSU because I don't honestly think that in that way you are going to have any awards to give except in 1956; in other words, you are delaying this whole process about four years, and it doesn't seem to me that that is accomplishing the purpose which we wanted to accomplish, namely, recognizing people who have had that service.

Particularly those people who are the core of the business.

25X1A9a [REDACTED] you want to expand it along the lines of George Carey's memorandum, then possibly some qualified person should take a good hard look at this thing and take into consideration all the different aspects -- the ones who came over from G-2, the ones who came over in Federal Communications Commission, and any others there may be.

4b [REDACTED] And you carry it one step further and you find the man who is now a librarian in CIA and who was doing a similar librarian's function in some other government service is saying, "I am doing the same thing in CIA Library I was doing 12 years ago in a government library." I think you have got to relate it to what is now recognized as the intelligence service of the government, which is not G-2, A-2, and ONI.

25X1A MR. BECKER: Then if you relate it to that, then despite what has been said I think you are going to have to begin it at the organization of CIG because I think that indicates the initiation of what we now have as the intelligence service of the government. That is the first concept of a central intelligence organization in the sense that we have it today.

[REDACTED] You wouldn't think that the two initial components of what became OSS would be the beginning of it?

Mr. BECKER: The initial components are not what I regard as the core of CIA. I think that CIA derives not from any of its components but from the concept of a centralized intelligence organization to serve the policy-making organizations of the government. As I say, my alternative to Dick's suggestion would be to permit component units of CIA to recognize long service

in their particular activity. Frankly I would not institute it within the research organization for the people who have come from G-2. On the other hand I can see good reason for SO under authority by this Board instituting a secret intelligence honor award for continuous service going right back through these various preceding units, and that I would support, but I think it becomes unbalanced and somewhat unmanageable if you start to approach it from the other angle.

MR. WOLF: If I might say I think that is a very good point. There has been another suggestion that we begin on a five-year basis, but I think that is the next point that we may want to take up if we can resolve our own opinion on this point which George Carey brings out so clearly, and if I may I would like to ask Mr. Andrews what opinion you have.

4b MR. ANDREWS: Well, it has been discussed a good deal down in my office by various people there, and pretty generally the feeling is that George Carey's memorandum is the right approach because it is pointed out that when CIA was first set up in '46 a considerable effort was made to bring people in here from the other intelligence agencies -- ONI, G-2, etc. -- and those people who came in from those agencies and who served in them during the war considered they were every bit as much in the intelligence business -- intelligence people -- as the people in OSS, so I think you will find those who do come from OSS will probably agree with what Mr. [REDACTED] has said, and those 25X1A9a who came from the others will not.

MR. WOLF: General, have you any comment?

GENERAL MORRIS: Well, I sort of stick by the original thing to interpret the thing very strictly.

MR. WOLF: Like George Carey's recommendation?

GENERAL MORRIS: Not like his, no; where the General Counsel says the whole thing should be interpreted strictly and CIA was born from this organization, and that organization from this organization, and so on down the line. If he didn't belong to this organization, well then you are not in it for 10 years.



MR. BECKER: Well the point I am raising is that is not a strict interpretation.

GENERAL MORRIS: I thought it was. He says it is strict. It may not be, but in every one of those things where you don't interpret exactly strictly on the thing, I mean as to the dates and everything else, you begin to get into trouble. You have this exception and that exception. It is the same way with campaign ribbons, you know.

MR. WOLF: It might clarify the situation if we could agree to reduce this to the question of whether or not we recognize length of service with this institution beginning with the creation of CIG, or whether we recognize service with this institution through its parent and grandparent organizations through the various and sundry components. It really reduces itself right to that, doesn't it?

46 MR. BECKER: Yes, but I hate to be stubborn, Walter, but I think it is a fairly important issue. I do not think the parent and grandparent institutions were properly defined in the original order. The issue that I would put would be whether or not CIA agencywise was born with the CIG or whether it should be recognized that the components which existed prior to CIG -- allow me to amend that to say that a portion of the components which existed prior to CIG should be singled out for recognition as the basis of the CIA organization.

MR. WOLF: Well, Mr. Becker, I think it is a matter of the expression. I really think we are talking about exactly the same thing. My own opinion when I saw George's memorandum, I felt that among others I had slipped badly in not spotting it right at the beginning. I have no firm conviction, but it seemed to me that what we are talking about now and what we are talking about for the long distant future is CIA. Now the fact that it was called CIG and then called CIA didn't seem to bother me very much, but when it got down to people who had been employed in this kind of business, in something that was something else over here, and something over here, and Colonel Baird, I think, brings out an interesting point when someone transferred from

a library in one government agency to a library in this agency, I would feel if we are going to talk longevity recognition we would have to take in the whole kit and caboodle and take in everybody on every conceivable basis.

MR. BECKER: That is right.

MR. WOLF: I have felt since I read George's memorandum again; I say I feel I slipped in not catching it right off, that probably what we ought to bring this right down to cold bloodedly to present to the Director is those who have served for X number of years with this Agency, and I think we can say CIG and CIA were one and the same except one was called Group and one was called Agency.

4b 25X1A9a MR. [REDACTED] Yes, but there is a very real difference. In the first place, if you start with CIG you give a six months' handicap to those in the central offices over all of those in the covert offices because the SSU wasn't picked up until at least six months after CIG was founded to start with. Secondly, CIG was established by Presidential Directive, and when it became CIA it was the first time it was on the books in the statutory way, so that the central intelligence concept of which you are talking about has legal and statutory status in this Government only with the start of CIA, and that was with the start of CIG, and if we are going to start to argue this thing on lineal descent and that sort of basis, etc., then you have to come back to the time when the law was passed.

MR. BECKER: I take what I am relying on is the bundling together of the sticks that make this organization, and I don't much care what the authority is. A Presidential Directive can create just as adequate an institution as a statute. I am relying on the fact that that was the time when the bundle was put together.

MR. WOLF: That is the point I take. Had the concept of the bundle been agreed upon and determined upon, and had the time element been such that someone could have gotten it through the Bureau of the Budget and Committee of Congress, and gotten it approved, which I note from experience is not the thing that you can do overnight. It takes all kinds of time.

46 I really believe that when the bundle of sticks was put together was when this concept of a Central Intelligence Agency was created. Now there is a technicality in that the law had not been passed, but I am willing to waive that. I am troubled about going back into the background of each person and what he did before, and which particular thing he was associated with, because it seemed clear to me he might have been in G-2, or ONI, or A-2, or OSS. He might well have been in the Federal Communications Commission; he might have been on the Internal Security Board or whatever the damn thing was -- I have forgotten what they called it -- and I really must say I think it presents a very confusing picture if we go back of the concept of this business. Now our problem is one of handling people as individuals. How serious would it be in your opinion if we recommended to the Director the most hard boiled one there is, let's say, CIA when the law was passed, or, if we all agree, CIG? How seriously is that going to bother people who are here?

MR. BECKER: That is the disadvantage that Dick has mentioned -- that if you make it a 10-year award you can't give any for some time. If you were to do that you might well create a five-year and a 10-year award so that you --

MR. WOLF: Would a compromise such as a letter from the Director at the end of five years recognizing five years of continuous service and then the award as considered in the program at the end of 10 years?

25X1A9a MR. [REDACTED] Mr. Wolf, you may not want volume to affect principle, but I have had a check made as to how many five-year employees there are starting 25X9 with 20 October 1946, and this would involve [REDACTED] letters from the Director because there are that many people on the rolls as of 15 October <sup>1952</sup> who were on the rolls as of 20 October 1946.

MR. WOLF: I know that in my own organization we pay no attention to longevity until the individual is elected to the Quarter Century Club. That is after 25 years of continuous service, but 5, or 10, or 15, or 20 years

doesn't mean anything to anybody there. If you are recognized you get a silver tray or something. Your wife gets a bunch of roses or something, and you belong to a club that has a dinner once a year.

COLONEL BAIRD: Mr. Becker, I am not familiar with this thing, but we talk about the sticks that make up the bundle, and, of course, there have been sticks that have been picked up over the past years. You wouldn't be satisfied with the sticks that made up OSS before it was split?

MR. BECKER: No, not at all because I think that would really to my mind be discrimination. I think one of the true antecedents of Amory's organization, and we have men in there who have been right through the whole thing, was [REDACTED] organization which played a great part in the defeat of Japan.

COLONEL BAIRD: What was that?

MR. BECKER: It was over in MIS.

MR. ANDREWS: No special branch.

MR. BECKER: Which has a history and esprit de corps which was as high as any intelligence organization in the Government. I am prejudiced because I used to belong to it. I think there is a serious issue of discrimination there, and it is one that I would not be inclined to lightly waive in so far as we have those people because I think they very justly would feel that people who had no more claim to recognition were being singled out for recognition, and I don't think justly.

COLONEL BAIRD: Mr. Wolf, I think we have probably got one or two decisions to make. If we take George's on the [REDACTED] that merely opens the gates and we will get a lot of other just as good exceptions. Mr. Becker has just given us the last one. FOIAb1

MR. WOLF: Right.

COLONEL BAIRD: I am afraid that it looks as if we will have to take the CIG, but it wipes out the program.

MR. WOLF: My question again then is: In the opinion of this group, how serious is that? I repeat that I am not accustomed to thinking in terms

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of anybody who served faithfully for 10 years. It is rather a shock to me that we even thought of that, but I thought maybe that was all right in the Government, but we never even think of it --

COLONEL BAIRD: That has precedent, in other organizations -- Kiwanis, Rotary, etc.

MR. BECKER: The issue is whether or not this type of award is appropriate for so young an organization.

25X1A9a MR. [REDACTED] I would think very honestly that it was, that anyone who lived around here in 1946 would know what it took to keep on employees during that period. We are all fat cats now and have lots of money, lots of people, etc., but if you lived through the dark days of 1945 when scaffolding was being brought down, etc., it took a lot more than money and several other things to get people to stay on with this conception, and an awful lot of them did it with conviction and high motivation, and it was with that thought in mind I just put forward this idea in the first place because actually most of the people covered by this are not the brass around here. They are not the wheels; they are the hard working people that turn the work out day after day and don't get very much money for it, much recognition, or anything else.

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MR. WOLF: Do you think a change of this kind would have a serious effect on the morale of a number of people?

25X1A9a MR. [REDACTED] I am thinking now as we have gone on with this discussion of possibly doing two things: (1) accepting Mr. Becker's sensible suggestion that those people who are covered by this in the secret intelligence business get such a letter but directed specifically to the activity in which they were involved, and (2) going over to a new program which would pick up all these other people starting possibly with CIG and whatever date seemed to be desirable and fair under the circumstances, so we could accomplish both of these aims without getting anybody unhappy and get on with this thing on a rational basis.

MR. BECKER: I would certainly agree to that.

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25X1A9a MR. [REDACTED] May I make a suggestion? There are about 75 people involved now who have had "this 10-year service," plus 35 people in [REDACTED] FOIAb3b1 plus maybe a few more. There certainly aren't thousands of people.

MR. BECKER: May I ask you a question on that?

25X1A9a MR. [REDACTED]: Yes.

MR. BECKER: Have you considered it in the terms of reference in which I am raising the issue? How many people in this organization have served continuously in intelligence since 1941 or 1942, for example?

5X1A9a MR. [REDACTED] I don't have those figures.

MR. BECKER: I mean your figures really don't answer the issue of how many we have of that type.

25X1A9a MR. [REDACTED] May I continue this suggestion?

46 MR. BECKER: Yes.

25X1A9a MR. [REDACTED] I suggest that letters be prepared for those persons who have served continuously for 10 years explaining to them that the CIA Longevity Program will date with the establishment of CIA, and you have got a completely clear-cut proposition from that point on with no discrimination even within the CIG, but that we prepare a hundred or, if necessary, 200 letters to those persons who have served thanking them, congratulating them, etc., and saying -- and this is a personal note -- that the Longevity Program which they all know about -- because this has been distributed as a proposal -- has been modified to be restricted to CIA. That is my --

MR. BECKER: Does that mean that would go to -- ? To whom would it go? Would it go only to the people who had served in secret intelligence?

25X1A9a MR. [REDACTED] Oh, no, it would go to people who had served in special branch, who had continuous service, and it would go to [REDACTED] people, and it FOIAb3b1 would go to everybody <sup>low</sup> on whom a continuous intelligence activity could be produced.

MR. BECKER: I could not object to that on grounds of discrimination. That would be all right as far as I am concerned.

25X1A9a MR. [REDACTED] That solves the dilemma.

MR. BECKER: I am inclined to believe that it is preferable to the

other alternative we were considering for the reason that I think that a number of these people were guided by the same motivation that you mentioned, Mr. [REDACTED], and I think it is commendable.

MR. WOLF: Would you recommend that that letter go over the signature of the Director, or over the signature of the Deputy, or over the signature of the Assistant Director?

MR. [REDACTED] Sir, may I say I think it ought to go over the signature of the Director. He is the commander around here, and it is so stated, and he is the commander of all activities small or big.

MR. WOLF: I concur; I wanted to make that clear. I assume everybody else would agree.

MR. ANDREWS: I agree.

[REDACTED] I agree.

MR. BECKER: Yes.

MR. WOLF: Well, then, would it be satisfactory to this Board to amend the Honor Awards Program, to wit, that part which has to do with the longevity award, change the recommendation to the Director to the beginning of the CIG, or would you prefer to make it the date of the passage of the Act and the creation of CIA?

MR. BECKER: I would be inclined to make it CIG, but I have no strong feeling on that.

MR. [REDACTED] Well, may I ask this -- that we make a determination before our next meeting of what precisely is involved if we start with the founding date of CIG? My point is simply this, and I don't have the answer myself so that I can't help determine it, but my recollection is that a Presidential Directive set up Admiral Souers sometime, I think it was, in January or February of 1946, and --

MR. ANDREWS: January 22nd.

MR. [REDACTED] -- he set up a group of employees seconded from other agencies as I recollected. In other words, he didn't have any payroll of his own, if I understand it correctly. Then exactly at what point he began to get monies

from the Congress to actually pay employees -- CIG people -- I don't know, and I think those factors are somewhat relevant to this. Otherwise the point General Morris has made comes into focus very heavily here, and that is: Who actually belonged? Did the man belong to the Navy at that time, or did he belong to CIG? And that is going to get the thing so fuzzy we will never get this straightened out. So I think there should be a date set when CIG had funds of its own so these people were paid CIG employees.

MR. WOLF: May I suggest that this Board request that part of the Honor Awards Program having to do with longevity be returned and deleted from the present program, with an explanation to the Director that a special group is making a further study as to how the longevity awards should be carried out and report back at the next meeting? Is that satisfactory?

MR. BECKER: It is all right with me.

MR. [REDACTED] All right.

GENERAL MORRIS: All right.

[REDACTED] Who is going to do that?

MR. WOLF: I think you have to get your old committee together that you had and get the statistics and facts and have them present the program.

25X1A9a [REDACTED] I think simultaneously so that this doesn't drag on in- definitely the letters should be recast so they can go forward very promptly after the next meeting for signature; otherwise it will be months before anything, in fact, happens, and it will become a little bit silly then.

MR. WOLF: Is this satisfactory to you, Mr. Andrews?

MR. ANDREWS: Entirely.

MR. WOLF: I think we can move on to Number 5 -- "'Organization of the Professional Selection Panel', dated 11 September 1952, (attached); for approval, - recommended by the Review Committee." Now I think everyone has in front of him the memorandum of 11 September which reads:



MEMORANDUM FOR: Chairman, CIA Career Service Board

FROM : Chairman, Professional Selection Panel

SUBJECT : Organization of the Panel

1. At its meeting on 10 September 1952, the Professional Selection Panel agreed to recommend to the CIA Career Service Board that the fifth voting member of the Panel be a representative of the Deputy Director (Administration). This is a slight departure from the composition of the Panel as approved by the Director in the overall Career Service Program, which is quoted below:

- "(1) Two representatives from the overt Offices.
- (2) Two representatives from the covert Offices.
- (3) One representative from a Deputy Director's Office, the DD/P, DD/A and DD/I, to be successively represented on a rotating basis."

2. The members of the Panel feel that the overt Offices are adequately represented by the two voting members nominated by the DD/I, that the covert Offices are adequately represented by the two voting members nominated by the DD/P, and that the support Offices should be represented as recommended above. The members of the Panel further feel that the organization recommended above is simpler and provides better continuity than that previously envisioned.

25X1A9a

Chairman, Professional Selection Panel

RSW:lc (11 September 1952)

cc: Members and Advisors of the  
Professional Selection Panel:

25X1A9a

Messrs.

Baird

Meloon

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MR. WOLF: Has anybody any comment? I don't recall our deliberations on that point prior to the finalization of the report sent to the Director, but you might, Mr. [REDACTED]

25X1A9a

MR. [REDACTED] I don't specifically, but it wouldn't surprise me that I didn't because we discussed so many things so many times.

25X1A9a

MR. [REDACTED] Really this is a minor technicality as to the composition of the Board.

25X1A9a

25X1A9a

25X1A MR. [REDACTED] I would like to move we approve this thing. I don't see any objection to it.

[REDACTED] This meets the spirit of whatever we worded differently.

MR. WOLF: If there is no objection then that will be approved. I have no feeling one way or the other. It makes no difference to me.

The next item is called "'Hazardous Duty Pay', dated 26 September 1952, (attached); for approval, - recommended by the Review Committee."

6  
MEMORANDUM FOR: Chairman, CIA Career Service Board  
FROM: Chairman, Executive Committee, CIA Career Service Board  
SUBJECT: Hazardous Duty Pay  
REFERENCE: "Policy Concerning Additional Pay for Various Types of Hazardous Duty", dated 24 September 1952

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3. It is recommended that the CIA Career Service Board approve in principle the establishment of a Hazardous Duty Pay program in the form outlined and appoint a Working Group to prepare a detailed plan for re-submission to the CIA Career Service Board and to the DCI for approval. It is also recommended that the Working Group so appointed consist of five senior officers and that upon approval by the DCI of the plan which it will recommend, the same persons be then constituted as the CIA Hazardous Duty Board in order to ensure continuity.

24 September 1952

#### POLICY CONCERNING

##### Additional Pay for Various Types of Hazardous Duty

1. There will be established a CIA Hazardous Duty Board which will be responsible to the DCI through the DD/P. The Board will be composed of at least three senior officers, three of which will be designated respectively by DD/P, AD (Personnel) and the Comptroller. A representative of General Counsel's Office will sit with the board as legal advisor without vote.

25X1A9a MR. [REDACTED] There is a recommendation both from the Review Committee and from the Director of Personnel that this Board be enlarged to five rather than three.

MR. WOLF: I believe that there be a representative from the Office of Training.

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25X1A9a MR. [REDACTED] And one from the Office of Communications. Those are the two which would increase it to five.

MR. WOLF: That is right. If this is as stated, and I assume it is, all we are asked to do today, and all we considered and the Review Board considered, is to appoint a Committee to go into this further and come back with a finalized program, and if approved and recommended to the Director, and if he then approved, these five individuals constitute the Board to implement this program.

MR. BECKER: I agree with that. I would like to raise for consideration by the Board two questions that occurred to me in going over the paper which is the plan or policy as distinguished from creation of the Board.

MR. WOLF: Right.

6 MR. BECKER: The one is I note with respect to the demolition provision that it applies when people are in training as well as when they are actually engaged in operations. I understand why that provision was put in, but I wonder whether or not it does not conflict with the normal military provisions which are comparable -- in other words, I had not understood that people who engage in training with live ammunition would receive combat pay, and I think it is a little different. I merely raise it for consideration.

The other one is individuals infiltrating organizations inimical to the United States, and in that case I think there should be some qualification, at personal risk, or something to the sort because I must confess that many organizations are deemed injurious to the United States in which one could infiltrate them without any physical risk, but I assume it would be interpreted reasonable.

25X1A9a MR. [REDACTED] May I say just something about this paper?

MR. WOLF: Yes.

25X1A9a MR. [REDACTED] As is noted in the minutes, they came and talked to me about this. This whole issue of hazardous pay is something that has been sort of a hot rivet that has been passed from hand to hand around the Agency here literally for months, and it has been particularly perplexing to Training,

I believe, because they do have some very specific problems they would like to cope with. I went over this in some detail with them, and I had certain reservations of the kind that you had, Mr. Becker, but I was assured that what they needed most was to get their Board set up so that the Board could sit down in a technical and proper way and consider all of these problems and come up some definitive -- in such a way that they could get it off the dime and get going with it.

25X1A9a MR. [REDACTED] There is another very important point too, Mr. [REDACTED] 25X1A9a  
 if I may say so. The reason why they want the group to be continuous with the Board is if the Board knows it is going to have to implement it, it will devise a more realistic regulation than if it is a working group which has to put something up and let somebody else implement it, and we have had problems of that sort, and your point is exactly correct, Mr. [REDACTED] that 25X1A9a  
 until the regulations are drawn --

MR. WOLF: I think the only problem we have before this Board is to agree whether or not they are willing to appoint the Board as recommended and agree that it is our opinion right now that when, as, and if an appropriate, and reasonable, and sound frame is approved that Board will remain; and if that is satisfactory to the Committee, I think unless anyone has further comments we can pass on. I don't want to hold you people up too long.

25X1A9a MR. BECKER: I agree.

MR. [REDACTED]: I concur.

GENERAL MORRIS: That is satisfactory.

MR. WOLF: The next item is 7. It is called "'Need for Actuarial Studies in CIA', dated 12 September 1952 (attached); for information, - referred by the Review Committee to the ADD/A." There is definitely a serious need for an overall actuarial study. It is probably more than an actuarial study, and it was attempted some months ago when [REDACTED] was here, and, as I 25X1A9a recall it, he had an individual cleared and brought down from the Mutual Life, I believe. As you no doubt know from the record that has been sent through, the problem is primarily one of life insurance, and certain large companies

such as the New York Life are indicating that they are not willing to insure individuals who are in CIA for more than \$10,000 as I understand it. There are many other phases of this program, and I don't know exactly what action we are being asked for here. It simply states "need" for this. I can assure you that the Review Committee referred it to Colonel White, and Colonel White and I have spent some time on it. I have had [REDACTED] doing some special work on an overall study, and if it is satisfactory to this Board, I would be very glad to take the responsibility of having that study investigated and determine how best a real study can be made, and proceed with it, and try to formulate a program which can be brought back for action. I think unless your point of view is different that if we really want to open this up we could sit here for the next three hours and talk details about different coverages of insurance, and I don't believe that is what we want to do at a meeting of this kind.

[REDACTED] Mr. Chairman, I feel this is a DD/A --

MR. ANDREWS: And an AD (Pers) matter rather than a Career Service.

MR. WOLF: I think you are entirely right, but I do think it is a kind of thing the DD/A and AD (Pers) should work out, and then I think the Career Board in relation to the whole total personnel situation should be advised, and, if possible, we might like to ask their review and recommendation before we finalize it with the Director, but I certainly think at this stage of the game we ought to proceed.

MR. [REDACTED] So be it everybody agrees.

MR. WOLF: The next item is "'Coordination of Career Service Board Activities', dated 12 September 1952, (attached); for approval - recommended by the Review Committee." That paper is very concise and brief.

MR. [REDACTED] It makes sense.

MR. WOLF: From my point of view it is entirely satisfactory. If there is no further comment I would assume that we approve.

There are one or two more items which I feel I must take some time on today. One is a memorandum dated the 27th of September addressed to the

Deputy Director (Plans), subject: Career Service, signed by [REDACTED] 25X1A9a

25X1A9a Brigadier General, U.S.A., [REDACTED]

25X1A9a a [REDACTED], Acting Chief of Foreign Intelligence, and

25X1A9a [REDACTED] Chief of Administration, and approved by F. G. Wisner, DDP,

October 6, 1952. Has that been distributed?

25X1A9a MR. [REDACTED] Yes, sir, it is in this Supplementary Agenda.

MR. WOLF: I have gone over it. I have discussed it with [REDACTED] and 25X1A9a  
with Colonel White, and I feel it is an excellent first presentation.

Attached to it is a recommendation of the Boards which are referred to, and  
in that apparently it is entirely satisfactory to Frank Wisner as the DD/P,  
I would recommend that this Board accept and approve the program.

GENERAL MORRIS: I just have one thing to say about it, Mr. Wolf, on  
this thing. This is, of course, just for Plans, but it has to work in  
with whatever basic policy that comes out from the Agency as a whole, which  
I think it will. Now one of the big problems you have down there in my trips  
around I found out is equalization of promotion, and it is pretty bad. It is  
way off, and so there is no provision for that in here as I can see it right  
now.

25X1A9a MR. [REDACTED] General, your point is well taken, and it was our feeling  
in discussing this that what we wanted to do with this paper was to set up  
the Career Service mechanism down there, and this question of equality of  
promotions was an administrative problem within our own office and should be  
dealt with on that basis in conjunction with your office. In other words,  
it affects Career Service, but it is a problem out and beyond Career Service  
which has been created by the artificial situation which has existed, and  
once we get set up here, etc., we think this mechanism is going to see to  
it by superimposing this DD/P Board, a uniform system in all three of the  
Career Service Boards, and the promotions are handled properly, and, as far  
as that is concerned, initial recruitment, pay, and slotting, and classifica-  
tion are, and all of those things are handled uniformly.

GENERAL MORRIS: I mean everything looked all right. I happened to

10 notice that. I wanted to tell you. Remember at the last meeting I said that we will start on a plan for promotion, and that has been written up, and I think it is coming out this week. We will have something on it.

25X1A9a- [REDACTED] Next week it will be available.

GENERAL MORRIS: My idea about Career Service, the two big things are pay and promotion. Just as soon as you establish them everything else gets around very well. Now the pay is very well established although people are trying to change it all the time in Congress. Now let's get the promotions established and then you will find the assignments will work around it very well. Now we are writing a personnel manual, and it is 75% completed, and we hope by means of that manual to get a uniformity throughout the Agency. That is going on right now, and we hope to have it in a loose leaf form, and if this plan of promotion is approved, that will go in it too.

MR. WOLF: If there is no objection it will be so approved. I have one item I would like to place on the record. It came to me after discussion one morning from [REDACTED] dated the 11th of September, and I am not even sure that it belongs here, but I think in that it has come from him and is worded as it is, I would like if you have no objection to place it on the record.

25X1A

MR. BECKER: Yes.

MR. WOLF: I don't know if any of you have seen it; you have heard about it, no doubt.

11 September 1952

MEMORANDUM FOR: Chairman, Career Service Board, Personnel Director  
FROM: Inspector General  
SUBJECT: Policies Affecting Hiring and Promoting Agency Officers

The Director has approved the following policies affecting educational qualifications for hiring and promoting Agency officers:

1. Educational progress, including the possession or non-possession of a degree or degrees, is a legitimate consideration in evaluating the fitness and potential of a job applicant.
2. Once an applicant becomes attached to the Agency, however he stands exclusively on his record with the Agency and promotion is to be based entirely on that record. It is not proper to consider lack of formal schooling as a deterrent to advancement, or the possession of formal schooling as a reason for advancement, other factors being equal. The practice now prevalent in some administrative offices, of weighing the possessing of a degree as a factor in promotion, is therefore to be abandoned as irrelevant.
3. It follows from the above that no job in the Agency is to be rated as requiring formal educational prerequisites (i.e., open only to possessors of given degrees) except in the two professions of the law and medicine.

25X1A

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MR. WOLF: This was sent to me as Chairman of the Career Service Board, and if you have no objection I would like to just place it on the minutes.

I have only one more item I think it is necessary to take time on, and this is one I am going to like. My term as Chairman expires on October 30 does it not?

25X1A9a MR. [REDACTED] October 31, sir.

MR. WOLF: October 31.

25X1A9a MR. [REDACTED] One more day, Mr. Wolf.

MR. WOLF: Therefore, we should have the recommendation to the Director to appoint a Chairman to take over on the first day of November. As Chairman I will ask for any nominations that anybody would like to make.

COLONEL BAIRD: Mr. Chairman, inasmuch as you have presided over only two meetings, or will have presided over only two meetings, prior to the expiration of your term, and that inasmuch as continuity at this stage of the development of the Career Service Board is most important, I would like to recommend to the other members of the Board that your term be extended.

25X1A9a MR. [REDACTED] Shouldn't that be stated as a series of whereases? Isn't that the usual form?

MR. BECKER: But however stated, I would like to second it, Walter. I think it is a very sensible suggestion.

MR. WOLF: Well, I thought I might be among friends, but --  
Frankly, I would much prefer not to. As I told Mr. [REDACTED] the other night when he spoke of something along this line, as far as the work of this type is concerned, to the limited extent of whatever ability and time I have got -- I might add energy -- whether I am acting as Chairman or not you will get exactly the same thing, and as a matter of principle I am wondering for the future of this Agency it would not be better to appoint a new chairman and rotate the chairmanship as we had agreed in the original program. Frankly, I will do exactly the same thing I am doing now if requested by the Chairman. I will act for the Chairman in a Review Committee; I will go over items one by one with the Executive Secretary; I will be in intimate contact continually with General Morris and Colonel Baird on the personnel and the training phases,

25X1A9a



and anything else, but I think for the record and for the future the Agency would be well advised to follow the original program.

MR. BECKER: I nominate Mr. [REDACTED]

25X1A9a

25X1A9a MR. [REDACTED] Don't nominate me; I am just here as a substitute; I am sitting for Frank.

MR. BECKER: I was thinking of DD/P representative. I nominated DD/P in that event.

COLONEL BAIRD: Well there is a nomination on the table. It is still open for discussion. I would think that you are absolutely right, Mr. Wolf, had you filled a full term, but you haven't filled a full term.

MR. BECKER: What are the facts? What is the term and how long?

25X1A9a MR. [REDACTED] The term theoretically was from the first of July to the end of October.

MR. BECKER: I see.

25X1A9a MR. [REDACTED] Mr. Wolf was overseas, and the Board did not meet until the end of August, so for his first two months there the Board had not even met or organized.

25X1A

[REDACTED] We will have had two meetings instead of the four that would normally cover the period.

MR. BECKER: Mr. Wolf, don't you think that should affect your view on that?

MR. WOLF: I think that is a reasonable and appropriate point to bring up, and I think to a degree -- well, I regret to state I think it mitigates my suggestion. I am very serious about my suggestion which I hope you all see because I think for the future it is a good thing to have it on the regular basis. Obviously if the Board feels strongly for continuity to carry through this first term to serve for another three months, or whatever it is, two months or something, I will do it naturally if the Director says so, but I assure you I will do the same thing anyway.

25X1A

[REDACTED] I think the fact you will do the same thing anyway is a very good point; therefore, why not do it officially?

MR. BECKER: I withdraw my nomination of DD/P, second the nomination of DD/A, and call for a vote.

MR. WOLF: Is there any further discussion?

25X1A9a MR. [REDACTED] No further discussion.

MR. BECKER: No further discussion.

COLONEL BAIRD: I think the minutes should show --

MR. WOLF: I would appreciate having the minutes show clearly --

25X1A9a MR. [REDACTED] May I ask for what term we have extended this?

MR. [REDACTED] One full term.

25X1A

MR. BECKER: Yes.

[REDACTED] Another four months.

25X1A9a MR. [REDACTED] Another four months from 31 October.

25X1A9a MR. [REDACTED] Does that do it?

MR. WOLF: I think there is nothing else that need come up today unless there is something that you would like to --

COLONEL BAIRD: I hate to bring it up, but I think we ought to know that the Selection Panel is working very hard and in an attempt to determine what their job is. I sit as an Advisory Member only. There are five members, but they need some guidance because they have got a point that is quite important. I think they have got a paper before us some place here.

MR. WOLF: I am not up to date on it, but Colonel White has talked to me about it. I believe he attended --

13 25X1A9a MR. [REDACTED] He sat in for 10 minutes on a meeting this morning, I believe, or yesterday morning.

MR. WOLF: I think it was yesterday morning. I think he told me last night or this morning, and he indicated the same thing that you indicate, Colonel Baird, that they need guidance, and he said that he had some definite thoughts that he would like to discuss with me, and since that minute we haven't had time to talk about it.

25X1A9a MR. [REDACTED] May I make a suggestion? I was being briefed on this problem they have run into on the Professional Selection Panel, and it

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13 impressed me as the type of problem which can take technical consideration now rather than getting guidance from this Board at this moment. There is a security problem involved and the relationship with Colonel Edwards' office, which is a determination that Colonel White and Mr. Wolf are going to have to make in the last analysis, in any event, because as the Director's representative in that particular department, regardless of what this Board says, we don't have any power to overrule them in a matter of that kind; consequently, it seems to me that they should pursue this thing with Colonel White and Colonel Edwards, etc., and then if by the next meeting the issue is still unresolved, maybe the disagreed areas can be defined or brought up for consideration so maybe we can give some assistance to it and possibly ask the Director for a ruling, but I think it is a little bit early at this stage to do that.

25X1A9a MR. [REDACTED] I think it is too early. I would suggest the Review Committee, which will meet before this Board meets again, take cognizance of this problem and attempt to help the Panel to arrive at a paper which will come before the Board. Will that do the problem?

MR. WOLF: If it is brought to the Review Committee it most certainly will.

25X1A9a MR. [REDACTED] They will bring it to the Review Committee. There is no question of that.

MR. BECKER: I would like to have Colonel Edwards available for consultation.

MR. WOLF: Definitely; I have thought of several things for the future. I don't want to take unnecessary time now, but I would like to get your thoughts as we develop each phase of this program. Would it be of value to this Board to have a 15 or 20-minute talk with let's say Dr. Tietjen and the Head of his new Psychiatric Division?

25X1A9a MR. [REDACTED]

25X1A9a MR. WOLF: [REDACTED] or others? I don't know that we want to develop this Board into that kind of a thing, but I find that time is so difficult

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in this business to really get the feel of some of these things. A 10 or 15-minute talk with the individual who is charged with the responsibility of carrying through an overall program which we have to be advised of may be very helpful rather than getting Dr. Tietjen or [REDACTED] to write a paper. 25X1A9a Now it is just a different point of view. Some people get everything with a paper, and some get a great deal more by getting the feel from an individual. I just wanted to ask your thoughts as to . . . that is something to look forward to.

MR. BECKER: I would prefer to have that type of thing in connection when a specific problem comes up before the Board.

MR. WOLF: When a specific problem comes up before the Board would you like to have the office come in that is going to be largely responsible for the effectiveness whatever it might be? The new Psychiatric Program was a project, and the Director took a major interest in it, and the money is allocated . . . and it is being built. There will be occasions where it might be worthwhile to bring Colonel Edwards in, or someone else, and I didn't know whether you liked to think along that line with me or not.

MR. BECKER: I would be happy to have them come if it were felt their presence would assist the Board.

25X1A

[REDACTED] Your Review Board would make that recommendation.

25X1A9a MR. [REDACTED] Maybe a presentation to be made to the Review Committee which is in more of a discussion frame of mind than this Board which is in a more decision type of --

MR. BECKER: Well, I think they might assist this Board in specific cases.

MR. WOLF: I think so too. Is there anything else to come up? If not I assume we may adjourn.

... The meeting adjourned at 5:10 o'clock ...

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