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CIA CAREER SERVICE BOARD

23rd Meeting

Thursday, 25 February 1954

4:00 p.m.

DCI Conference Room

Administration Building

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CIA CAREER SERVICE BOARD

23rd Meeting

4:00 p.m.

DCI Conference Room

Administration Building

Present

Lyman B. Kirkpatrick
Inspector General, Chairman

Matthew Baird
Director of Training, Member

[REDACTED]
DC/PP, Member

25X1A9a

[REDACTED]
DAD/O, Member

25X1A9a

[REDACTED]
AD/Communications, Member

25X1A9a

Colonel [REDACTED]
DAD/CD - Guest

25X1A9a

Harrison G. Reynolds
AD/Personnel, Member

Huntington Sheldon
AD/I, Alt. for DD/I, Member

Lawrence K. White
Acting DD/A, Member

Frank G. Wisner
DD/P, Member

[REDACTED]
Executive Secretary

25X1A9a

[REDACTED]
Secretariat

25X1A9a

[REDACTED]
Reporter

25X1A9a

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. . . The 23rd Meeting of the CIA Career Service Board convened at 4:00 p.m., 25 February 1954, in the DCI Conference Room, Mr. Lyman B. Kirkpatrick presiding . . .

MR. KIRKPATRICK: Gentlemen, shall we come to order?

Item 1 is the minutes of the last meeting. Are there any corrections or changes desired?

25X1A9a [REDACTED]: They are okay by me.

MR. KIRKPATRICK: If not, we will consider them acceptable as presented.

25X1A9a Item 2, we have asked [REDACTED] of the OCD Career Service Board to come up and give us a brief presentation on what that Board has been doing in the way of career planning. I think it is fairly obvious to you, gentlemen, from my comments to the Director on career planning, that I consider career planning one of the keystones of a successful career service program.

So, Jean, with that brief introduction, will you give us the word?

25X1A9a [REDACTED] Yes, but I really didn't know this was going to be a presentation. I just made some rough notes, and if you will bear with me I will give you my thoughts on the career service program. I trust you won't hold it against me. It's strictly my personal idea.

First, I'd like to say that I think the career service program and the policy and thought that went into the development of this program is very sound. I do feel that the keystone of a career program is the career planning, and I think that that has really bogged down. And the keystones of career planning are rotation and training. I think training--and I'd say this even if you weren't here, Matt--I think training has done an outstanding job. I'm not too sure that we are getting all that we could by not having an adequate plan for each individual as to what training he should take. Rotation is virtually non-existent today.

I agree with you, Mr. Chairman, on that paper of yours on the 26th of January where you pointed out a lot of the accomplishments of the career service program, and when you pointed out many of the shortcomings of the program.

Now here is what we have done in OCD. In OCD we have a board and we include on that board all of our Division Chiefs simply because no one individual knows or can give the board a good background on any individual unless he is in that same Division. At least, our Divisions number around [REDACTED] people, so we have them all sit in. We meet only once a month. We rotated people--we "tried" to rotate people, and it was--as you put down--largely a slave-mart sort of deal.

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Then in September we asked each Division Chief to come up with a career service plan for two or three of his most promising junior executives, the plan to map out what that individual should do over the next ten years in order to become a more competent Agency intelligence officer. We received 24 such plans. We tried, and I say that because that is exactly what we did, we "tried" to put one plan into effect. The gentleman was a graduate of the Junior Officer Training Corps. He has been in OCD almost two years. He now has a plan where he ought to go overseas, and he ought to get possibly some FOA experience after this, or Department of Defense, and then possibly a little [REDACTED] or OOC, and then he ought to come back for reassignment. In other words, this is a 10-year plan. The next step in this plan would be an assignment to the DD/P area.

MR. WISNER: What is the age of this man?

COLONEL [REDACTED]: 28 to 30 years old, in round numbers. That is about right.

MR. [REDACTED]

MR. WISNER: And his grade?

COLONEL [REDACTED]: Either a 9 or an 11.

What we have attempted to do for the past five months was to get one of the DD/P boards to assume this man for an eventual assignment overseas, we had hoped. He would be carried on, we hope, a Career Development Slot. We would be responsible for the man and for his reassignment when he came back. He would be an extra number, as it were, wherever he were sent. So far we really haven't made too much headway.

25X1A

And now I will tell you why we have him, and I will tell you what I think is wrong with the present setup. I don't think that 25 boards, or 20 boards or so, are too many; for instance, our board is responsible now for [REDACTED] people. I don't think that a board can handle more than that. I don't think a board could handle more than [REDACTED] people if they are going to do an effective job. But all of these boards have been operating independently. They haven't had what I term an "administrative chain of command." There has not been established the echelons through which we could go for operating action. This Board here does fine in giving and setting policy, but there is no cohesion between the existing 25 boards. There is no way where somebody could take action and tell the FI Board: "Yes, you will take this man as an extra number," or tell my board that I will absorb so and so, and so and so, over the next year or two years. Now I think that

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that could be licked by retaining most of your present boards but then by establishing higher boards; in other words, in the DD/I area I believe there should be a board consisting of the chairmen of all of the DD/I office boards, and I would serve on that board and Joe would serve on it, and the head man from OSI and the head man from ORR. Then I would go to that board with actions that I want taken, not policies. "I want John Smith to get a tour in OOC." Therefore, if the OCD board approves of it I then make that an item of the agenda of the DD/I board, and we resolve it at that board meeting. Similarly, I feel that the DD/P should have a board consisting of its sub-board chairmen; and the same with DD/A. Then take the DD/I area, with which I am familiar, say every office in DD/I wants to send somebody overseas. Maybe you want to send two or three, --I mean for special rotation. All of those would float up to the DD/I Board. The DD/I board would say, "This year we can only rotate four people from DD/I to DD/A." Then that board would determine whether it would be the OCD candidate or the OO candidate or the OSI candidate or the ORR candidate. Then they would make their decision and it would approach the DD/A board in that manner. This board would probably have a sub-board which would be the overall operating, governing board for the day-to-day operations, not for policy. That way I think we could get action on these things. There would be some means of implementing these plans if the plans are valid.

The other thing that I have is this: Should all this be done in an evolutionary manner? I think the existing boards can be used. I don't think we ought to disrupt this whole thing. We have just barely gotten this balloon off the ground, and now I think we have to make it work. I think we should investigate the rotation and the training for our junior executives. I think we should take it slow and easy, let's say rotating out of one major complex to another at the rate, this first year, of 10 or 15 at the most. If it is successful, and as we develop experience and as we develop know-how and we know the pitfalls to avoid, if we want to step up the program we step it up, but I think it should be done on a gradual basis. We can eventually make the thing work. I think a lot of our employees have the idea that rotation means that everybody gets on the merry-go-round. I don't think that would work. I think it could be started on a very small basis, and I would so recommend. Insofar as whether or not it is feasible to rotate people, I'd like to show some figures here. In the past 3 years OCD has transferred 79 people to the DD/P area. Therefore, it seems as though employees of the so-called overt side can be used in the covert side.

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MR. KIRKPATRICK: Let me ask a question, Jean. Would you take all
79 back?

25X1A9a COLONEL [REDACTED] I refuse to answer. I would take most of them, yes.
I would take most of them.

And, also, in that same three-year period we transferred 78 people
to other offices, DD/A, and other offices within DD/A. Now these were straight
out and out transfers. This does not mean our people are unhappy or have low
morale.

MR. KIRKPATRICK: What about the flow?

25X1A9a [REDACTED] What is the reverse coming into you from other places?
[REDACTED] I would say, as an off-hand guess, probably about
the same. I don't have the figures here. Probably not quite as high from DD/P
to us but it does exist.

Now, as I was going to say here, this does not reflect unhappy employ-
ees and low morale in OCD. It's simply that OCD is a wonderful spot for a person
to come into the Agency to get basic, fundamental background, and we feel that any-
body we take and then they go on to greener pastures, so much the better - and I
wouldn't deny their transfers. Also, we must admit that many people come into
this Agency without knowing just what they are getting into, and the minute they
find out they are in OCD and they are a humdrum librarian with no possible chance
of going overseas, they become slightly, oh, shall I say "restless" and try to see
if there isn't some way they could get into an outfit that may result in an over-
seas assignment. Were we to offer a good rotation plan a lot of these people would
never have left us. They would have gone on a rotation to overseas and then they
would be happy to come back. So that is another benefit that would be derived
from rotation.

MR. KIRKPATRICK: Would you say a couple of more words on your career
planning? You said 24 were done. Were they done by the individuals themselves?
Were they the ones that suggested this was the type of career they wanted?

25X1A9a [REDACTED]: This is the way we went about it. We asked the
Division Chief to select the two or three juniors with the greatest potential. Then
the Division Chief, together with the individual sat down and worked up a career
development. In other words, he was not left to himself, yet his wishes in the
matter and his possible ambitions and possible abilities were taken into account.
It was a joint effort by the Division Chief with the individual, and then submitted

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to the board, which is all of the Division Chiefs and myself, and we reviewed these and we just have them on file. The Division Chief is responsible for following up on these plans and for putting forward recommendations for training, for rotation and so forth to the OCD board. In other words, the Division Chief then takes a personal interest in these two or three people and he will come to the board next month and say, "I would like to have him go to Georgetown this year," and so on. In other words, he keeps track. He has the progress chart, as it were, of those he has selected.

25X1A9a MR. [REDACTED] He follows the plan that has been reviewed and approved by the Board, however.

25X1A9a [REDACTED] Yes, he executes, however. Now the plans are not inflexible, they are very flexible. Also, those individuals that were originally chosen may be dropped at any given time if the Division Chief or the board should change its mind and decide to sponsor some other candidate instead of the one that was originally proposed.

. . . Mr. Sheldon joined the meeting . . .

MR. KIRKPATRICK: You mentioned in [REDACTED] plan possible service 25X1A9a in other Government agencies? Was that a part of many of the plans? Because I don't think it is terribly practical except in rare instances.

25X1A9a [REDACTED] No, I doubt if that appeared in more than two out of the 24 or 25.

25X1C4a MR. KIRKPATRICK: Take [REDACTED] for example, our workload [REDACTED] is 25X1C4a so heavy for the required number of people that we have to put there that I think to bring in a career service program which would put a burden [REDACTED] might be 25X1C4a the straw that broke the camel's back over there.

25X1C4a MR. WISNER: And it isn't entirely a question of what Kirk has said, which is perfectly true as far as it goes. We have a very special problem today

[REDACTED]

of loading additional personnel in. But I think, again, it gets to be a question of quantity. You can judge this only when you know how many people you are talking about per year or per period, whatever it may be.

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25X1C4a

25X1A9a MR. [REDACTED] Was the [REDACTED] aspect of [REDACTED] plan for head- 25X1A9a
 25X1C4a quarters duty [REDACTED] or overseas [REDACTED]? 25X1C4a

MR. KIRKPATRICK: You mentioned both [REDACTED] 25X1C4a

25X1A9a MR. [REDACTED] Wasn't it [REDACTED] in which case they 25X1C4a
 would just get an extra number for free, under your concept?

25X1A9a [REDACTED] Only we suggested here on a peripheral reporting
 post. But everything I said I would like to have considered in the light of a
 very minimum beginning. We have only pushed one of the 24 cases thinking that if
 we could ever get our foot in the door and get a program started or a program
 accepted in theory, perhaps then we could move on to two, three, or four more.

The other thing that I think happens today is that all of the 20 some
 odd boards function in an entirely different manner, and think they have different
 types of responsibilities.

MR. KIRKPATRICK: We joined that issue last week, and Mr. [REDACTED] is 25X1A9a
 charged at the moment with the responsibility of coming up, for this Board, with
 a list of the major differences that exist, so that we can lay down a formula for
 the boards to operate on which will standardize board procedure.

25X1A9a [REDACTED] I was thinking if you had a DD/I board consisting
 of the chairmen of our eight boards, you would--

MR. KIRKPATRICK: That is a technique to accomplish it.

25X1A9a [REDACTED] That would help to standardize the operation of all
 those boards.

25X1A9a MR. [REDACTED] The point of the number of these boards has been the cause
 of a great deal of misunderstanding and dismay. There has been the thought that
 we would set up five boards to give individual attention to [REDACTED] people. Ob- 25X9A2
 viously that is impossible, and I don't think it has ever been the intention of any-
 body to do it that way.

. . . Mr. White was called from the meeting . . .

25X1A9a MR. [REDACTED] It should be understood, however you set these up there
 would have to be enough sub-boards or panels or mechanisms so that you can, at a
 supervisory level, study these things and submit to the top boards only matters of
 policy or matters involving clearly senior people who would come to the attention
 of the members of these top boards in any event. I think there has been a boogeyman
 in this whole business of merging career service, and rather an unnecessary one,

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because it couldn't work and there has been no intention of working it that way or trying to work it that way.

MR. KIRKPATRICK: Any more questions for [REDACTED] because I 25X1A9a want to skip on the agenda to item 4, in view of the fact that that ties in very directly with what we have been talking about. And, Jean, I hope you will stay, if you would like to, to hear the rest of the meeting.

Harry?

MR. REYNOLDS: The first item in 4 concerns the paper which will be circulated in the Office of Personnel asking each person to fill out their own thoughts about what they want to do, - a career plan. I am informed that other offices have a similar questionnaire. I have copies of our plan here to submit to other offices to tie it in with theirs, with the thought that the Executive Secretary will use that as an overall questionnaire which could be used by the entire personnel of the Agency in giving their answers.

MR. KIRKPATRICK: I would certainly be in favor of a standard questionnaire to be used by all office boards so that when correlation takes place and you get into this matter of rotation you don't have to do the job half over again.

25X1A9a

MR. [REDACTED] Are you going to give this questionnaire to every individual? Because then there is a presumption that you are going to do something about it. I think that is a dangerous thing to start doing.

MR. REYNOLDS: I don't think we should. We should possibly do it on a sampling basis.

MR. KIRKPATRICK: I would think so. I would think OCD's technique of taking two or three of the top juniors in each Division or Branch, and using them as samples, with a covering statement to the effect that this is an exploratory sampling technique, and that rotation is for a very small percentage. Because I think we must take concerted and strong action to kill the belief around here that this is going to be an Agency of whirling dervishes around here, that everybody is rotating simultaneously.

25X1A9a

MR. [REDACTED] That is what bothered me. I think it would be very dangerous.

MR. [REDACTED] That had been discussed but I don't think the Personnel Career Service Board made a final decision on that. I suggested to Mr. Reynolds that in connection with this survey which I am about to launch on a common

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denominator procedure, that I could also do this and find, for the consideration of this Board, perhaps a formula or common denominator for a questionnaire, by drawing together the Security Office Career Development Plan procedure and others.

MR. KIRKPATRICK: I think without in any way stultifying or negating the initiative taken by the boards, that if you can do that and we can get a standard form and a genuine understanding of how this is to be used so that we don't start a false rumor going around that everybody is going to get into this, that it would be worth doing. It might tie in, simultaneously, with item 3 on the agenda, which we will get to later.

MR. REYNOLDS: The second portion of paragraph 4 concerns the files of the Agency. The words "chaotic condition" have been used in connection with the files of the Office of Personnel, and the words are correct, they are in a chaotic condition, there isn't any doubt about it.

MR. KIRKPATRICK: I'd like to correct that, Harry. The words "chaotic condition" were not used, necessarily, in regard to the files of the Office of Personnel, they were in regard to all personnel files in the Agency, many of which aren't even in your possession.

MR. REYNOLDS: That is exactly correct. I consider the correction of the files' problem the most important function that we have to perform and start performing very soon, and get right after it. Equal in value to the proper administration of the files' system in the Office of Personnel is the absolute right of any member of CIA to have his file in proper condition, containing all of the elements which records his service with the Agency, and properly safeguarded. We propose to do that, and it will mean we have to have the cooperation of every office in CIA down to its lowest units and sections in order to get that right. And I think this Board has every right to demand that these files be put in proper shape. I have them laying on my desk and they just aren't worth anything. They have a few records of promotions and transfers but there are no commendations, no reprimands, and things have been taken out and withdrawn. They are in perfectly dreadful condition. Now it is our responsibility to do that, and at the present moment we have under study the following: (a) What papers should we consider as Official Personnel Documents? (b) The method of officially identifying such documents. (c) The criteria for the use of such documents. And (d) The control procedures to insure their availability for appropriate use and preclude their unauthorized destruction or dissemination.

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As I said, we believe that every single career service member has the right to have his record complete, the right to have the information concerning his personal affairs protected, as well as the right of supervisors and officials to see those records on a need-to-know basis.

MR. KIRKPATRICK: Let me switch hats very rapidly here and speak as Inspector General for a few minutes.

. . . Off the record . . .

MR. KIRKPATRICK (Continuing): After looking into the matter of personnel files in connection with my review of the work of the Office of Personnel, I can only say that I think our files are in equal, if not worse shape. It's a case of the Personnel Office having the master files which have SOME of the information but never all of it. I have never yet gotten a personnel file in which I found all of the information on the individual that I wanted. The offices and the Divisions have files, and they even get down to the branch level with files. They all have bits and pieces. I have proposed far more drastic steps than I believe Harry is willing to take, to get the files under control, keep them in the proper hands, and prevent people from seeing their own files - which, after all, is a very unorthodox method of procedure. Now this is going to require policing right across the board, and the strongest support from the Deputy Directors and Assistant Directors to accomplish it.

25X1A9a

██████████ But the individual is entitled to see his official "201" File.

MR. KIRKPATRICK: Yes, but I am talking about the psychological assessments, and that sort of thing.

25X1A9a

██████████ That is the 201 File, and you are encouraged to go there. As a matter of fact, when the Air Force separated from the Army, the records that were transferred to the Air Force were most incomplete, and it was found necessary to send a profile of each man's 201 File to him and ask him to correct it. They had me weighing 250 pounds and 5 ft. 4 in. tall, and similar things, showing that people were obviously doing their job in a hurry. One of my officers who had served with the RAF on 15 missions and had been decorated in combat - that was listed as enlisted service. So I think people should be entitled to see their 201 File, but not their confidential 201's.

MR. KIRKPATRICK: I think that is an important thing for the

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AD/Personnel to decide on how these should be arranged for, because it's very important. For example, when a senior officer wants to get the entire facts concerning an individual they must be readily available to him; on the other hand, we don't want them handled in such a way that anybody can get hold of the confidential files.

. . . Mr. White rejoined the meeting . . .

. . . Detailed off record discussion on subject of Personnel Files . . .

MR. KIRKPATRICK: Gentlemen, shall we proceed to item 3 on the agenda, which is the piece de resistance today.

MR. WHITE: Has the Staff Study been postponed for future consideration?

MR. KIRKPATRICK: That is what we are now getting to. I simply--which is my usual procedure--switched items on the agenda. We took up item 4 before 3.

I think that is a very interesting Staff Study the Office of Personnel has prepared, but inasmuch as I was the one that originally suggested the 120 figure idea, to get started, and also suggested that the Personnel Office start to work out something--which I think we have a very good start on--I would like to point out one major area where I disagree with it. In the first place, I feel very strongly that, if we are going to start a rotation system in which we all believe, the slots with which to start that rotation system should come out of the existing slots of the offices participating. Because by the very nature of rotation, if DD/P rotates 20 people out of the DD/P area into the other areas, it would be assumed, the way I envisaged the system working, that DD/P would gain 20 people, and that there would always be a counter-balancing. Furthermore, I think if this is a gravy train, inasmuch as it is not going to cost an office anything, then it's going to get off to the wrong start at the very beginning. So I would recommend at the very initial start that the 120 slots, rather than coming from an increase in the Agency ceiling, come on a pro-rated basis out of the existing components. I think the way I just casually mentioned it was, say 30 slots from each of the three major components, and 10 from Training and from Commo. Now that could be varied.

25X1A9a

MR. [REDACTED] If you do it that way then when your man returns to you the slot which he goes back to is vacated.

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25X1A9a [REDACTED] I don't think that is the kind of rotation we are talking about. The man may never come back to you. He may find a role in which he is more valuable to the Agency than he was in the office he left. This is not a training program per se, for the individual. He has to be productive as well as getting his training, and therefore he shouldn't be a supernumerary.

MR. KIRKPATRICK: If he isn't productive then rotation is no good, because we don't put them in slots to simply view the scene.

25X1A9a [REDACTED] It would probably be a year before he would be productive, and I would say it could last over a period of ten years if he is growing all the time.

MR. REYNOLDS: Presumably you get a man back in place of the one you had lost.

25X1A9a [REDACTED] Either from Commo or from recruiting. I would assume the man I let go for this program would probably never come back to me.

MR. KIRKPATRICK: Say you move 10 slots, but there will be 10 persons from the Agency in your slots all the time.

25X1A9a MR. BAIRD: I don't think it would work that way.

[REDACTED] No, because I probably couldn't absorb 10 non-communications people in the limited ceiling that I have. I don't think we should shoot for a goal of 120 -- I should think what Mr. Reynolds has said, not to exceed one percent of his component strength. This won't go unless you have a management that is extremely stubborn and also pliable, and is bought by all the components as something that is good for the Agency. In that case let the numbers turn out to be realistic ones.

25X1A9a MR. [REDACTED] Would you start with 120 and keep filling the gaps?

MR. REYNOLDS: I visualize filling the gaps as they drop out.

MR. KIRKPATRICK: Like Career Development Slots.

25X1A9a MR. [REDACTED] Because on an attrition basis you will lose 15 or 20 of them.

25X1A9a MR. [REDACTED] These would be like Career Development Slots, over and above the T/O of the office.

MR. WHITE: May I make a comment on that, Kirk?

First of all, I agree with you that I would not recommend to the Director--and I don't think it would do any good if you did--that he increase the personnel ceiling by 120 positions, because he talks, two, three or four times

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a week about making it less than it is now. So whatever we do I think we have to do within our present personnel ceiling. Maybe I have a peculiar situation - I don't know. Obviously I would be happy to have all administrative officers in the Agency also be fine intelligence officers, but I would first like them to be good administrative officers. I am not sure we have even reached a satisfactory situation as far as having a good professional corps of administrative officers yet. So if we are talking about rotation among the various Agency components to develop a professional corps of administrative officers that I am interested in, we are doing this right now in the administrative field between the cooperation that now exists between DD/P and DD/A, and to a far greater extent than is envisaged here. If this is rotation from the DD/A component to the DD/P component in the administrative field, finance, and the rest of it, we are way ahead of this. Frankly, I wouldn't want to give up 10 or 20, or whatever number of slots you think DD/A should give up, in addition to what we are already doing, which I think is a good and a very effective program in the administrative field.

MR. KIRKPATRICK: But this, as we envisaged it, and as we mentioned it when we suggested this plan be developed, was to take 10 or 20 of your GS-5's through 11's who look like they are broader than just administrators, that they are going up to an executive job at some date five or ten years in the future, and getting them into the rotation system, as pointed out here, is one way to develop them as junior executives. And when they move into this Selective Rotation Program then they are moving into the candidacy for the Junior Executive Inventory.

MR. WHITE: But if you feel a man to be in the Junior Executive Inventory has to have administrative experience and intelligence experience--

MR. KIRKPATRICK: Not necessarily, but I think this is one way to give an opportunity to 120, or any figure you want to pick right across the board of the junior executives that we want to broaden enough so when they get up into this building they have had a broad cross-experience in the Agency.

MR. WHITE: I quite agree. But let's take the grade 9 finance officer, for instance, who has had 2 or 3 years' experience in Ed Saunders' office, and then he goes to maybe an 11 finance officer in the DD/P area, and he follows that as a general administrative officer in an overseas station. Certainly some of the operational and intelligence stuff is rubbed off in that period of time. So I would consider him as having had experience which would qualify him as a junior executive just as much and maybe even a little more so than I would if he

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had gone completely out of the administrative field during that period and become an intelligence officer.

MR. KIRKPATRICK: Why isn't what you say perfectly consonant with this? The fact that we have a rotation plan doesn't mean that he has to go to every office in the Agency - he can have a very selected rotation to specific offices. You wouldn't take the best operator Frank has and move him through every office, but he might broaden himself very much if, say, he got into Current Intelligence, for instance, because it gave him a field to show him what he was fighting for. And he might move over to OCI for say a year's tour, and then right back.

MR. WHITE: I'm not fighting the problem except I think the DD/I area, of course, is not participating in this at all right at the moment, but insofar as cross-fertilization between the DD/A and the DD/P, which is where the bulk of our administrative people are anyway, I think we are accomplishing that right now, and I think we can continue to accomplish that within present ceilings and without quotas. We have people who are intelligent, operational people that are nominated for administrative jobs all the time, and we select them sometimes to go into administrative jobs. And administrative people are going out the other way. I frankly don't think taking 20 positions away from DD/A to accomplish this, is going to help DD/A or the overall program insofar as we are concerned, very much.

25X1A9a MR. [REDACTED] They are 20 bodies - not positions, Red.

MR. WHITE: I think we are doing that already.

MR. REYNOLDS: What Red says of DD/P is true of AD/P. Insofar as DD/P is concerned we have over 60 trained personnel officers now working in the DD/P complex. I can think of three of those men right now whose value would be enhanced if they had other Agency experience than just personnel, and they would do an excellent job in OOC - one of them I know, anyway, who is a highly personable fellow and an excellent man for any field office.

25X1A9a [REDACTED] I thought what we were trying to accomplish here was grooming people to take the places of those who pass on, whereas the finance man and the administrative man are specialized. Administrative people are detailed to these other offices, and finance people are detailed to these other offices, but when you find any one of those people that looks like he could be developed into something less specialized than finance or administration, then those are the people I thought we were talking about that we were grooming for

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other than specialized jobs.

MR. BAIRD: I'm afraid that we are trying to make generals too quickly. I haven't heard anybody say how long a period of specialization these young men are going to have, but I think it should be a considerable period of specialization - I mean, the process of the specialization, if it has been identified. If they have, in addition to their specialty, executive and administrative ability, then they are the ones that should be identified and broadened. But I am afraid we are still talking about too many people needing rotation, and I don't think they do.

MR. WHITE: I started out by saying that I think we are quite a ways from doing our job in the administrative field without taking on the additional obligation to make everybody a professional case officer.

MR. BAIRD: The other thing that worries me, Kirk, is that Frank's side of the shop, as far as I can make out--I've just come back from talking to the Navy about how tight they are on slots, and we are going to have to wipe out that OCS program as far as the Navy is concerned, and we are going to find it increasingly difficult to actually find places to send people overseas. Frank hasn't enough places to send his own people overseas. He has more people than he can take care of and fewer places to put them. I don't know what happens to these 24 that want overseas rotation. I think one of the reasons no action has been taken is that there are no spots for them. We have people in the Office of Training that came from the DD/P 3 or 4 years ago and who expect to be taken back into the DD/P and should be taken back, but there are no places for them - and they are good people. I think we ought to go much more slowly than we are talking today. If Red knows of a young man or young woman, then let him come up with that young man and say, "Here is somebody I think we ought to do something about," and not say, "Here, you have 10 slots to do this, or 20 slots to do that."

MR. WHITE: When we were looking for an administrative officer in say an 11 or 12, we asked not only the area Divisions but also the area components to submit a nomination, and we usually ended up with quite a few people from both sides of the house to select from. So we do take specialists out of their specialized field and put them into general administration all along. I am sure if you looked over the records for the last year or two, three or four, you would find quite a number of those people have gone from the administrative game into operations of one kind or another. Insofar as we are concerned in the administrative

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field, I'm not sure that we aren't doing a lot of this now. Now that doesn't solve the cross-fertilization between the DD/I and the DD/P. But I don't think I have the same problem.

25X1A9a C [REDACTED] Mr. Chairman, may I make the remark that it seems to me what you are actually doing, you are really transferring people. This would permit you to do the same thing but instead of calling it a transfer you call it a rotation. Isn't that what this paper says?

MR. KIRKPATRICK: In effect, yes.

25X1A9a [REDACTED] And it would permit more rotation. In other words, it wouldn't prevent you from doing exactly what you are doing now except put a different label on it.

25X1A9a MR. KIRKPATRICK: I can't quite honestly say whether I think it is a rose by any other name, because, as [REDACTED] points out, some of the people in this system will not return to you ultimately. The same is true of what you are doing today, Red. What you actually do, in effect, is to transfer permanently. They may come back to you and then again they may not.

25X1A9a MR. [REDACTED] Isn't the essential difference that in this proposed system there would be a longer-range plan formulated and watched over, whereas under our present system there is no long-range plan but there is the immediate transfer action, and there is no particular looking beyond the job or assignment into which the man is transferred. I think that is one of the essential differences. In other words, the combination of what OCD has done with respect to 24 people, and what you in the DD/A are doing, Red, to such a great extent. The plan proposed by the Office of Personnel - a combination of those two is, to me, what we are looking for.

25X1A9a [REDACTED] The general plan is that you expect them to come back?
[REDACTED] As a matter of fact, I do not necessarily expect them back. They may effect a permanent transfer any place along the line, but the point is they have a home to return to at any given point, if the plan doesn't work out, and someone is responsible for them - that's the reason for that.

25X1A9a MR. [REDACTED] In a one or two-year rotation they wouldn't be too rich to take back.

MR. KIRKPATRICK: Not in grades 5 to 11. That's not going to out-price them.

25X1A9a MR. [REDACTED] But coming back as 13's, say, after five years--

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MR. KIRKPATRICK: We assume, at least I would assume, that proportionate numbers would be under 11's, but by the time they get to the 11 grade they are moving up to an assistant branch chief.

MR. WHITE: I don't mean that I am opposed to the plan in any way.

MR. KIRKPATRICK: It didn't sound exactly like you were very much in favor of it, Red. (Laughter)

MR. WHITE: I'm not willing, at least, to contribute 20 slots to develop intelligence officers. I will contribute 50 if it is confined to rotation of administrative personnel around, or any other number, so long as they come under the jurisdiction of the various administrative boards.

MR. KIRKPATRICK: Isn't that the administration of the plan per se, rather than the theory of it?

MR. WHITE: Yes.

MR. [REDACTED] I don't see where you are giving up positions. You are rotating 20 bodies out of 20 positions but you are getting 20 bodies back.

MR. WHITE: Maybe I'm not clear, but we are hard put at the moment to come up with all the administrative needs that we have to meet the DD/P's needs both here and overseas, and I'm not at the moment prepared to say that I will throw 20 of those people, which are already in short supply, into intelligence officer slots. That is exactly what I meant to say.

MR. KIRKPATRICK: I don't believe that was the concept, necessarily, except you might have one or two who might want to be intelligence officers rather than logistics officers.

MR. WHITE: Yes, but I don't want to be told that, "You will take 20 people and they are good people, and put them over to take intelligence training," when I am having a hard time trying to find enough good ones to do the administrative work.

MR. WISNER: I am pretty ignorant about this, not knowing the background here, but doesn't this plan contemplate that even though you have it launched on anything like the broad principles stated here, it would still very definitely require and take into account the need for tailoring each particular case according to its own merits and precisely according to what you are trying to do with the individual? And wouldn't that perhaps supply the answer to your question, Red? I mean, you aren't just giving away the whole hand on a thing like this. All you are doing is saying we are going to consider this, and each case we are

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going to study and try to hand-fashion the rotation program for this particular individual. Isn't that what is contemplated here in this thing?

MR. KIRKPATRICK: Actually, in effect, this is an expansion of the Junior Officer Trainee System. You have a larger group of grades and existing Agency employees not recruited for this particular purpose but having come aboard have indicated a desire to make a career in the Agency and who have broadened their base.

25X1A9a MR. [REDACTED] And have shown outstanding potential.

MR. WHITE: But in effect, I say as between the DD/A and the DD/P they are more than doing that now. I think I am right in saying that between the Office of Training and DD/P they are probably doing at least this much. Isn't your issue really how to get cross-fertilization between your intelligence officer in DD/I and DD/P?

MR. KIRKPATRICK: Not necessarily. I think the basic issue is to provide a mechanism where your junior officer who has ambitions and desires and capabilities can go into a system where there is this ability to broaden his base.

Let me throw a question back at you. Are you in favor of this plan as presented?

MR. WHITE: Frankly, I haven't read it. It was delivered to my office about 30 minutes before I came to this meeting.

25X1A9a [REDACTED] I think one point has been missed here. Colonel White is talking about his responsibility to service all components with administrative, and Mr. Reynolds with personnel people. That isn't what my concept of this rotation is. My concept would be when you furnish an administrative man in the DD/P area and he becomes interested in that type of work, then when you look him over and see he might be in the area of the Division Chief some day, then you've got him. But what you are doing, you are detailing people (indicating Mr. White). That is not my conception of this type of rotation where we are grooming people to be sufficiently broad so that maybe they would be a DD/A some day, in which his knowledge of all of the appropriate parts of the Agency would make him a better DD/A.

MR. KIRKPATRICK: In all fairness, I think we are pushing this discussion pretty far for a plan that has been in your hands only a few hours.

MR. BAIRD: I got the plan at 8:30 this morning and I have read it once. I would like to amplify what you said, Kirk. What is suggested here as a

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separate mechanism, could, I think, without changing the existing system very markedly, be put into effect through an expansion--an expansion in time rather than in bodies--of the JOT program. We are taking into the JOT program an increasing number of Agency employees; that is, people who have come into the program from the Agency--particularly after the ceiling hit we uncovered a lot of pretty good people who were without jobs--and I would like to have the Board consider that as an alternative to this proposal.

MR. KIRKPATRICK: I think in view of the fact that quite a lot of you haven't had the opportunity to thoroughly get into this, including the fact that a very complete mechanism is herewith proposed, that if it is agreeable to the Board we should carry this particular item over to the next meeting.

MR. WISNER: I am very much in favor of that. Both [REDACTED] and I have 25X1A9a read this very hastily, and whereas there are some points we have already spotted that we would like to question or challenge, we are not ready to come up with our final statement of views.

MR. KIRKPATRICK: I think in considering it, that each of the Deputy Directors and AD/Personnel, AD/Training and AD/Commo should also consider the fact that, just speaking from what I have seen of the Director's view on the ceiling, I don't think there is any possibility--not even the vaguest--that he would increase the ceiling; and that therefore, if we adopt any plan, that whatever numbers are adopted would have to come from the body politic.

Is there any other discussion of this at the moment?

Is there any new business?

25X1A9a MR. [REDACTED] I have two proposals for Career Development Slots from OCD. Colonel Baird has approved them but the Office of Personnel has not had the opportunity to approve them. I suggest the Board hear [REDACTED] and approve 25X1A9a them subject to the technical staffing involved.

MR. KIRKPATRICK: Give them to [REDACTED] and defer any action until the 25X1A9a AD/Personnel has had an action.

25X1A9a MR. [REDACTED] There is an urgency for one case only.

25X1A9a [REDACTED] School starts on the 15th of March.

After a discussion with Rud he told us the procedures whereby we had to petition the Career Service Board for one of the 40, I believe, slots that are available. The first case is a man who has applied for the two-year course at

25X1A [REDACTED] He is a GS-9, Soviet Industrialist Specialist. He has taken a lot of

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25X1A extra courses over the past two years. He's very fluent in Russian. We can't keep paying him for two years while he's in [REDACTED] and we would like to take advantage of one of those slots. I believe Training has been working very closely with him for the past 18 months.

MR. KIRKPATRICK: Two questions, Jean: How long has he been with the Agency?

25X1A9a [REDACTED] I believe he has been with us approximately three and a half years.

MR. KIRKPATRICK: Industrial Register - is that where he is working?

25X1A9a [REDACTED] Yes.

MR. KIRKPATRICK: Does he intend to stay with the Agency as a career?

25X1A9a [REDACTED] Very definitely. I must say I probably would lose him. I would hope he would come back to us. We assume the responsibility of providing a slot for him when he comes back, but I have the feeling he would probably be more useful in OCI or ONE when he returns. But that is what he is hoping would happen to him.

MR. KIRKPATRICK: But you are willing to guarantee a slot when he returns?

25X1A9a [REDACTED] Absolutely.

25X1A MR. BAIRD: I'm not quite clear on the applicant for the [REDACTED] course. We have only three slots and I don't believe they have come before a Selection Panel. We usually have six, eight or ten applicants for that.

25X1A9a [REDACTED]: It was my understanding he had been selected.

MR. KIRKPATRICK: Why don't we process that one through and give formal consideration at the next meeting?

25X1A9a [REDACTED] All right.

25X1A9a MR. [REDACTED] The other is the one on which there is urgency.

MR. KIRKPATRICK: That one let's defer completely. Now, this other one has an urgency?

25X1A9a [REDACTED] This is a chap by the name of [REDACTED] a very 25X1A9a brilliant young boy in Biographic Register. He has been in Biographic Register a little over two years. He would like to take a Hungarian course at Georgetown University, which is an 11-month, full-time course. He has been working in that area and he is a very deserving young man. He was quite ill for sometime and is physically handicapped at the present time.

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MR. KIRKPATRICK: Does he know any Hungarian? Why does he want to study Hungarian?

25X1A9a [REDACTED] Well, he has been working in that area. One reason is the unique and unfamiliar language seems to be in extremely short supply. It is considered definite advantage would accrue to the Agency in the acquisition of such skills on the part of an employee of Mr. [REDACTED] caliber. Knowledge ac-25X1A9a quired from this course would make possible exploitation of the Hungarian press and other untranslated documents, as well as ability of interrogator. In addition to the purely linguistic advantages to be acquired from such a course, it is most 25X1A9a likely Mr. [REDACTED] would develop a thorough background of Hungary, and make a valuable contribution to the Agency. We will assume responsibility in this case of providing a slot for him when he returns, if someone else doesn't snatch him away from us.

MR. KIRKPATRICK: Does he need Hungarian for his work?

25X1A9a MR. [REDACTED] If he is going to exploit the press I hope he will be rotated to us.

MR. KIRKPATRICK: I have just finished a survey of individuals who have received training who left the Agency in 1953. The work was done by the Office of Training. We spent a minimum of over \$10 thousand dollars giving individuals language training and area training, and shortly thereafter they resigned, including one individual on whom we spent several thousand dollars giving him "advanced Persian", or something like that--that was the way the course was described. As a result of that I am making a recommendation to the Director of Training, and to the Director himself, that individuals who are going to receive this extremely expensive type of training be made to sign a commitment, which obviously we can't hold them to but we will at least have a moral obligation on their part that they intend to stay with the Agency thereafter; and also, the supervisors are going to sign to the effect that the training will be of use to the Agency.

MR. BAIRD: They say that now. They say: "To the best of my knowledge I intend to make CIA a career." But the General Counsel has told us repeatedly that is all we can ask.

MR. WHITE: This would be at Agency expense. What specific use are you going to put that to?

25X1A9a [REDACTED] Using the Hungarian to exploit newspapers and write

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and write up periodicals on that part of Europe.

MR. KIRKPATRICK: What does that cost?

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MR. WHITE: I thought [REDACTED] handled that.

MR. KIRKPATRICK: I think both of these applications, irregardless of the urgency, would need a little more staffing before the Board can pass on them. Any disagreement on that?

Any other new business?

MR. BAIRD: You don't want to be specific about what type of staffing you want done?

25X1A

MR. KIRKPATRICK: I think there is considerable question arising in the Board's mind as to whether this training is to the Agency's best interest. And secondly, [REDACTED] if you haven't selected him as one of the three--

25X1A

MR. BAIRD: I don't know if he has been selected.

MR. KIRKPATRICK: Two years [REDACTED] costs this Agency pretty close to \$20 thousand dollars.

25X1A9a

MR. [REDACTED] Technically they should not come to the Board until they have the approval of the Assistant Director of Training.

25X1A9a

MR. [REDACTED] Just as a report of some progress, there is a rough plan to integrate the DD/P Career Service Board. At least it's on the tracks that far.

25X1A9a

MR. [REDACTED] To go back to the promotion business, couldn't we at some time in the future take up the question of an Agency-wide time-in-grade policy? Because that is something that is administered by the Board, the AD/O's or the office Career Service Boards.

MR. KIRKPATRICK: Next Thursday at our regular meeting we will just join paddle on promotion policy.

25X1A9a

[REDACTED] I thought at our previous meeting Mr. Reynolds' shop was coming up with a study and recommendations.

MR. REYNOLDS: We have been working on one for a long time but it was mainly for our own consumption.

. . . Off the record . . .

MR. KIRKPATRICK: Do you have a paper we can use as a talking point?

25X1A

(Indicating [REDACTED])

I would recommend, then, that the Executive Secretary circulate a

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proposed promotion policy to all members, that we can talk from at the next meeting.

MR. REYNOLDS: Yes.

MR. KIRKPATRICK: Gentlemen, we stand adjourned.

. . . The meeting adjourned at 5:05 p.m. . . .

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