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CIA CAREER SERVICE BOARD

34th Meeting

Tuesday, 15 June 1954

4:00 p.m.

DCI Conference Room

Administration Building

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AUTH: MR 10-2
DATE 2 1981 REVIEWER: 029725

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CIA CAREER SERVICE BOARD

34th Meeting

Tuesday, 15 June 1954

4:00 p.m.

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Administration Building

Present

Lyman B. Kirkpatrick
IG, Chairman

25X1A9a

[REDACTED]
AC/PP, Member

25X1A9a

[REDACTED]
COPS-DD/P, Alt. for DD/P, Member

25X1A9a

[REDACTED]
DAD/O, Member

25X1A9a

[REDACTED]
AD/CO, Member

George E. Meloon
DAD/P
Guest

Harrison G. Reynolds
AD/P, Member

Lawrence K. White
DD/A, Member

25X1A9a

[REDACTED]
SA/DD/I, Alt. for DD/I, Member

25X1A9a

[REDACTED]
Executive Secretary

25X1A9a

[REDACTED]
Secretariat

25X1A9a

[REDACTED]
Reporter

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. . . The 34th Meeting of the CIA Career Service Board convened at 4:00 p.m., Tuesday, 15 June 1954, in the DCI Conference Room, Administration Building, with Mr. Lyman B. Kirkpatrick presiding . . .

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

Item 1 on the agenda is the minutes of the last meeting, for approval. Any corrections or objections? If not, they stand approved as submitted.

I'd like to interject something here. I don't know how many of you had a chance to read the New York Times' article this morning on the so-called "Wriston Report" on the Foreign Service of the United States, but I can give it to you in about 15 seconds. It proposes creating a new recruiting service for the Foreign Service by providing 470 training scholarships to juniors and seniors in the U.S. universities, the cost to be approximately two million dollars a year; and these 470 will be appointed - one-third by the President and two-thirds by the Congress, something along the lines of the military academies. They propose to expand the present 1300-man Foreign Service by adding approximately 1450 State Department officials to the 1250 members of the present Foreign Service Reserve and Staff Corps, and reorganize the present Foreign Service Institute to make it carry out what it is supposed to carry out. But there is one very interesting comment in here which I thought particularly applicable to this Board and to this meeting. It is understood that the Wriston Committee was highly critical of the lack of career planning, and recommended that more attention be paid to seeing that the personnel in Foreign Service should be used more effectively. I think we are probably ahead of the State Department in career planning, as of the moment.

25X1C

25X1A9a

MR. [REDACTED]: [REDACTED]

MR. KIRKPATRICK: [REDACTED]

we want the Foreign Service [REDACTED]

25X1A9a

MR. [REDACTED]: At least they are moving right along. I gather they have already picked a man to put this into effect.

25X1C

MR. KIRKPATRICK: It's announced here that Mr. Saltzman will be the Undersecretary of State for Administration.

MR. MELOON: Until December. He's in New York.

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MR. [REDACTED]: The Post article said he took it only for that length of time.

MR. KIRKPATRICK: It has to be reviewed by the President and Congress. There is no legislation to that effect.

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MR. [REDACTED] That is General Saltzman's son.

25X1A9a

MR. [REDACTED]: This guy is also "General" Saltzman.

MR. [REDACTED] Well, that was a wartime--

25X1A9a

MR. KIRKPATRICK: That was exactly the reaction [REDACTED] wanted. (Laughter) 25X1A9a

The next item on the agenda is proposed [REDACTED] In discuss- 25X1A

ing this Regulation I'd like to suggest that we pursue along the following lines: first, are there any general comments on the Regulation as a whole; and secondly, in order to expedite the completion of our deliberations on it, I think we will take it up paragraph by paragraph.

Does anybody have any comment they would like to make about the Regulation as a whole?

25X1A9a

MR. [REDACTED]: In other words, nit-picking is to be held until we go paragraph-by-paragraph.

MR. KIRKPATRICK: I think that is the easiest way, Dick.

MR. WHITE: I have one principle which I want to throw out. The way this paper is written, the Career Council is an advisory Council to the AD/P, and the AD/P can take or leave the Council's recommendations, as he sees fit, in making his recommendations to the Director. I think that is a principle which should be settled, if we can settle it, before we go through it paragraph by paragraph.

As I see it, this Career Council is the highest level Council you could get, short of the Director or Deputy Director, and they will not be meeting once a week, I would think, as we have been, but maybe once a month or every two months, or maybe more infrequently than that, and only when there are personnel policies of considerable importance to the Agency to be discussed. I would think it would be preferable if either one of two things could be done. First of all, that this Council, including the AD for Personnel, should be advisory to the Director; or, as an alternative to that, that the AD for Personnel would abide by the decisions of the Council except in those cases where the Director, on the recommendation of the AD/P, decides otherwise. That is a principle which I think this whole paper hinges around, that we might try to see if we could settle before we get into the paragraph-by-paragraph proposition.

MR. KIRKPATRICK: It seems to me that could almost be phrased in the form of a question to the AD/Personnel as to which he prefers. Because it seems to me perfectly logical that an advisory group composed of three Deputy Directors, is not very logically advisor to the AD for Personnel.

25X1A9a

. . . Mr. [REDACTED] joined the Meeting . . .

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MR. KIRKPATRICK (Continuing): It is an advisory group to the Director. It seems to me that either it should be an advisory group to the Director or that the AD for Personnel, as Chairman, should have--as you phrased it--the right to recommend an alternate action contra to the advisory group's views, and the Director should then weigh the two.

Now, Harry, what are your views on this? Do you prefer to make it advisory to the Director?

25X1A9a MR. [REDACTED] That would make the whole Council, then, advisory to the Director.

MR. KIRKPATRICK: That is what I mean. I think it makes much more sense.

25X1A9a MR. [REDACTED] I do, too.

MR. KIRKPATRICK: And puts a proper perspective on it.

25X1A9a John (indicating Mr. [REDACTED]), we're discussing this new Regulation, and before getting into the paragraph-by-paragraph detail, Red raised the basic question of the principle involved of whether the Career Council is advisory to the AD for Personnel or to the Director. And I believe that we have come to the general conclusion that it should be advisory to the Director.

Harry, are you in concert with that?

MR. REYNOLDS: I am.

MR. KIRKPATRICK: Any further discussion of that principle?

Then let's start on the Regulation paragraph-by-paragraph. Any comments on paragraph 1 - GENERAL? Are there any comments on paragraph 2 - POLICY?

Was that a comment, John (indicating Mr. [REDACTED]), or just an indication 25X1A9a that you wanted me to go slower?

25X1A9a MR. [REDACTED]: I hope you will excuse me for being late. I was in the Director's Office.

MR. KIRKPATRICK: I don't think you have the right paper yet, do you?

25X1A9a MR. [REDACTED] That's all right - go ahead.

25X1A9a MR. [REDACTED]: It's the one marked Tab A.

MR. KIRKPATRICK: Policy.

25X1A9a MR. [REDACTED]: He was looking for his nit-picks, obviously. (Laughter)

MR. KIRKPATRICK: Paragraph 3 - PURPOSE. Paragraph 4 - ADMINISTRATION.

Paragraph a. - The Assistant Director for Personnel.

25X1A9a MR. [REDACTED]: There is part of that that I don't quite understand. (Reading)

"The Assistant Director for Personnel will direct the activities of such Boards and Panels as are established at the Agency level to implement the

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career program and will advise and assist the Heads of Career Service...."

Now, what are these Boards and Panels? Do any of them exist at the present time?

What was envisaged there?

25X1A9a

MR. [REDACTED]: They are the ones to be established under the Career Service System, the Selection Board--

MR. REYNOLDS: The Honor Awards Board, and other boards listed in 170. I asked that very question this morning when we were going over this thing, nit-picking it in the Personnel Office. I think it should be clarified, Dick. I think it should be spelled out so there is no misunderstanding as to which is which.

25X1A9a

MR. [REDACTED]: Couldn't we just list the Boards we have at present, and if other boards come into being just add those to the Regulation.

MR. KIRKPATRICK: Why don't we delete from "the activities of" to the word "to" at the end of that line, and then between "of" and "to" simply list them.

25X1A9a

MR. [REDACTED]: List the existing Boards.

MR. KIRKPATRICK: And Panels. Wouldn't that be more satisfactory,

Harry?

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[REDACTED] I think that would, because it can be construed that later Boards are under this thing, whereas the machinery for those is different.

MR. KIRKPATRICK: And if other Boards are to be added then this Regulation can be modified to add those Boards at that time. I think that will make it clearer.

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MR. [REDACTED]: Actually, there are only two at present, the Honor Awards Board and the proposed Selection Board. Is that correct, Harry? Is that the understanding of it?

MR. REYNOLDS: I think so. There may have been another one mentioned this morning but we were talking about it so darn fast and about so many other things.

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MR. [REDACTED]: What is decided? To list them?

MR. KIRKPATRICK: To list them.

MR. MELOON: This is nothing more than all-inclusive, and it says "those that are established at the Agency level", so certainly we wouldn't confuse that with any of the Career Boards down at the office or operating level, at all, with that.

MR. KIRKPATRICK: Well, George, if the CIA Career Service Board doesn't know what we're talking about, it seems to me the element for confusion is fairly

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great. I mean, here we have the ten people in the Agency who would be presumed to know--

25X1A9a

MR. [REDACTED]: You can always take care of it by saying "such as", and then listing the existing ones.

MR. KIRKPATRICK: Just so it is illustrative so that people will know what is meant.

Any other comment on 4.a.? Any comment on 4.b.(1) - Organization? On 4.b.(2)(a) - General Responsibilities and Functions?

MR. WHITE: Kirk, beginning with 4.b.(2)(a) - under the motion already adopted here that this would be advisory to the Director, there are a few editorial changes that need to be made throughout the Regulation. I would just as soon let someone else do that, rather than to bring those all out individually. That is the first place, however, where I think that occurs.

MR. KIRKPATRICK: I think, however, this is of sufficient importance so that we ought to make sure we understand what those changes are.

MR. WHITE: All right. Then in 4.b.(2)(a) I would recommend that it read "as an advisory group to the Director of Central Intelligence", rather than to the Assistant Director for Personnel.

MR. KIRKPATRICK: Right.

MR. WHITE: I had a suggested change here in the last sentence of that paragraph - I have a suggestion here - recommendations of the Council will be transmitted to the Director for his consideration in the establishment of Agency personnel policies.

MR. KIRKPATRICK: Are you suggesting that as a substitute?

MR. WHITE: As a substitute for the last sentence.

MR. KIRKPATRICK: Any comment on that? Harry, do you have any comment on that?

MR. REYNOLDS: I have no comment on that.

MR. KIRKPATRICK: That seems in perfect consonance with the right of the AD for Personnel to--

MR. WHITE: Sure, he can disagree with it as he wants to, as it goes in.

MR. KIRKPATRICK: Any other comment on that particular paragraph? All right, subparagraph (b) - Specific Responsibilities and Functions.

MR. WHITE: There, again, you delete "the Assistant Director for Personnel" and substitute "the Director".

MR. KIRKPATRICK: To make (b)(2) more in keeping with the rest of it -

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well, it could be either the AD/Personnel or the Chairman of the Board. It really doesn't matter one way or the other.

Any further comment on (b)? Subparagraph (c) - Meetings.

MR. REYNOLDS: What was your change in (b)? To leave it the way it was?

MR. WHITE: But substitute "the Director" in (b)(1).

25X1A9a

MR. [REDACTED]: Now in (b)(2) - (Reading) "Furnish information and advice so that the Assistant Director for Personnel may prepare and submit periodically to the Director a summary of the operation of the Agency's personnel program" - is that the job of a Council, as such, or of an individual member sitting on the Council?

25X1A9a

MR. [REDACTED]: I thought it was the component Career Service Boards that are presently doing that.

MR. REYNOLDS: They have to give it to the Council as the ruling body, don't they?

25X1A9a

MR. [REDACTED]: In other words, my only question is one of procedure. Does it come to the Council as a body or do each of these Deputies and the rest of the people sitting on the Council as individual members send them to the AD/Personnel so he can make it his report to the Director?

MR. REYNOLDS: I am inclined to think the latter is the way it should be implemented. I think the AD/P is the one who has to assemble this stuff from the various Boards. It's a mechanical job - don't you think so, George?

MR. MELOON: Yes.

MR. REYNOLDS: It's what we do anyway.

25X1A9a

MR. [REDACTED]: Actually, you could delete 4.(b).

25X1A9a

MR. [REDACTED]: Or say, "for the following task: Of seeing to it that the Assistant Director for Personnel is provided with the necessary information."

MR. REYNOLDS: I would rather delete the whole of 4.(b).

25X1A9a

MR. [REDACTED]: Yes, I would, too.

MR. KIRKPATRICK: Now we're on (c) - Meetings. Any comment on meetings?

MR. WHITE: Just one comment. This is not a dissent, but the last sentence of that paragraph - "....stenographic record of meetings will be prepared at the discretion of the Council." I wonder - you know better than I do whether a verbatim transcript of all the discussions we have had around here are really worthwhile or not, but in view of the acute shortage of clerical personnel that we have all over the Agency--

MR. REYNOLDS: I don't believe we need a complete stenographic report.

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25X1A9a MR. [REDACTED]: They have been very helpful at times.

25X1A9a MR. [REDACTED]: Look, we're setting up a Council. Why don't you take out the last part of that sentence and let them decide, themselves, whether they want a stenographic record or not.

MR. KIRKPATRICK: Why not delete the entire sentence?

25X1A9a MR. [REDACTED]: "....will be distributed in advance" - period.

MR. WHITE: I would leave the whole sentence out of it.

MR. MELOON: I would say, however, that the stenographic notes have been extremely helpful in going back in an attempt to find out what actually was meant when one of these Regulations come in.

25X1A9a MR. [REDACTED]: I don't think it is properly part of a Regulation, however. I think that is a matter for the Council to decide.

25X1A9a MR. [REDACTED]: And it depends on the agenda. If you have a complicated agenda you may want a stenographic record.

MR. WHITE: The most important meetings that go on in the United States Government, including those concerning national policy, don't have such a thing. When they finish their discussion they agree on the minutes. Somebody dictates the minutes and they agree on them, and that is it. I should think we would be able to operate like that. After we have agreed on something it should be stated, and then read back, that that was what we agreed upon. Frankly, I wonder if all of this chit-chat that goes back and forth across this table--some pleasant, and some unpleasant--has any real place in our permanent files.

25X1A9a MR. [REDACTED]: You might like to look back to see why you agreed to something, later on.

MR. KIRKPATRICK: I think the point, as far as we are concerned here, is that this particular sentence is not necessary.

25X1A9a MR. [REDACTED]: I have a suggestion on the second sentence of that paragraph. Instead of saying he may be represented by his Deputy say his "designated alternate." It's very likely that I might want to designate the Chairman of my Career Service Board.

25X1A9a MR. [REDACTED]: That's a good change.

MR. KIRKPATRICK: Any objection to that?

MR. REYNOLDS: You want to omit the last sentence? I don't think it makes any difference whether you omit it or not.

MR. KIRKPATRICK: I think that is up to the Chairman of the Board, Harry. I think we might as well omit it, frankly. And you want "designated alternate."

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Any other changes on "meetings"?

MR. REYNOLDS: Designated representative or alternate.

MR. KIRKPATRICK: Do you want to take your choice?

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MR. [REDACTED]: "Designated alternate" is what I suggested.

MR. KIRKPATRICK: Any other questions on "meetings"? Harry, do you feel strongly about the last sentence being in or out?

MR. REYNOLDS: No, I don't care, for the time being anyway, to see how we get going.

MR. KIRKPATRICK: Let's not put it in the Regulation.

Now paragraph 4.c. - CAREER SERVICES.

25X1A9a

MR. [REDACTED]: Is there any point in changing this terminology to "Service Designation" rather than "Career Designation"? It's scattered all through a lot of other documents as "Career Designation", so unless there is some reason for changing it, why not let it be?

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MR. [REDACTED]: There was a proposed reason for changing it from "Career Designation" to "Service Designation." The Task Force on Duties and Responsibilities met and they recommended that change not be made. The proposed reason was that until a man is accepted in the Career Service after three years, it seemed anomalous to a group of us to give him a Career Service Designation before he was a member of the Career Staff. The Task Force said, "Forget about that, because the mechanics of changing all of the references of Career Designation to Service Designation, in our opinion--the Task Force speaking--outweigh this psychological anomaly of giving a Career Designation to a man before he is a member of the Career Staff."

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MR. [REDACTED]: Is that on the presumption that if you are not a member of the Career Staff you have no designation at all?

25X1A9a

MR. [REDACTED]: No. Anyone can get a Service Designation, including a member of the Career Staff - he will have a Service Designation. Now, the Office

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of Personnel, and I am quoting [REDACTED], the Executive Officer, says there is no problem of mechanics, that you can just let it ride until that particular Regulation gets changed. So it's a moot point. I don't see that it makes much difference one way or the other, personally. That is the background for it.

25X1A9a

MR. [REDACTED]: It might be a minor simplification of bureaucratic procedures.

MR. KIRKPATRICK: Any further comment or question about the first paragraph then? Now, Responsibilities of Heads of Career Services - subparagraph (1).

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MR. [REDACTED]: Don't we have to say, "as in Attachment A", instead of

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"as shown above"?

MR. KIRKPATRICK: Why not just leave it out? In other words, delete

"as shown above".

25X1A9a MR. [REDACTED]: That is correct. That should come out. We missed that one.

MR. KIRKPATRICK: Any other comment on the first paragraph?

Now, subparagraph (a)? (b)? (c)? (d)? (e)? (f)? Paragraph (2) - Career Boards? Any comment on that paragraph? Paragraph d. - ASSIGNMENT OF SERVICE DESIGNATIONS.

25X1A9a MR. [REDACTED]: I have a point on this one - "as he directs, to monitor the application and functioning of the personnel program as it affects the members of that Career Service." The other Tab has a bearing on it. I don't know whether you want to take it up separately or not.

MR. KIRKPATRICK: Go ahead.

25X1A9a MR. [REDACTED]: Well, Tab B - Mr. Reynolds, is this the proper time to bring it up? I know it has a bearing on that particular paragraph.

MR. REYNOLDS: Yes. You brought it up this morning. Rud brought up the point because I had not remembered that we had done this when we talked many weeks ago about it. This ties in with the continuity of the Boards, and all of the various procedures - through the AD/P instead of the former paragraph in [REDACTED] 25X1A changing it over into the Office of Personnel.

MR. WHITE: The AD/P, then, shall be responsible for staff assistance to Agency officials in the administration of the Agency Career Service program.

MR. KIRKPATRICK: That is the way it is now.

MR. REYNOLDS: It was changed to the other.

25X1A9a MR. [REDACTED] From the present form to the other, to the new one.

25X1A9a MR. [REDACTED] My only concern is the reference in the revision to the management of the Career Boards themselves. I thought we adopted the concept that we had heads of Career Services and they had staff assistance as they desired. 25X1A Back in paragraph 4.a. of [REDACTED] you indicate the AD for Personnel will "advise and assist the Heads of Career Services."

MR. KIRKPATRICK: Well, does this change that very fundamentally, Gene? Because it says, "Developing and recommending the establishment of policies and procedures for the management of Career Boards...." - the point there being - if you recall, many months ago now, I guess, we decided that the Executive Secretary of this Board should review and analyze the functioning of the different boards, and come up with a recommended standard set of procedures. Well, Mr. [REDACTED] 25X1A9a

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admitted to failure on that. He said that it was physically impossible to do it. Now what this is, is simply placing the responsibility on the AD for Personnel in trying to accomplish the same general standardization. I don't think there is anything more sinister in it than that, actually.

25X1A9a MR. [REDACTED] The Task Force reported that it couldn't do it either.

25X1A MR. KIRKPATRICK: Does anybody have any objection to the new version of paragraph (7) of [REDACTED] If not, let's get back to page 5. We are on d. - ASSIGNMENT OF SERVICE DESIGNATIONS. Is there any comment on d.? Is it the will of the Board that this Regulation be accepted, then, as presently presented, with those modifications as necessary.

I would like to go on to the Attachment, then, because we have a modification to the Attachment presented by the DD/I, who, in accordance with what he said at a previous meeting, wishes to take five of his present Career Services, the Office of the DD/I, National Estimates, Research & Reports, Current Intelligence and Scientific Intelligence, and group them all into one proposed Career Service - "Intelligence Production" - which will mean that the DD/I, then, will have a net total of three Career Services: Intelligence Production, Collection & Dissemination,

25X1A9a and Operations. I am advised by Mr. [REDACTED] that this has been agreed upon within the DD/I area.

25X1A9a MR. [REDACTED]: Yes, sir.

MR. KIRKPATRICK: Highly laudatory.

. . . Off the record . . .

25X1A9a MR. [REDACTED]: Kirk, back here on the Career Service Boards--for explicitness' sake--where it says, "The Head of each Career Service will establish a Career Board...." - "and such subordinate Panels as it may consider necessary." Or subparagraph (b).

MR. KIRKPATRICK: Where would you insert that, John?

25X1A9a MR. [REDACTED] In that paragraph (2) - Career Boards, on page 5.

MR. KIRKPATRICK: Any comment on that? Any disagreement?

25X1A9a MR. [REDACTED]: That is particularly applicable to the DD/P.

25X1A9a MR. [REDACTED]: It might be applicable to us.

MR. KIRKPATRICK: Any disagreement with that?

25X1A9a MR. [REDACTED]: We will revise the Attachment to conform to the DD/I's presentation.

MR. KIRKPATRICK: And then present this to the Director for his

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approval. In view of the fact that it is a reorganization of the Career Service Board, I think it should go to him.

Item 3 on the agenda is simply the covering memorandum on Regulation 25X1A [REDACTED] which we approved in final form last week, with a one-page statement from the Executive Secretary as to the specific language that was included in paragraph 7a(4)(a)(b) and (c). If you have all read it, I guess it's all right. If not, forever hold your peace.

New business - Report of the Professional Selection Panel. I'll just read this to you.

June 3, 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board

FROM : Chairman, Professional Selection Panel

SUBJECT : Current Status of the Panel

1. The Professional Selection Panel on 26 May 1954 held its 50th meeting at which time all business on hand was concluded. Attached for your information is a copy of the minutes of the meeting.

2. The Panel has completed its review of cases previously heard. This included all cases acted on favorably by the Panel but which, according to its standard procedure, required that a final review be made prior to the expiration of the subject's trial service period.

3. While the administrative machinery of the Panel can continue to function, the Panel has no reason to hold any further meetings, unless new business is sent to it.

4. The Panel has requested that the Secretariat compile a final report which will be presented as soon as it is ready. Should the services of the Panel be needed for any reason prior to activation of the CIA Selection Board, it can be reconvened as necessary.

/s/ [REDACTED]

25X1A9a

Attachment - as stated

MR. KIRKPATRICK (Continuing): I would recommend that the CIA Career Service Board pass a motion of thanks and appreciation to this Selection Panel, with copies to go into each individual's file, and accept its dissolution, inasmuch as the CIA Selection Board should be established fairly shortly. Any second?

MR. [REDACTED]: Seconded.

MR. KIRKPATRICK: Any discussion? So moved.

The second item of new business is the question: Has the Director

approved Regulation [REDACTED] He only received it yesterday and I saw it this morn-

ing on Mr. [REDACTED]'s desk, so the answer is "no".

Item 3 is the Fitness Report. The last time this subject came up there was such a pressure of more urgent business, and as I recall the last words I heard were Colonel White saying, "In view of what Dr. [REDACTED] has said about 25X1A9a

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Fitness Reports, I would like to say something further."

MR. WHITE: I said, "Are we going to consider this further?"

Well, I would just like to say that I think whether we were right or wrong in taking the action we did on that Fitness Report, I'm not sure, but there is no question that we did do it pretty hastily, and we did adopt a form for a purpose entirely different from that which the Task Force had devised it for and had in mind. I certainly am no expert on this sort of thing, but if Dr.

25X1A9a [REDACTED] and his Task Force believe that they can develop something much better than that one, to meet the purposes that we hope to have it meet, I say let's ask them to take a crack at it, and not go headlong against their advice on this thing.

MR. KIRKPATRICK: Actually, that is basically [REDACTED]'s job--and I 25X1A9a can speak freely, seeing there is no one from Training to contradict me--in devising these things. So I would say let him go ahead and devise all he wants to, since he is a foremost expert in this field, and any future Board can study the practicality of how many of these things you put into effect at one time, and drive your supervisors crazy.

25X1A9a MR. [REDACTED]: Don't we have a practical problem of having to have something now?

MR. KIRKPATRICK: Let's let it go and let's get it out to the field, because every senior official that has come back from abroad recently has started to harangue about no Fitness Reports from the field. Let's get that one 25X1A9a going and let [REDACTED] then work on the "perfect" one.

25X1A9a MR. [REDACTED] makes three specific recommendations in their order of desirability from his point of view. He recommends that both the PER and the Fitness Report be used for the immediate future.

25X1A9a MR. [REDACTED]: But not for the same people.

25X1A9a MR. [REDACTED]: Yes, he does.

25X1A9a MR. [REDACTED] I thought the PER was for those on duty - for the first three years.

MR. WHITE: I would have to part company with him on two reports.

MR. KIRKPATRICK: The whole Board parted company with him on that.

MR. WHITE: What is it about the PER that it can't be used in the field?

25X1A9a MR. [REDACTED]: It can be. There is absolutely no reason why it can't be used in the field.

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MR. WHITE: Is it a question of adopting something new for the field or simply a question of going ahead and using the PER for the field?

25X1A9a MR. [REDACTED]: If I may try to give you [REDACTED]'s views again, until 25X1A9a you start using the new Fitness Report you will never know whether it is any good or not. He does not believe it should be used in a definitive and administrative sense until it has been tried out. And he says in his lengthy discourse here that the Fitness Report, or any report, should be tried on a pilot operation rather than across the board. Therefore - and I'm trying to express his views - I would think he would say, "Let's try a Fitness Report in a unit in headquarters and see how it works, but let's don't shoot down a Fitness Report until we have had some experience with it. Let's try out the Fitness Report in some unit that is willing to try it, and gather some experience, and see if it will work."

25X1A9a MR. [REDACTED] That has been done in the military. They try it out experimentally on one command or sample several commands.

25X1A9a MR. [REDACTED]: I have a report here from the Chief of Naval Personnel *Research* in the Bureau of Naval Personnel. The Navy has just brought out a brand new fitness report to be put in operation beginning June 30th. They've tried it in a pilot operation. I think you will be interested to know that this report says: "As a general rule officers should not be shown their fitness reports by the reporting seniors unless the report contains adverse matter. An adverse report must be referred for statement pursuant to Article 1701-(8) Navy Regulations. His statement should be attached to this report." I believe the Navy is now doing

25X1A9a what [REDACTED] tried to express to this Board. The Navy is saying that when the supervisor assumes the position of showing the report, it introduces all kinds of additional, corrosive and difficult problems. And the Bureau of Naval Personnel is saying to the Navy that they recommend it not be shown. On the other hand, it must be remembered that anybody in the Navy has a right to go and look at his file. He sees the report but not at this time, and that is the point I think both

25X1A9a [REDACTED] were expressing to the Board - the timing of the showing of the report is the main problem.

25X1A9a MR. [REDACTED]: Maybe I over-simplify it, but it seems to me we have added to the new Fitness Report the key items of the PER, and all we have is an objective way of rating certain elements with greater facility. But I don't see that we have done a great deal of wrong here in trying to combine the good features of both of them.

MR. KIRKPATRICK: It was my distinct impression that the consensus of

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the Board was to try and get any supervisors to fill out both, was going to be difficult if not impossible, because it was enough of a problem to try to get them to fill out one now. Therefore, I think if we want to try out the new form on an experimental basis, as has been suggested, fine - but let's be sure the entire Agency is filling out some type of form on everybody, whether they're here or abroad.

25X1A9a

25X1A9a MR. [REDACTED]: May I read Dr. [REDACTED]'s next recommendation? He makes the assumption that we have decided we are not going to have two - "If there can be but one evaluation report in use...." Then, "The PER, with modifications to incorporate as many as possible of the principles in Paragraph 7, be used for the present." In other words, if we can only have one report, he recommends the PER, modified. And his last recommendation: "If the 13 May decision of the Board to utilize the present Fitness Report stands, Section IV be eliminated...." - which

25X1A9a is this inside table of 50 characteristics, because that is the thing which [REDACTED] is honestly and completely convinced is going to cause all kinds of inter-personnel damage. So that is the series of three recommendations that [REDACTED] made to the Board.

25X1A

25X1A9a MR. [REDACTED] Section IV is duplicative and overlapping in many instances. It's a problem of semantics.

MR. KIRKPATRICK: How many of these are being printed now?

25X1A9a MR. [REDACTED]: Well, gentlemen, I must confess I have taken the responsibility of holding the press, because this is a very expensive form to print and we would need 20 thousand. The plates are all made but nobody has pushed the button, so none are now being printed.

MR. KIRKPATRICK: The most expensive work has been done, if your plates are made.

25X1A9a MR. [REDACTED]: No, that is not true in this case.

MR. KIRKPATRICK: Anybody have a recommendation on the recommendations?

25X1A9a MR. [REDACTED]: I don't know. We sat around here and we looked at this form, and we looked at it again, and then we looked at it again, and we thought this was a pretty nice form. We had a whole room full of people here while we were deciding this, and we got it printed up and we made certain changes in it, and had big arguments about whether it should be shown or not shown, and so forth; and then, having made these decisions, all of a sudden the same expert advises the Board the form won't work, that you can use this one form only for the cats, and another form for the dogs, and the form you use for the dogs you can't use

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for the horses - and no one form is good for anything unless you change it every six months. Hell, I don't know where we stand. All I do know is I have been involved with the PER for sometime, and that, to my mind, is not turning out to be a very satisfactory form, even though I was a party to approving it in the first place, or recommending its approval. I'll admit I was wrong. I don't find it a helpful form for rating.

MR. KIRKPATRICK: The PER is all right if the man is very good, but if he has any faults or poor qualities at all, you almost invariably have to write a supplemental memo.

25X1A9a MR. [REDACTED]: I would make a motion that we proceed to use the new Fitness Report and Dr. [REDACTED] proceed to study and recommend whatever he deems appropriate.

MR. KIRKPATRICK: Now, how many are in favor of that motion? Raise your hands.

25X1A9a MR. [REDACTED]: I would suggest you modify that, that you use it on a pilot operation. How you would do it on a pilot operation I don't know.

MR. WHITE: The big gap is the fact that we feel we have nothing for the field.

25X1A9a MR. [REDACTED]: Well, we have the PER all prepared to go to the field. It's just a question, again, of pushing a button and starting the press to roll.

MR. KIRKPATRICK: Of course, I must admit I am in the same position as Dick. It just baffles me completely as to why we went through that laborious process with this Task Force on this problem, and suddenly, after it has been issued, we get an obiter dictum from the chief conspirator.

25X1A9a MR. [REDACTED]: This Board insisted on using the form in a way the Task Force had not advised it be used, namely, to be shown to the individual - and that is the critical point.

25X1A9a MR. [REDACTED]: But didn't we leave it that it "may be" shown? It was optional.

MR. KIRKPATRICK: It sounds like the scientist with the atom bomb.

25X1A9a MR. REYNOLDS: I would go along with Gene's motion and [REDACTED] amendment to it to use it on a pilot basis and see how it works out.

25X1A9a MR. [REDACTED]: You have to try it.

MR. KIRKPATRICK: How would you like to try it overseas, Dick?

25X1A9a MR. [REDACTED]: I'll probably be crucified by my people, but I would offer my Office as a pilot operation, which includes more than half of them overseas -

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25X9A2 a total of [REDACTED]

25X1A9a MR. [REDACTED]: We would like to try it in the DD/I area.

MR. KIRKPATRICK: Why not try it with these units that want to try it?

25X1A9a MR. [REDACTED]: I swear to God, I don't know what the experience of the rest of you has been, but I remember the first time we went through this when this was a CIA Career Committee. I'll take only one minute - 60 seconds - for this. I've been through it again here. We have studied every damn form in Government, and anybody with any sense at all knows no fitness report has ever been evolved that was perfect or a close approximation of it, that certain aspects are never going to be brought out by a fitness report. It's nothing more or less than a device to assist a supervisor in rating his personnel. I think anybody in the military services will grant it is not the ideal way to pick general officers, that if you just looked at that record there would be a lot of them who would never make it. And all I am looking for is some form that is manageable, that doesn't take a man a week to fill out six of them, that isn't an absolutely super-human burden on top of everything else he does, and when it is finished they at least have some idea of what kind of a joker he is. When you get up to that 15% where you have to sort them out, and so forth, I know in this Agency they are going to be sorted out by the Director or one of his Deputies, who will say, "I like this guy - and I just don't like that one."

25X1A9a MR. [REDACTED] This Fitness Report would be useful to my Career Service Board because they try to get all that information when they consider, "Is 25X1A he suitable to [REDACTED] etc. This form would be useful to my Career Service Board. But in trying to establish who is a little bit better than the other, it's not so good.

25X1A9a MR. [REDACTED] May I ask this: Can we decide, then, to print these forms and use them?

MR. KIRKPATRICK: I thought we had decided. I understood the motion was made that we put it on an optional basis for those who want to use it, and those who want to keep on using the PER can keep on using the PER.

MR. WHITE: That was the motion but that doesn't really sound like the way this Board should operate. I think the Board ought to decide one way or the other. I think we would end up with more confusion.

25X1A9a MR. [REDACTED]: I think it should be done on an orderly basis - maybe tried in [REDACTED] outfit for six months.

25X1A9a MR. WHITE: I'd prefer to have some decision made as to whether we are

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going to use it or not, and if so, where.

25X1A9a

25X1A9a MR. [REDACTED] I got the idea that Dr. [REDACTED] suggested we try it out on a pilot basis and he would study the results.

25X1A9a MR. [REDACTED]: That is right.

25X1A9a MR. [REDACTED] Now if he had [REDACTED] of them over a period of time, I don't know what he could do with them but I would find out how useful they are to my Career Service Board. 25X9

MR. KIRKPATRICK: Is it the will of the Board, then, they be confined in use to the Office of Communications?

25X1A9a MR. [REDACTED] We have a needle on us, and a big long one, about getting something overseas.

MR. MELOON: And I hope we all realize that we are talking about at least an 18-month pilot period. It means we are going to be into 1956 before we make another decision around this table as to whether or not we are going to have a rating system - an 18-month delay on getting a rating system in. I would be in favor, if we are going to have a pilot system, have it for the whole Agency, and have it for all different kinds of categories of supervisors covered. I don't think it would be worth 30 cents to do it in [REDACTED] shop and then say it's a good system and try to put it in ORR with all of their research people. I think we would find it might be wonderful over there but no good in General

[REDACTED] shop. Unless you can get it across the board your pilot system isn't worth a nickel.

25X1A9a MR. [REDACTED] This form was supposed to be used for people on duty after July 1st.

MR. MELOON: As I understand it the way the form was originally drafted these forms were to be used for about 3 years, in which time he would attempt to validate the items shown on page 4, or wherever it is here.

25X1A9a MR. [REDACTED] Then we certainly should do it across the board.

MR. WHITE: I think we ought to use it if it's a good form - if it's going to take that long. If we've got it let's use it, and start studying it at the same time, and anytime they come up with a change that looks like an improvement we can buy that, too.

MR. KIRKPATRICK: Let's vote on two different propositions: Proposition 1 is that we use the new form on a strictly pilot basis on one office, or more; and Proposition 2 is that we use the new form on an overall Agency basis. How many are in favor of Proposition 1? How many in favor of Proposition 2? The

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second proposition carries unanimously.

25X1A9a MR. [REDACTED]: The presses will start to move at 8:30 tomorrow.

25X1A9a MR. KIRKPATRICK: And tell Dr. [REDACTED] that when he can settle the problems of sex, politics and religion, he can get this settled, too.

Any new business for our meeting next week?

MR. REYNOLDS: I directed my Office to make an attempt to combine training for reassignment into the Agency Reassignment Board. Now, whether it will be ready next week or not, I don't know. That will be up to Rud to pursue that and report to you, if you want to have a meeting on it next week.

MR. KIRKPATRICK: The second question: What are we going to do about this proposition of talking to the supervisors about what Career Service means? Is that off indefinitely?

25X1A9a MR. [REDACTED]: I think it is most important that something be done as that Regulation comes forth.

25X1A9a MR. [REDACTED]: It would be quite a quick job to do it by June 15th now.

25X1A9a MR. [REDACTED]: You have seven minutes. (Laughter)

MR. REYNOLDS: I think just as soon as these two Regulations are out we should proceed to set a date - regardless of whether it's summer or not - and do it as soon as we have our agenda all set for it.

MR. WHITE: We might as well get the Director to approve them first.

MR. REYNOLDS: I think so.

25X1A9a MR. [REDACTED]: I would suggest we have a meeting of top supervisors.

MR. REYNOLDS: And then we will decide in subsequent meetings of this body here, as to just how we do it. Is that satisfactory?

MR. KIRKPATRICK: Does everybody agree to that?

25X1A9a MR. [REDACTED]: There's a technical point here. This says it is effective 1 July. Does that mean we are not going to announce it to the Agency until after 1 July that that happened on 1 July?

MR. KIRKPATRICK: It wouldn't be the first time that happened in the Agency.

25X1A9a MR. [REDACTED]: We did agree last time to publish this - and we so recommended to the Director - that it be published prior to 1 July.

MR. KIRKPATRICK: Don't you think it is in the realm of possibility that in the next two weeks we will get the Director's approval on these two Regulations? And when this Regulation is issued on 1 July he can state there will be a meeting on such and such a date of all supervisors, to explain it to them.

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Wouldn't that do it?

MR. REYNOLDS: I think it would.

MR. KIRKPATRICK: One final item of business. In submitting his report

25X1A9a on the Professional Selection Panel Mr. [REDACTED] gave me this memorandum, which I will read to you:

27 May 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board

FROM : Chairman, Professional Selection Panel

25X1A9a SUBJECT : Commendation of Mr. [REDACTED] and Staff

At its last meeting on 26 May 1954, which is the subject of a separate report to you, the Professional Selection Panel requested me to express to you the unanimous opinion of the Panel and its advisors that the industry, devotion to duty, and diplomacy demonstrated by Mr. [REDACTED], in his capacity as Executive Secretary, has, throughout the Panel's existence, been a major factor in the accomplishments of the Panel. It is the feeling of all of us who have worked on the Panel that without the very excellent work done by Mr. [REDACTED] and the members of his Staff, including Mr. James [REDACTED], it is very unlikely that the Panel would have been able to accomplish its task. It will be appreciated if you will inform the other members of the CIA Career Service Board of this, and it is suggested that a suitable commendation be placed in Mr. [REDACTED]'s personnel file, as well as in those of the members of his Staff.

/s/ [REDACTED] JR. 25X1A9a

MR. REYNOLDS: Hear! Hear!

MR. WHITE: So moved.

MR. KIRKPATRICK: Any other new business? We stand adjourned.

. . . The Meeting adjourned at 4:58 p.m. . . .

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