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CIA CAREER COUNCIL

20th Meeting

Thursday, 15 March 1956

DCI Conference Room, Administration Building

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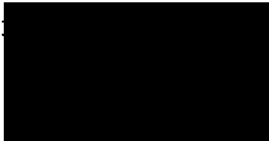
Present

Lyman B. Kirkpatrick
IG, Acting Chairman


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C/PPCS/DDP, Alternate for DD/P, Member


25X1A9a


A/DDI/AD, Alternate for DD/I, Member

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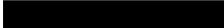

AD/TR, Alternate for DTR, Member

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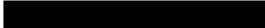

AD/Pers, Alternate for D/Pers, Member

Lawrence K. White
DD/S, Member

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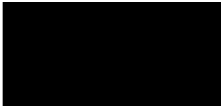

Executive Secretary

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Reporter

Guests

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 Member of Task Force on Incentive Awards
Member of Task Force on Incentive Awards
Deputy General Counsel
Office of Personnel

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. . . . The 20th meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 15 March 1956, in the DCI Conference Room, Administration Building, with Mr. Lyman B. Kirkpatrick presiding

MR. KIRKPATRICK: Shall we come to order, gentlemen?

The first item on the agenda are the minutes of the meeting of 1 March. Are there any comments or corrections to be made? If not, do I hear a motion that they be approved as submitted?

. . . Motion was so made, seconded, and passed . . .

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MR. KIRKPATRICK: The second item on the agenda is the Staff Study on Incentive and Honor Awards, submitted by Messrs. [REDACTED]

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Mr. [REDACTED] do you have anything to say?

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MR. [REDACTED] No, but my colleagues, Mr. [REDACTED] do.

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25X1A9a MR. KIRKPATRICK: Mr. [REDACTED] the floor is yours.

MR. [REDACTED] The two other members of your Task Force asked me to do this job for the Task Force.

First, you see here some exhibits which show, on the right side, some of the operations of the Incentive Awards Committee. And there are some illustrations of certificates of award. The one on the right side is for outstanding performance and the other is for improvement suggestions. There are also copies of the letters we use. One is a turn-down and one is a commendation. On the left are some of the [REDACTED] activities"--the other Board in this field. You can look at them at your leisure.

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x The heart of it is here: the Distinguished Intelligence Cross, the Intelligence Star, the Intelligence Medal of Merit, and the Distinguished Intelligence Medal. I will deal with those particularly.

Now, I want about eight or nine minutes, possibly - if I can have it.

On the face of it this may appear to you to be a complex matter. It probably is, but this is written in the best fashion the three of us could do. What I propose here is to take you through only the highlights, with some interpolation and perhaps one or two sentences of quote, because the quotation is the best way of putting the point. I would personally like very much if you would look at what I say first as the preamble, in this light: The Committee deems this whole matter to be of importance in the field of personnel administration, of high importance on the plus side if handled properly, and equally bad if handled poorly. This matter

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that we have here to consider is only one facet in the complex and professional field of personnel administration, and we think it is an important one.

For my money--and this is my own view, as I have looked at our activities in the last five years--it's long past time when this and many other facets or mainsprings of personnel administration were picked up, rehabilitated and received a couple of transfusions, and I feel very strongly about it. I know I am not alone in this concern. The concern is that of our dealings with our No. 1 asset, our people. But I also know equally well that there are too few of us that have this concern. This point of view that I have springs out of the numbers of people, young men and seniors, who talk in very serious terms of personal unhappiness and dissatisfaction as to their dealings with "the company"--with our Agency--in this field, and it is very, very disturbing to me. It happens every week. Within the past seven days a senior officer expressed himself about our deficiencies in this field. I would like to have you contemplate this one facet from that point of view, particularly.

Now the paper which you have presents the unanimous and strong views of your Task Force, made up of [REDACTED] Your problem is prin-25X1A9a cipally in three fields: first, the confusion we now have in policy and administration in this whole field of recognition of the individual; second, the basic philosophy with respect to personal recognition; third, what to do with cash as a factor in this field. And then, for my money - and the other two members don't know that I am going to say this - I think we are too conservative altogether in the field of recognition. I don't intend to deal with that matter here, but you can worry about that, too.

I propose now to pull out of this paper the principal factors that we feel--or that I feel, as I did this part of it--you must have in mind in order to pass upon the thing intelligently. I can't know whether you have all read this paper or studied it, but I will refer to the complexity of it.

Now the first important thing that this paper does is to challenge the way we now deal, policy-wise as well as administratively, with these two quite different matters, the matter of merit as such and the matter of what I would term "improvement suggestions."

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. . . Mr. [REDACTED] joined the meeting . . .

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MR. [REDACTED] (Continuing): We feel that the meritorious performance, or a

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single meritorious act, and the Honor Awards Program as we have it set up, are all within the same basic context and they should be dealt with together; in other words, merit versus improvement suggestion.

Now then, in passing here I might also note--and I am pulling from various parts of this paper--the fact that we have got the Management Staff, so to speak, in the field of merit as well as suggestions. And it is my very strong view and proposal that I don't belong there, that the meritorious performance feature of this legislation and of what we want to do about it, belongs to the Director of Personnel, and the other, the improvement suggestions, properly belongs to me.

Next, we feel very strongly that in the field of meritorious performance the cash award in the upper grades is inappropriate in this Agency. Secondly, we feel that in the field of improvement suggestions the cash award is equally inappropriate in the upper grades, but we don't take as severe a view there as we do otherwise in respect to merit, as you will see from the recommendations. But the philosophy and principal points of departure are contained in the above points. Now, subsidiary thereto, we deal here with the question of the contribution within a man's job responsibility as well as outside of it. You will have noted that industry pays nothing, gives no recognition within a man's job responsibility, but does recognize a contribution outside of it. The significance of this lies in the fact that we are going to propose departure from the strict interpretation of the law.

Now then, in addition, when dealing with a matter that is within an employee's responsibility, the appropriateness of the award - or no award - is particularly important. It's a morale question. It contains a high negative aspect unless handled properly. It could even be said that one could lay oneself open even to a "racket."

The next most significant point. We would like to suggest to you that the GS-11 level begins the true executive group. Correspondingly, below the GS-11 is that great body of employees who in my view are what I term the "non-promotables" - in other words, that great body of employees who not ever or only over long time are eligible for a particular gain or benefit. They are, in some cases, technicians permanently, or they are secretaries, typists, and in the lower level of performance, predominantly - and you will see how I want to use that in a minute.

Now I'd like to quote one sentence because this is the best way that I know how to put it, and it is of high importance:

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"A cash award for sustained superior or meritorious performance or for a single meritorious act or service, especially in the higher grades, waters down the attitude which is so important to promote in the Agency, namely sense of mission, job-pride and dedication. To a degree, such pricing also vitiates 'job-pride' and that kind of performance which comes only from the internal personal satisfaction of doing well and better than the other fellow."

I don't know whether you men believe in that or not. We do.

"This point is perhaps sharply made within the questions: What are we being paid for in base salary? Is the intangible factor of mission, loyalty, devotion, and integrity properly compensable outside of position with its accompanying emoluments?"

We don't think so.

Any substantial contribution could possibly call for one or more of the forms of award for which provision is made in our two existing regulations. The term used in the Honor Awards Regulation - and I quote it: "singularly important contribution to the national intelligence effort" - is broad enough to fall within the jurisdiction of either the Incentive Awards Committee, the Incentive Awards Panel or the Honor Awards Board, or all of them. And to that end [REDACTED] and I have been collaborating for some months, but we feel collaboration is not enough, and we want to do something better about it. You have noted there are two groups here. We have the cash and no medal and [REDACTED] has the medal and no cash. We have, net, a confused situation not only under the new law but also under previous laws and under our two regulations.

We have four honor awards within our control, and there is a particular value in letting me detail these very briefly. Two of them are for heroism; one, the Distinguished Intelligence Medal, is for outstanding services of distinctively exceptional nature as to constitute a major contribution to the missions of CIA. Ask yourselves here: "Who is a potential recipient? What grade and what quality of individual would get into that eligibility category?" The other one, the last one - the Intelligence Medal of Merit - is for meritorious service or act, above normal duties, requiring initiative and extra effort, which have contributed to the accomplishment of the missions of CIA. More people can get into that category; but, actually, because these two medals are so narrow in application, potentially, your Task Force feels that we should have another one, which we will deal with, but this would be a certificate of merit with a cash award, and to be applied in the lower grades.

In addition, of course, we have all kinds of cash. The law, if you

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will have noted, gives us a lot of money - within the power of the Agency, up to \$5,000, and, with the approval of the Civil Service Commission, up to \$25,000, and you go on from there to the Presidential citation.

So much for the general briefing.

I would like to turn now to the recommendations. There is a correction, which you have received, in the first recommendation. [See memorandum for Members of the CIA Career Council, Subject: Staff Study, "Incentive and Honor Awards", dated 14 March 1956, signed by ██████████] It now stands the way we want it.

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I'd like to run through the recommendations in the Staff Study, page 9. [Staff Study re Incentive and Honor Awards, dated 7 March 1956]

"It is recommended:

"a. That, in accordance with Public Law No. 763, the Agency create an Incentive Awards Program under the general jurisdiction of the Deputy Director (Support), composed of

"(1) An honor awards element under the supervision of the Director of Personnel dealing with meritorious performance and valor; and

"(2) A suggestion awards element under the supervision of the Chief, Management Staff dealing with improvement suggestions, i.e., efficiency, morale, safety, security, etc."

The second recommendation is that there be created a fifth award, an award for meritorious performance, to consist of a Certificate of Merit and accompanied by a flat unvarying emolument of \$100.

Next, that the administration of the two elements of the Program be continued as at present by an Honor Awards Board and a Suggestion Awards Committee. We will change the name, you see.

Next, that the Honor Awards Board be informally directed that no cash award shall be made to any employee in grades GS-11 and above for sustained superior meritorious performance or for a single meritorious act or service, and that the Certificate of Merit be awarded only to employees in grades GS-10 and below.

Next, that the Suggestion Awards Committee be informally directed that no cash awards shall be given for improvement suggestions to employees in grades GS-15 and above, except upon approval by the DCI, on a most exceptional basis. That last is something we thought ought to be in.

Finally, that no member of the Suggestion Awards Staff, the Records Management Staff, or the Organization and Methods Staff, shall be eligible for an award for an improvement suggestion.

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Now we tried graphically to show you some of this on these charts here. On the left side here is the GS level, starting from 1 to 18. And we separated our existing medals under the Honor Awards Board. Here are the two merit ones, and there are the two valor ones [indicating on graphic]. Please ignore the disproportion here in width and size. That was a mistake. Then, on the other side we have a "Suggestion Awards Committee," the new name. What we are trying to show here is the potential of eligibility, primarily. I said there were two of our existing medals applicable in the field of merit, but the potential of getting them we feel, as noted in this one, is only down to here [indicating], because these people below couldn't possibly meet the standards as set forth in existing regulations, and we don't propose to change the standards. So this is to try to show the eligibility potential.

The Intelligence Medal of Merit is more easily obtainable, but we show the triangle to tell you that you have to be darn good to get it if you are down in this category [indicating], because commonly the person in that category is not the quality of the person up here [indicating]. Anybody can get the Intelligence Cross, regardless of his mental competence; and the Intelligence Star - the same thing. Forget the widths of these, they should be very small. On the other side, what we now do or can do is pay cash to everybody, including the DCI, under law. Our proposal is shown here with this dotted line, and the cut-off at GS-15; and we propose to use the letter of commendation or a certificate, without cash, for the GS-15 and above, and with cash below GS-15, as appropriate. That is the heart of the whole thing.

I rest.

MR. KIRKPATRICK: Bob, do you want to add anything?

25X1A9a

COLONEL [REDACTED] There is practically nothing to add to John's discussion, Kirk, except to point out that we have progressed to the level shown, in the acquisition of our medals for use with the Honor Awards Program. At the present moment the certificates are in rough-draft form and are subject to review by the Honor Awards Board, for slight modification, etc. The medals are being struck by the Mint of Philadelphia. We have lead impressions taken from the dies, and those are the disks you see on the panel [indicating]. The one on the bottom is the reverse design for all of them. The pigskin case is the one we propose to acquire when the logistics people have gotten to the point they are impressed with the fact

[Handwritten mark]

this is the one we want to use to house each of the four levels of medal. The progress of the Honor Awards Board and the quantity of work done is shown in the appendix here.

I stand ready, of course, to answer any questions that may develop in connection with the Honor Awards Board and its program.

The ribbons have been approved by the Honor Awards Board, and they are the representation of General Cabell's desire that a ribbon be available for association with each of the medallions. At the present time there has been no decision nor no action taken in regard to wearing those ribbons, either by the members of the Agency or members of the Armed Forces who may receive the Agency's award. They have not been manufactured, they are simply in the design stage at the moment.

MR. KIRKPATRICK: Any questions for either Mr. [REDACTED]

COLONEL WHITE: Just one. I noticed John emphasized the recommendation that the advice as to these levels of certain awards be informal. Why was the emphasis on advice?

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MR. [REDACTED] That is in accordance with General Counsel's view. He said, in effect, we could do as we chose in departure from the strict interpretation of Civil Service Commission's dissemination, but we should not do it in regulation but should do it informally; in other words, this Council to instruct the chairmen as to its decision, and the chairman will then use that instruction within the committee, rather than putting it in a regulation - formal recognition.

MR. KIRKPATRICK: I think it's also desirable to allow flexibility for most unusual cases which we may not be able to envisage.

COLONEL WHITE: This probably is a straw man that will never come up, but I was wondering if that was quite cricket with all the employees - if you are not going to consider grade 11's and below for certain things or above that grade for certain other things, is it right at the same time to encourage them, by implication or otherwise, to submit suggestions?

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MR. [REDACTED] I don't think that is the intent, Red. The intent is that rather than have a hard and fast regulation on the books that certain groups not be eligible--this you will find under Tab I, the opinion of the Civil Service Commission and of the General Counsel--the intent is that it be policy that if the Certificate of Merit is created that it not be available for persons grade 11 and above, but, instead, the Intelligence Medal of Merit would be given to persons in grade 11 or above, and the Intelligence Medal of Merit not carrying any cash award

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but the Certificate of Merit carrying \$100 as a flat fee--

MR. KIRKPATRICK: In simplest terms, what you are saying in effect is that when the regulation is written it would be something to the effect that it is general policy that--etc., etc.--but it would not bind and tie us up.

25X1A9a MR. [REDACTED] I think a very good answer is that a rightful concern lies in the interpretation of the Board as to the worth of the suggestion made, with due consideration as to the grade of the man who makes it. We already depart on line-of-work. Today I signed two turn-downs because the man should be expected in his line of work to have made these accomplishments. So there is latitude in intelligence interpretation in these quarters.

25X1A9a COLONEL [REDACTED] It might also be emphasized that in no place in our proposal is anyone barred from receiving any honor awards.

COLONEL WHITE: It's just the cash.

25X1A9a COLONEL [REDACTED] Only the cash. The graph shows the logical distribution of these awards. But Pvt. Lockhart at Pearl Harbor got a DSM, the only one of World War II and maybe the only one that will ever be awarded, because he was in a position of great responsibility at the moment. But there is nothing to prevent a similar situation occurring again.

25X1A9a MR. [REDACTED] The restriction is cash for upper levels rather than no medals for lower levels.

25X1A9a MR. KIRKPATRICK: Any other questions?

25X1A9a [REDACTED] What was the reason for giving a flat \$100?

MR. [REDACTED] We arrived at that this way. The in-grade step increase for a GS-1 is \$85.00; the highest in-grade step increase of GS-10 is \$135. So we struck a round figure of an in-grade step increase in the area of GS-1 to GS-10. Now, you could say \$200 or \$250, or whatever you want to, but that was the reasoning behind it.

25X1A9a

25X1A9a [REDACTED] I wasn't questioning the amount, I was questioning why cash at all? It's for meritorious performance.

MR. [REDACTED] It's recognition of the fact that at the lower grade levels there is a greater economic pressure, or what have you, and therefore a flat fee - rather than an attempt to price or to determine that this performance is worth so much - a flat fee is welcome to a GS-5 or GS-4.

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[REDACTED] I was thinking of the difficulties of administering it. Let me ask these people who have had experience. We had three people in [REDACTED]

two radio operators and a station chief, and they had to live there "in prison" in
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under most difficult conditions for a long time. They volunteered to stay; in fact, one of them had volunteered to come in. And they worked seven days a week. Now, what do they get? Not heroism.

25X1A9a MR. [REDACTED]: Off-hand I would say the Intelligence Medal for Merit. I am the Recorder of the Honor Awards Board and I don't take part in their decisions, but I would think the Honor Awards Board would not hesitate at all at that kind of devotion to duty.

25X1A9a [REDACTED] But this happens so much, with the shortage of cryptographers. I suppose half of them overseas are working seven days a week and being called in on Sundays. They get overtime but--

25X1A9a MR. [REDACTED] Personally I see no reason why 100 Certificates of Merit a year shouldn't be given. That would be \$10,000.

25X1A9a [REDACTED] I know one man where it was repeated three times in one tour in Southeast Asia, way above and beyond the call of duty. He volunteered. What do you give a man who was on PBSUCCESS out in the jungles of Nicaragua and he got appendicitis. They rushed him to the hospital, and seven days later he was back at the key. They had a couch there for him. He just wouldn't leave his key. It's not heroism.

25X1A9a COLONEL [REDACTED] In the finest tradition of duty, and it's that fine performance we hope our medal would recognize.

25X1A9a [REDACTED] I think that boy would have been disgusted with \$100.

25X1A9a MR. [REDACTED]: He is eligible for the Intelligence Medal of Merit.

25X1A9a [REDACTED] I think if there could be something like what they have in the military, where there are some general policy rules covering the Legion of Merit or the Bronze Star or the DSM - something in that field.

25X1A9a MR. [REDACTED] You could have a groundrule that for meritorious superior performance in headquarters at the lower level it's the Certificate of Merit, and for overseas it's the Intelligence Medal of Merit - I mean, as a starting point for discussion.

25X1A9a

25X1A9a [REDACTED] It's the cash business that worries me--

MR. [REDACTED] I would think those are obviously medal cases that the General is talking about. But I question drawing the line between 10 and 11. I wonder if the 11's don't perhaps belong in the lower category, and the line drawn between the 11's and 12's. When you talk about an executive group beginning with the 11's, that seems to be pretty low to start. You don't find many branch chiefs who

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are below 12 or 13, for that matter. And it also seems to me that the 11's are a group where \$100 is pleasantly received.

25X1A9a MR. [REDACTED] One thing we want to avoid is any sliding scale of money, so you don't have to get into the business of trying to evaluate one performance versus another, with a different price tag on it. That would be poison.

MR. KIRKPATRICK: Any support for Von's argument?

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MR. [REDACTED] Yes. I had the feeling the 11 was too low and that the true executive group would be higher. Furthermore, it's a very large group and the question is what is there to give them? It comes down to the fact that they can't get the Certificate of Merit and most of them will not get the Intelligence Medal--

MR. KIRKPATRICK: Most of them aren't going to get anything. This is for the exception--

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MR. [REDACTED] As I see here, only three were given out in the last couple of years. If nobody is going to get anything then it isn't much of a program.

25X1A9a MR. [REDACTED] Three what?

25X1A9a MR. [REDACTED] Three Medals of Merit.

COLONEL [REDACTED] There are a number of other recommendations that are awaiting approval now.

25X1A9a

MR. [REDACTED] I was wondering what impact this would have on that group in the 11 or 12 bracket.

MR. KIRKPATRICK: Let me ask this question: Doesn't the Panel agree that in addition to the regulations there should probably be some fairly good groundrules that are used and have been approved, say, by the Council, but aren't generally recognized--

[REDACTED] Particularly if you are going to have \$100.

25X1A9a

COLONEL WHITE: I was going to ask a question about something that isn't in here but you can read it between the lines. I get the feeling, with which I agree, that the cash awards should be resorted to usually when the man is up against his ceiling and there is not too much opportunity for promotion, and you tie that into this question that Bob and Von have raised, not because we did something last week and so we have to do it again this week, but last week we agreed the grades 11 and 12 group was the group for which we had the most opportunity to plan and had the greatest opportunity for further advancement and promotion, so that group probably has a lot of opportunity for promotion. But I personally don't have any very strong views on whether the break should be between the 10 or the 11.

MR. KIRKPATRICK: John, did you have any specific reason for breaking it there?

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25X1A9a MR. [REDACTED] No. We would take the 12.

MR. [REDACTED] The in-grade step increase breaks from the 52d week to the 78th week, at that level. And what was the other factor?

25X1A9a COLONEL [REDACTED] Overtime.

25X1A [REDACTED] Overtime is on a different basis, above and below the 10-11 level. Those were the reasons we picked that level. We picked those out of the blue as a precedent for setting the level rather than just picking the level without regard to any previous factors - the in-grade step increase and the overtime rule.

25X1A9a [REDACTED] I had a feeling when a man got to be an 11 he was an officer.

MR. KIRKPATRICK: I have that feeling. We have a general rule on our staff-- there are a couple of girls who are 11's and 12's, and they don't draw overtime, at least they're not supposed to.

25X1A9a [REDACTED] That is the way I work it, unless it's continuous overtime, week in and week out.

25X1A9a MR. KIRKPATRICK: Any other comment on the paper?

GENERAL [REDACTED] This might not mean anything, but I notice you have on the suggestion side the letters of commendation. That doesn't bar them from getting them on the other side, does it? Over here on the suggestion side if you make a nice suggestion--but if you do something meritorious aren't you going to get a commendation for it?

MR. KIRKPATRICK: You get an engraved job then.

25X1A9a [REDACTED] We are talking about a formal letter of commendation; in other words, an Agency commendation, rather than one from a supervisor - which is appropriate at any level. 25X1A9a

COLONEL [REDACTED] It has been our thought we would like to stay away from letters of commendation, as another element in the Honor Awards Board structure. The letters of commendation from a supervisor we encourage, but we would rather not have them as a formal part of the awards we have.

MR. KIRKPATRICK: Do I hear a motion that the memorandum as presented to the Council be approved?

COLONEL WHITE: One question about the administration of this business. You recommend that it be put together and then you have the two committees, and if you went into this program these two would be worked as a unit together? Is that the intention of this paper? From reading it, it looks partly like that.

25X1A9a MR. [REDACTED] It would be the other way--

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25X1A9a MR. [REDACTED] They can't be worked as a unit because the material with which they work is so different. It's a procedural thing within the two boards, but from a policy point of view and from a coordination--

25X1A9a GENERAL [REDACTED] They should be dealt with together in policy and administration, it says in the first conclusion here.

25X1A9a MR. [REDACTED] Those are the merit aspects.

25X1A9a COLONEL [REDACTED] All improvement suggestions are in a separate group, and the meritorious cases that come to that group would be referred to the honor awards group, if you will, and vice versa.

25X1A9a MR. [REDACTED] And all wrapped up under the supervision of the DD/S.

25X1A9a GENERAL [REDACTED] I think that is all right.

MR. KIRKPATRICK: I think the corrected page on this straightened that out. I don't know whether you got those corrections or not.

25X1A9a GENERAL [REDACTED] Yes, I got a copy.

MR. KIRKPATRICK: Any other comments on the paper?

25X1A9a MR. [REDACTED] I probably am much in minority here, but I didn't feel the cash award was as degrading as suggested here, and some of the people I know would be very pleased to get the cash and would recognize it as an indication on the part of the Agency that their services had been recognized. The point has been made in here whether the intangible factor is properly compensable, but I don't think that is what is in question in a number of these cases of meritorious acts. We have a lot of people who have loyalty, devotion and integrity, but they will never get an award because that is all they have. It seems to me there is a lot more involved in getting recognition for meritorious service. It might be on the basis of creativeness, or something of that sort. If it is actually resented then I think it's a little inconsistent to give cash for improvement suggestions up to grade 15.

MR. KIRKPATRICK: I don't agree with you, Bob. I think perhaps what may have resulted is that we are talking about two different things in this one paper, and I think the philosophy as expressed in both is pretty accurate. I don't know whether I would go along with this 7-man Gallup poll, because decorations in the military service are one thing and in a civilian organization they are quite another.

25X1A9a MR. [REDACTED] I had a feeling that was irrelevant.

MR. KIRKPATRICK: But I do think where we have field operations--provided, as John was hinting at in his dissertation, we can get Security to be reasonable about somebody in later life demonstrating the fact that they overthrew the government

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of Lower Slobovia--a meritorious award is much more significant.

25X1A9a
x MR. [REDACTED] [I did not mean in later life.] One factor we mustn't forget, too, is that the Agency doesn't know anything about the Honor Awards Program. We haven't done anything about it. We haven't given the medals. Therefore, the evaluation we put on cash versus that kind of recognition - we can't do that today.

MR. KIRKPATRICK: I was under the impression, John, that quite a few months ago, in discussing this same program this same Council urged that greater advertising be done on these programs.

25X1A5a1

25X1A9a MR. [REDACTED]: I have my advertising pieces all ready to show you. 25X1A9a

MR. KIRKPATRICK: You mean you hired [REDACTED] -

25X1A9a MR. [REDACTED] I remember the Chairman and Mr. [REDACTED] - I was beating
25X1A9a that drum and I was slapped down by you and Mr. [REDACTED] You said you didn't want to--

MR. KIRKPATRICK: Not the program. We're mixing apples and oranges here. It's not the program we're saying don't advertise, it was this other aspect of wearing the medals in the Agency. I'm talking about after the guy is retired and he's back on the farm--

25X1A9a MR. [REDACTED] My point on security is how far can we go right now? But I don't want to open up that subject. Here is a piece of publicity we have had on hand for a number of weeks, and there is the piece that goes with it, and our consultants were [REDACTED] in the person of [REDACTED]. We are all ready. 25X1A5a1

But the biggest promotion is in the field of Honor Awards.

COLONEL WHITE: I sent over to the Director this morning--and we could bring it here, too--John's quarterly report on incentive awards, graphically presented, which will show you there is quite a lot more going on than most of us realize. You don't realize it until you see it presented graphically. The Honor Awards business probably needs more publicity.

25X1A9a COLONEL [REDACTED] We would like to see these things of ours get the representation this thing has ["Soldier"], on a localized basis. I don't think anybody questions the identification of this.

MR. KIRKPATRICK: We have a problem there which is endemic in the DD/P area, and I think the DD/P better come up with some agreement on it so we will know how far the DD/P wants to go in advertising individual awards. The whole Incentive Awards Program should be advertised, but let's get a strong and sound recommendation from the DD/P on how far they are willing to go on it.

25X1A9a [REDACTED] I'd like to make a comment. In the military you wear the decorations and they're recognized. You get a Distinguished Service Cross

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and even if in later life you're a bum, you're still respected because you have that decoration, and I can understand that. But here you can't wear it. If you could display that medallion on your desk and lock it up every night in the safe, and if an announcement went out that so and so was awarded the Intelligence Star for heroism in a particular operation, without defining the operation, then everybody in at least his component or in the area division would know this man had done something outstanding. And I think that is the only thing you have in lieu of wearing a medal, because after you retire--I know I have my medals in plush cases somewhere in my house--you can't display them, and they are of no use whatsoever to you unless you go to England and put "DSM with a cluster" back of your name, like they do all the British decorations, then that means something, even if you're retired. So I think by publicizing it, if you have an announcement like the notice "Designation of Key Officials," or maybe the whole list of four or five that come out in a month, and then let them have the medallion to put on their desk.

MR. KIRKPATRICK: And then the other thing is when the award is given have their division chief present. That is where the satisfaction comes. But I think the DD/P has to come up with a plan like that, otherwise when it gets to this Council it's not going to be debated on its true issues.

... Off the record . . .

MR. KIRKPATRICK: Any objections to this Staff Study? Do I hear a motion that it be approved?

. . . Motion was so made, seconded and passed . . .

25X1A9a

MR. KIRKPATRICK: Who gets the implementation action?

MR. [REDACTED]: May I ask if the Director has to approve this new Certificate of Merit with the \$100?

25X1A9a

MR. [REDACTED] I really think the Director would have to do so, yes.

MR. [REDACTED] We have about five meritorious suggestions. Can we act on those or shall we wait until the Director has approved?

25X1A9a

MR. KIRKPATRICK: You've been acting on them--

MR. [REDACTED] But we will now have to wait until the Director approves before we can act.

MR. KIRKPATRICK: We will get this to him tomorrow.

Is there anything else on incentive awards? Any new business? Any comments on this paper that was circulated, on "Personnel Management"?

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[REDACTED] Are we going to adjourn at 5:00?

25X1A9a

MR. KIRKPATRICK: Yes.

[REDACTED] Then I wouldn't want to start my comments. They are not derogatory, but there is a lot of meat in it that should be considered.

MR. KIRKPATRICK: To my mind it was very thought-provoking. And I have a lot of respect for the man who wrote it. He has had a long time in the Agency, as long as anybody has, and he has had training in teaching in the academic field, and he knows what he is talking about.

25X1A9a

[REDACTED] It is good.

MR. KIRKPATRICK: But I thought this was a good thought-provoker, particularly when we get to career planning. 25X1A9a

When are we going to have the paper on career planning, Mr. [REDACTED]

25X1A9a MR. [REDACTED] Two or three weeks?

MR. KIRKPATRICK: Let's say two weeks - two weeks from today a Council meeting?

25X1A9a MR. [REDACTED]: I'll try.

25X1A9a MR. KIRKPATRICK: Any other new business?

MR. [REDACTED] The Fitness Report Handbook, unfortunately, has become a best seller. That is a tongue-in-cheek crack, because I think we want it to be. This perhaps is a matter you could handle without the Council [indicating Colonel White] - but anyway there are so many demands for the Fitness Report Handbook that stocks have been exhausted. So should it be reprinted and should we give it as wide a distribution as is wanted?

COLONEL WHITE: There is no reason why it can't be reprinted, and I would give it as wide a distribution as necessary. I don't see why any supervisor who has to make out a Fitness Report shouldn't have it if he wants it.

25X1A9a MR. [REDACTED] Then there's no problem.

MR. KIRKPATRICK: Would you put this "Aids to Personnel Management" on the agenda for two weeks from today?

The only other thing I have in the way of new business is that this past week a senior officer from the DD/P area, for whom I have considerable respect, came up and said he had been talking with his Division Chief and other senior officers down there and they were very interested in having a general discussion on Career Service in the Agency, but they didn't want to do it on a formal basis. And they suggested, Bob, that a weekend at [REDACTED] with a group might be advisable. I report it to the Council with the thought that if this does materialize as many

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of the Council as could get down there would find this most beneficial. I think Matt Baird and Sherman Kent and myself, and others, feel that some of these sessions we have spent down there on the Doctrine of Intelligence have been extremely fruitful, and I recommend it for relaxed and sage observations.

Any other new business? No response.]

We stand adjourned.

. . . The meeting adjourned at 4:55 p.m. . . .