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7 AUG 1954

MEMORANDUM FOR: Assistant Director for Personnel

FROM: Chief, Career Service Staff

SUBJECT: Transcript of Career Service Conference
of 3 August 1954

1. There are attached copies No. 1, 2, and 3 of the transcript of the proceedings of the Career Service Conference. Copy No. 4 is retained in the files of this Staff and copy No. 5 has been sent to the Planning and Analysis Staff for its use. The three copies transmitted here are No. 1 for the Director, the Deputy Director and members of the Career Council who are located in the Administration Building, and for permanent record in the Executive Registry; No. 2 for your files and; No. 3 for other members of the Career Council located in this general area.

2. You will recall that in adjourning the Conference you announced that a brochure describing it would be distributed to all personnel of the Agency (see transcript). It is recommended that this brochure be prepared as soon as possible and perhaps the following steps could be taken:

- a) the principals who spoke might care to edit or amplify their remarks recorded in the transcript herewith;
- b) all of the questions which were received, both prior to the Conference and during the Conference, might be tabulated and consolidated and perhaps rewritten so as to better reflect those areas of uncertainty about which personnel of the Agency wish to be enlightened;
- c) answers to those questions which would cover the basic policy, as well as detailed procedures might then be devised.

3. The above elements could be the raw material out of which a brochure that we have often titled in a preliminary sort of way, "What the CIA Career Service Means to You," could be prepared. Part 1 might be a statement of objectives and principles together with a general overall description of career service in the Agency and Part 2 might be a list of the more important questions selected from the 500 or so that are available, together with their appropriate answers. I believe it would be appropriate to submit the text of the brochure to the Career Council. An overseas edition should also be prepared. A certain psychological advantage through prompt action could

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be gained by issuing this as speedily as possible, and I regret that I am not available for the next two weeks to help to work on it.

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[Redacted]

Chief, Career Service Staff

Attachment - as stated

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CS [Redacted] gd (7 Aug 54)

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DD/P 28

COPY 3 OF 5 COPIES

CIA CAREER SERVICE CONFERENCE

Tuesday, 3 August 1954

3:30 p.m.

Department of Agriculture Auditorium

DISTRIBUTION OF 5 COPIES:

COPY NO. 1: Allen W. Dulles, DCI
Charles P. Cabell, DDCI
Lyman B. Kirkpatrick, IG
Robert Amory, Jr., DD/I
Lawrence K. White, DD/A
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COPY NO. 2: Harrison G. Reynolds, AD/P

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Career Service Staff, CP

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COPY NO. 4: Career Service Staff, CP

COPY NO. 5: Planning and Analysis Staff, CP

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CIA CAREER SERVICE CONFERENCE

Tuesday, 3 August 1954

3:30 p.m.

Department of Agriculture Auditorium

Present

**Allen W. Dulles
Director of Central Intelligence**

**Charles P. Cabell
Deputy Director of Central Intelligence**

CIA Career Council

**Harrison G. Reynolds
Assistant Director for Personnel
Chairman, CIA Career Council
Presiding**

**Robert Amory, Jr.
Deputy Director (Intelligence)**

**Matthew Baird
Director of Training**

**Richard Helms
Chief of Operations, DD/P
Alternate for Deputy Director (Plans)**

**Lyman B. Kirkpatrick
Inspector General**

**[Redacted]
Assistant Director for Communications**

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**Lawrence K. White
Deputy Director (Administration)**

**Frank G. Wisner
Deputy Director (Plans)**

Moderator

**[Redacted]
Office of Personnel**

25X1

Guests

610 Senior Supervisors of the Central Intelligence Agency

Reporter

**[Redacted]
Office of Personnel**

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. . . The CIA CAREER SERVICE CONFERENCE convened at 3:30 p.m., 3 August 1954, in the Department of Agriculture Auditorium, with Mr. Harrison G. Reynolds, Assistant Director for Personnel, presiding . . .

MR. REYNOLDS: Ladies and gentlemen, this gathering could be considered to be a meeting of the CIA Career Service Council to which you have been invited as guests. It is held in this auditorium as this is the only available space large enough for the Council, the Director and the Deputy Director to meet with all the senior supervisors of CIA who are stationed in Washington.

Before I introduce the persons who are here with me, I would like to remind you of the ground rules for the program of this Conference. Much of what is discussed here is classified information. Each of you will observe the requisite security precautions. There will be no recess during the meeting. There will be two brief periods for the collection of questions which you may wish to ask the Panel. Please use the question cards which have been handed to you at the door, and have them ready for the attendants who will make the first collection at about 10 minutes after 4:00, when Mr. Kirkpatrick has spoken. All questions which are not answered by the talks here, or from the platform during the question period, will be answered by letter to the individual who has asked or who asks the question.

I don't wish to be presumptuous in introducing my colleagues to you, but in case there are some persons in the audience who have just returned from overseas, they are, starting from my right and your left, Mr. Matthew Baird, Director of Training, Mr. Richard Helms, Chief of Operations for the Deputy Director of Plans, Mr. Frank Wisner, Deputy Director of Plans, General Cabell, Deputy Director of Central Intelligence, Mr. Robert Amory, Deputy Director of Intelligence, Colonel L. K. White, Deputy Director of Administration, Assistant Director for Communications, Mr. L. B. Kirkpatrick, the Inspector General, and myself, the Assistant Director for Personnel.

I will now ask General Cabell to open the discussion.

GENERAL CABELL: Fellow members of CIA, this is probably the most important meeting in the history of CIA's career service. This afternoon, for the space of about two hours, all key personnel of the Agency in Washington are assembled in one spot. We would have liked to have made it a meeting of all employees in Washington but there isn't a hall available.

The purpose of this gathering should be well known to you by now. For three years the CIA has been working on the development of a career service program or system.

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Intensive studies have been made of other career services, that is, the Foreign Service of the Department of State, the military services, and the FBI. These career services have been examined for the attractions and the incentives which they offer, the obligations required of their members, the training aspects and the problems of implementation. As will be explained in greater detail, very careful study was made of what legislation would be required to implement the career service, and close liaison was maintained with both the Civil Service Commission and the Special Assistant to the President who has been specializing in career service. A representative of CIA was present as an observer during the meetings of the Wriston Committee which studied the problems of the Foreign Service. The result of all this work will be explained to you this afternoon. I can assure you that many, many thoughtful and responsible members of CIA have given much deep thought to this question, and the results represent their unanimous views.

There is one particular point which I should like to emphasize. Very careful consideration was given as to whether CIA should have a commissioned service, such as the Foreign Service, or should remain as it is presently constituted with appointments made by the Director, who also has the power to determine the number, location and grades of personnel. It is our view that the greater flexibility allowed by the present system is more desirable than would be the rigidity imposed by a system of commissioned personnel. I believe experience will show that this is not a mistake.

In conclusion, I should like to express my personal satisfaction at being present at this important meeting which launches a career service in the CIA. In fact, I considered it so important that I cut short my leave on the West Coast by one day just so I could get back here last night for this meeting. Throughout my whole career in the military I have been associated with individuals devoting a lifetime to service, but I certainly have been particularly impressed by the dedication of the personnel of CIA to the pursuit of a profession in intelligence. I think that this dedication should be made official, and I feel certain that this dedication to career service, with its necessary obligations, will insure the development of the greatest intelligence service in the world today.

MR. REYNOLDS: Ladies and gentlemen, throughout the three years of the development of the career service system the responsibility has rested heavily on the broad shoulders of our Inspector General. He will address you now.

MR. KIRKPATRICK: This is the background of the career service program. In a space of about 20 minutes I am going to try to explain to you what has been going on in the past three years, three years of work that is graphically represented by these

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original-copy files which you see piled in front of Mr. Reynolds and General Cabell.

In September 1951 a Career Service Committee was formed to study the problems of the establishment of a career corps within the Central Intelligence Agency. This Committee was composed of four persons, an Assistant Director from the Clandestine Services, an Assistant Director from the Intelligence side of the house, the Assistant Director for Personnel, and the Director of Training. From October 1951 until June 1952 this particular group had 28 meetings at which these problems were thrashed over.

Now some of these background problems are extremely complex and extremely difficult ones. General Cabell has mentioned one of the most controversial, that is, whether there should be established a commissioned corps, and by "commissioned" we mean a Congressional commission which would be signed by the President, or whether we should maintain the present system whereby the Director can make appointments. After weighing all factors it became obvious that it was greatly to our advantage to retain the present flexibility which we have.

A second major problem was that of obligation. Should CIA ask its personnel to accept an obligation to the Agency, or should CIA simply maintain the present system where any of us can leave tomorrow. This was extremely controversial. It divided almost along party lines, one might say, because one side of the Agency felt quite strongly on the subject, and the other side of the Agency initially did not feel so strongly, but ultimately came around.

The problem of creating a career service system in CIA is a problem where you have individuals all the way from typesetters and typists to war planners and clandestine operators; individuals who are almost completely overt in their activities to individuals operating in the highest degree of secrecy; an organization which handles everything from machetes and machine guns to multigraph machines, and from a piece of paper the importance of which is not terribly great, to one which may mean the difference between war and peace as we know it today. Consequently, one of the most important problems was: Did we want ONE career service for all of the Central Intelligence Agency, or should we have a group of associated career services? Examining not only our internal complexities but also the status of the organization in the National Intelligence structure, and its existence in the world today with other intelligence services, the answer was a categorical "yes" in favor of ONE intelligence service encompassing all personnel within the Agency.

Now this initial group of the Career Service Committee which met in 1951 and 1952 set up under it eight task forces. If you look at the pile of documents on the bottom of this stack, those are the reports of those task forces. To give you an

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example of the work done by these groups, the working group on trainees - that is, what should we do about trainees and what type of training should they get? - met 18 times before it finally wrote its report. The group on employee rating - by that we mean the Personnel Evaluation Report or Fitness Report - met 16 times. The study group on rotation - rotation between different components, how it should be handled and how it should work - met 16 times. The group on the personnel development program, how can we best assist individuals to make themselves the finest intelligence personnel in the world - met some 10 times. The group on selection criteria - what are the criteria by which professional personnel and other personnel within CIA should be selected: (a) when they enter the Agency; (b) when they pass their trial period; (c) when they go from their provisional period into cadre career personnel - that group met 13 times. The group on extension training met some 12 times. And the group on career benefits met 20 times. These groups, I might add, were composed of individuals at the level of staff and division chief, and they put many long, hard hours into this task.

When the Career Service Committee submitted its report in June of 1952, Notice 78-52 was issued which set up the CIA Career Service Board, which has now been in existence slightly over two years. During this period this Board has met 35 times, and it has worked out the final details of what is this career program which is being launched today.

Now some of these task forces which I mentioned under the former Committee, continued their work, and I want to mention several of them, in passing. For example, the Honor Awards group continued its work, and in the course of 1953 the President approved the National Security Medal, which is the highest award which can be given for intelligence service, not only intelligence service within CIA but intelligence service anywhere in the Government. A legislative task force sat down to what was probably the hardest task of any of these groups, inasmuch as it was their job to come up and tell us what legislation we required, whether we should go after that legislation in one package or whether we should get the legislation through riding in on other Bills that would be passed for other departments in the Government. The Legislative Task Force report is part of that group on the lower table, the second echelon of reports. It is a job which we feel now is practically completed. We don't think it will have to be done again. It tells us exactly what type of legislation we need to get the additional benefits which we feel that career employees in this Agency must have. Certain of these measures we will get during the present session of Congress. Other measures we may go after in the form of a career Bill, but more likely

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by riding on other Bills which will be passed either in this session or the next session of the Congress. Some of these benefits, to mention just a few, would be accelerated retirement for different types of service such as hazardous service, service in difficult climates, service beyond the call of duty, that is, extraordinary service, etc. We need benefits for our people overseas in the form of financial assistance for the schooling of dependents where there are no American schools. We need financial assistance for dependents overseas for medical attention. Some of our individuals in hardship posts have had to fly members of their family or be flown out themselves to hospitals some distance away, and it puts a financial hardship upon those individuals.

The Career Board during the last year noted two problems within the Agency which it felt needed special attention by task forces. The first was the problem of junior personnel. Were they able to make their careers? Were they able to develop their careers in consonance with the best of career programs, or did they have particular problems. A task force was constituted on that and rendered a very excellent report. Secondly, the question has been raised quite often at orientation courses held in this same room, as to whether women could make a career in CIA, as to whether there was discrimination against women, and as to whether they could rise to the highest professional levels. So a group of women from the Agency sat down and studied this problem over a period of several months. Their recommendations have been exceedingly valuable on this problem.

Then, a hazardous duty group studied the various types of hazardous duty which Agency employees must face, and made recommendations which fitted into the Legislative Task Force work as to the type of protection we should have for those individuals who were called on to serve in positions of great hazard.

And then, one which I think this CIA Career Service Board of the last year can take particular pride in, was the work done by the Insurance Task Force under Mr.

The problem given to that task force when it started was this: We have people who are called upon at the drop of a hat to fly anyplace in the world, to go into strange areas, to be exposed to strange diseases, to be exposed to dangerous injuries. How can we protect them best? I think you all know that under the present system under which we exist we are all subject to the Bureau of Employment Compensation and the interpretation of line-of-duty illness or line-of-duty injury. This Insurance Task Force went to work after clearing some actuaries from the top insurance consulting firms and companies of the country. The actuaries studied the actuarial basis on which CIA employees could be insured on a group basis. Their report has been completed and

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you will be given copies when you leave here today as to exactly what it means to you. In the simplest terms, it means you can buy the cheapest group insurance that is available. This group insurance is sold on two different bases: one is straight life on which you get the double indemnity clause, and the second is health and accident insurance. For a very small outlay per month you can insure yourself and your family so that most of these basic hazards which I have mentioned can be taken care of. Some of you may have read in some of the recent Government columns that the Congress is now acting on a proposal which came from the White House on the same subject. Without bragging too much, our proposal is much better. You get a much better form of insurance at a much lower cost. In fact, there is no other form of group insurance that we have been able to discover which would give you the same benefits. And you will be urged to cover yourself by this form of protection.

A task force met on the extremely difficult and highly controversial subject of promotion. Mr. Reynolds is going to deal with that subject at greater length in his words to you later, but here again was a subject on which, for the last three years at least, this Agency has been acting practically on a different basis in every office. We now have a standard promotion Regulation. I think it is highly equitable. The only aspect of it I want to mention is that once you enter the zone of consideration you are considered for promotion automatically every year. It is a feature embodied in some of the military programs, and we consider it to be a very important one here.

Then another task force met on the subject of overseas rotation planning. Those of you from the DD/P area, and also from the Office of Communications, know how important it is when stationed overseas to have some inkling of what your assignment is going to be when you return to this country. I think I can confidently predict that within a matter of weeks, months at the most, this Agency will be advising every employee overseas of what his next contemplated assignment is, and giving him the opportunity to either accept or to indicate that he might have some personal or professional objection to the assignment and ask for a reconsideration. I think this is a tremendous step forward as far as the career service program is concerned.

And then, a task force met on another subject which Mr. Reynolds will go into great detail on, and that is the subject of the Fitness Report. We noted from the questions that came in in advance of this meeting that there is considerable confusion and a lot of misunderstanding on the use of the Personnel Evaluation Report, and also of the new Fitness Report which will shortly be issued.

And then, finally, a special task force met on a career development program

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for junior personnel. Many of you have probably seen the Notice which has been issued in recent weeks indicating a new system for career development of junior personnel in which junior officer trainees will not only be selected from outside the Agency and brought in as they graduate from college or complete their military service, but junior officer personnel will be selected from within the Agency in certain age groups and grade ranges which are determined to be junior officer personnel. I might just say one word of caution in this connection. The individuals selected for this type of training are individuals who, in the opinion of their supervisors, the Office of Training and the Office of Personnel, are potential executives of this Agency. This program, to my mind, is an extremely important one to those of us who have been in the Agency 10 or 12 years and who in maybe another 10 or 15 are going to be stepping out, that we have an echelon of junior personnel with long service who have been brought up through the grades, with broad Agency experience, and can step into the shoes of those of us who will be retiring.

Now I want to deal with the mechanism for personnel management, briefly, because I do not believe that too many of the supervisors in this Agency are completely enough cognizant of the rather complicated, but nevertheless, I hope, efficient mechanism for personnel management. That is a very important aspect of this career service program, because in considering this, one of the aspects in which we saw a great schism existing was the fact that there were really three personnel managers working in the Agency: you, the supervisors, the Personnel Office and the career service program. That was the fundamental and the basic reason, and a very important reason, in my opinion, why Mr. Reynolds should take over the Career Service Council and should direct its activities as a supplementary aid to the Personnel Office. But the fundamental fact remains that it is those of you who are sitting in this auditorium today who are responsible for the personnel management in the Agency, and that the career service system that you see on this diagram behind me [indicating chart - "Mechanism for Personnel Management"] is simply an adjunct to you and an "assist" to you in your work.

Now the career service mechanism, you will note, starts from the operating components and the Career Service Boards. When you as supervisors take action in recommending a promotion, a transfer, a termination, an award, that particular action is reviewed by the career service system. The review by this system is not to second-guess you, but simply to insure that your decision is taken in consideration with not just branch-wide or division-wide but office-wide and Agency-wide considerations. The

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individual career service boards funnel up through the respective Career Service Boards of the Deputy Directors into the top CIA Career Council, which has several auxiliary bodies. You will note the Super-grade Board, which deals solely with that small group of super-grades in the Agency. You will note the Selection Board, the Employment Review Board, the Reassignment Board, and the Fair Employment Board.

Now those latter three I want to deal with very briefly in discussing mechanisms for personnel appeals within the Agency. But I believe it important that all supervisors in this Agency are familiar with not only the mechanisms as illustrated by this graphic chart [indicating chart - "Mechanisms for Appeal Within CIA"] but also the Regulations which deal with personnel activities, because I can assure you, on the basis of my experience in the past sixteen months as Inspector General, the reason why most individual cases come to my Office is through some quirk in the supervisory personnel management system. I honestly feel that 80 percent of them should probably never have reached my Office; and whereas we are always happy to deal with them, we are happier not to have them at all. Consequently, I think it quite important that I point out to you the mechanism for appeals within the Agency, which is illustrated on this second chart. I do not believe this is too widely known. It certainly isn't widely enough known among the employees.

Now the matter of human relations bulks extremely large in the Central Intelligence Agency. I think it goes without saying, and I am quoting many individuals who have looked on this Agency from the outside - high officials in the Federal Government, who have stated that we have the finest cadre of personnel working for the Federal Government. It's the ambition of all of us to insure that this "finest cadre of personnel" is developed into the finest intelligence system in the world. But even the best of organizations has its problems. Most of our problems are human problems and they deal with personal and personnel relations.

All of you should know there are basically four different sets of appeals within the Agency. The Fair Employment Practices appeals are established by Federal statute. These appeals are on the basis of the individual feeling there has been some discrimination due to race, religion, color or origin of birth. I am very happy to say that this Agency has practically none of these. The Fair Employment Officer in the Agency happens to be a member of my Staff. But there is a very definite appeal mechanism established for fair employment cases. You will see that illustrated on your right. [Indicating on chart.] Next to that is the employment review case. Employment review cases are for security and loyalty matters. There is no need to belabor that in this

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particular group, inasmuch as most of these originate with the Security Office and they are handled on an extremely discrete and quiet basis. Generally speaking, it is our desire that the fewest possible individuals know of the individual in the case or the action being taken. But it is important for you as supervisors to know this mechanism exists and how it works.

In the center [indicating on chart] you see the general appeals from actions that might lead to separation, that the Assistant Director for Personnel handles through his mechanism. The other appeal you see on the left is the appeal on definite grievances where the employee feels that he has been definitely wronged. Now this may be any type of appeal, from an unsatisfactory efficiency rating, to an individual who feels that he should be promoted or can't be promoted, to an individual who feels he is misplaced and should be placed elsewhere in the Agency. The Assistant Director for Personnel sets up an Advisory Appeal Board; the Board hears the appeal; a decision goes to the Assistant Director for Personnel; and there is an appeal from him by the employee to the Director, if that is desired.

Now I recommend to all of you that you familiarize yourself with these Regulations It will take you just about 45 minutes to read them all carefully, but it's well worth doing once or twice a year, and particularly at the time when a problem comes up. I think you should regard the Regulations in this particular respect as something to be referred to when you have a personnel problem which you need assistance in solving. I think it goes without saying that the Assistant Director for Personnel and his entire Office, and my entire Office, is available to you for advice or guidance in this connection. You will note that, with a certain amount of malice aforethought, the Inspector General's Office does not appear on this appeal system. That is for the simple reason that it operates as a direct and integral part of the Director's Office. It is my job and duty to see if I can't assist the Director in handling these appeals. In some instances I can save him time. But I think, as Mr. Dulles has often said, he is always open to appeal from any employee on any particular subject where he feels that there is a grievance. Now there is a very important part of supervisory responsibility which resides here. I know that every supervisor likes to handle his own problems and desires to keep them from getting outside his particular organization, but there comes a limit, which is up to your judgment, when it is much more important to refer an individual who has a grievance or a gripe, whether a justified or unjustified one, to the appeal mechanism, preferably to the Personnel Office first, and if resolution cannot be reached there, to my Office. I feel perfectly

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confident that if quite a few of the cases reaching the Inspector General during the last year, had reached there earlier, we would have avoided some very dissatisfied ex-employees and even some cases that were taken to the attention of Congress.

In conclusion, I don't think I can over-emphasize both from the point of view of the Inspector General, and also from the point of view of my participation in this career service program, that the individual's supervisory responsibility and attention to personnel management within this Agency is one of the most vital aspects of the future of our career service program and the development of an organization of which we will all be very proud. Thank you.

25X1 MR. REYNOLDS: The ushers will now collect questions. While that collection is
being made certain questions have come in and will be asked by [redacted] who is
25X1 handling that phase of this program.

[redacted] You will recall that when the announcement of this meeting was sent to all of you, you were asked to send in questions, if you had them, which you wished to have answered at this meeting. I think we were more than surprised to receive almost 500 questions, and after eliminating duplicates, which were to be expected, there are approximately 375 valid, distinct questions. Obviously we can't answer them all today. The answers to those questions will be sent to the persons who originated them. They will also be prepared in brochure form and distributed to all employees of the Agency after the answers have been properly correlated, edited, and made to conform to existing policy.

In the meantime, however, Mr. Kirkpatrick, I would like to ask of you one or two of those questions which came in in advance of this meeting. In view of your remarks on the mechanism for appeal within CIA, I think this is appropriate. The question is: To whom may the employee appeal in case he applies for and is not accepted for the Career Staff?

A. MR. KIRKPATRICK: The answer to that is inherent in the mechanism for the Career Staff. An employee will apply for the Career Staff. His application will be processed through his supervisors to his Career Board. The Career Board will then either pass on it or reject it, and it will go to the CIA Selection Board. If it is turned down at any one of those particular points along the line - if it is turned down by the supervisor there is basically no appeal except to the Career Board. If that Board also turns it down, obviously the final appeal would be to the CIA Selection Board, which I think all of you can recognize would not override both of those adverse opinions. In the case that the supervisor recommended the application and his Career Board recommended

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it, and the Selection Board turned it down, then there would be a review by the operating head of the component together with the Selection Board. It is my personal impression, quite honestly, that a lot of people have become nervous about whether they're going to be selected or rejected, and I think that nervousness is unfounded. If they are highly qualified, competent employees in the Agency today, why I think there is no question about it.

Q. Here is another question which also has to do with the appeal^{25X1} mechanism. In case the Fitness Report is not shown to the individual being rated, what provision is made for him to defend his position?

A. MR. KIRKPATRICK: Every appeal mechanism is thereby opened, except the Fair Employments appeal. Any individual who is not shown his Fitness Report and is given an adverse report, can certainly appeal that report: (a) to the Career Service Board; (b) to the Personnel Office; and (c) to the Inspector General.

There was a tremendous debate, which Mr. Reynolds will probably expand on, as to whether Fitness Reports should or should not be shown to the individual. Expert advice offered to us was on both sides, and it was left an alternate which the supervisors could adopt. It is my personal recommendation that a wise supervisor always shows his subordinates their Fitness Report particularly, if there is any adverse opinion on it.

Q. Here is one more. Of those employees now eligible, will ev^{25X1} one be blanketed into the Career Staff, or will there be a thorough screening process?

A. MR. KIRKPATRICK: I think you can recognize from the problem inherent in this, inasmuch as we have a very large number of individuals currently eligible, that the screening of these will not be as thorough as it will be in the future. But the important part that should be emphasized in regard to this screening, is that with the new Selection Board a broader, more careful, more thorough screening of new individuals entering the Agency will be given. Certainly the Agency is going to live up to every obligation it has to every employee currently on board.

Q. Here is one which has just been collected, and since you ^{make} _{25X1} about the position of women in CIA it might be appropriate to ask you this now. Can a married woman apply for membership in the Career Staff? Her obligations to her husband would assuredly make meaningless any commitment to serve anywhere, at any time, at any place, etc.

A. MR. KIRKPATRICK: That is pretty loaded. There was another question in there I thought you might ask me, which I might as well touch on at the same time, and that was: Should husbands or wives discuss this with their husbands or wives as to

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whether they should join the Career Staff. My only answer to that: It's a brave man who offers advice to any husband or wife as to what to say to their spouse. To be perfectly honest about it, the Agency's highest turnover among the women in the Agency occurs because of matrimony or motherhood, something which the Agency can't do anything about. We assume that a married woman applying for permanent status with the Agency would be doing it in good faith, and that she had no immediate knowledge that her husband was to be transferred to Timbuktu, or someplace else, and that she would want to go along. It does create a problem there. I think we just have to be perfectly honest about it and look at it and recognize that the fortunes of war and other activities may prevail.

[redacted] There will be another collection of questions in about half an^{25X1} hour, after Mr. Reynolds has spoken.

MR. REYNOLDS: The career service system has been integrated into the Office of Personnel so that it may augment our efforts to create a sound personnel program. The Office of Personnel is responsible for recruitment, assignment, promotion, reassignment, retirement or separation. The supervisors, who are career employees, are responsible in their respective spheres of command for basic functions in the operation of a sound personnel program, and should exercise their command responsibilities to make sure that their career employees are given every opportunity to better themselves, and to assist them to carry through in their chosen career plans. Therefore, the career service program is designed to improve and augment the operations of the personnel program in our Agency. The primary purpose of the career service system is to provide the security for a person's job, and we are dedicated to make every effort to insure that career personnel in this Agency have as much job security as can possibly be given. Career service means working throughout our Agency in all the offices, and does not simply mean Washington and overseas posts. This is a question which came up on several of those that were handed to us. It means EVERYBODY in the Agency.

I would also like to point out to you a very basic thing, which I am sure you will recognize when I make the statement, that this Agency is administered by men and women of good will, and mutual agreement on many questions can be settled between persons. We who are going to administer the part of the program which is in the Office of Personnel, assure everyone in this Agency that that is the basic tenet upon which we are going to operate.

Now the first problem which I wish to discuss, which Mr. Kirkpatrick has mentioned, is the Fitness Report. We had many, many hours of discussion of the Fitness Report, and this sample which is in your kit which was handed to you, is brand new.

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We have not had a chance to try it. Why did we do this? It's because the Career Service Board did not feel that the Personnel Evaluation Report was providing the kind of information needed for proper personnel actions, even though the Personnel Evaluation Report might be serving some other purposes quite well. In all too many instances, what was written on the PER did not reflect the true capability of the individual, and it will not be used henceforth. It was hoped that a report like that in your kit might permit a better comparison of individuals, and hence, better personnel actions. I do not, and I am sure the Board did not feel that we had the best of all possible reports. In fact, I doubt that a report could be devised that would suit everybody in this relatively small group. The Board did decide to try a different type of report. To determine whether this report is workable, a study of it will be made immediately. A very thorough questionnaire will accompany the first 1500 of these reports sent to the various offices for implementation, both in headquarters and in the field. On the basis of the results of this questionnaire it can be determined whether and how much the form needs revision in order to be acceptable to supervisors. It is expected that the results of this study will be available around the end of the year. How fast we can complete this study depends more on how well you expedite the return of the questionnaires sent to people in your offices and divisions.

There were a number of questions, as Mr. Kirkpatrick has mentioned, and in the question which was asked, on the showing of the report to the person evaluated. There are two answers which we have on it, which I am going to combine. Generally, this type of report is NOT designed to be shown to the employee. It is not primarily an aid to the supervisor in discharging his supervisory responsibilities; rather, it is designed principally to record what the supervisor thinks about the employee. Now the determination of who will show the report to the employee lies with the immediate supervisor, the reviewing official, or either of them. They may decide jointly that the report should be shown to the employee. Regardless of this decision, the employee is assured of a full and frank discussion of the content of the report with his supervisor. Now, ladies and gentlemen, it is very important for us to take this Fitness Report problem slowly and in our stride, because we've got to try to find the best one that there is, particularly with the many and variegated occupations of this Agency of ours. So please make every effort to get those Fitness Reports out to your supervisors, and be honest yourselves in your evaluation of the employee.

Now there was a question asked as to whether or not we were going to train supervisors in filling out these reports. I think that a person who is of the caliber

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to be a supervisor in this Agency, is perfectly capable of filling that report out and being honest and fair about it, and not sloughing the job. And, of course, one of the factors by which a supervisor himself is rated is the way in which he himself evaluates his subordinates. It would be seriously regarded if a supervisor's approach to the Fitness Report was either careless or casual. So much for that.

The next question that I wish to discuss came in in many different forms and is of vital importance to all of us. These were questions on the subject of veterans' preference and Civil Service status, and their effect on a possible reduction-in-force, if such a move were necessary. All employees of this Agency are serving under excepted appointments; and therefore, a permanent Civil Service status is of no effect in our Agency. The Career Staff and entrance into the Career Staff is an internal administrative device and has no relationship to permanent Civil Service status. Civil Service status is a personal thing. You do not need it to be employed by the Agency, and as long as you are with the Agency it has no effect upon your relationship with other employees. The main value of Civil Service status to anyone in the Agency is that, should he leave the Agency, it will make it somewhat easier for him to relocate in some other Agency where Civil Service status is required.

The Veterans Preference Act is basic Federal legislation which would govern any reduction-in-force in this Agency. Career Staff membership, or lack thereof, would in no way modify an individual's rights under this Act. It is anticipated that members of the Career Staff will be given preference in reductions-in-force to the extent that basic Federal laws will permit. Speaking broadly, all CIA employees, being under excepted appointments, are in competition with one another. This, of course, is modified by veteran status and the type of work and the grade level of the individuals concerned. If one employee was a member of the Career Staff and the other was not, they are then in a position where their jobs are not interchangeable, because the Career Staff employee is unrestricted in his movements, and the other has placed restrictions upon himself because he has not become a member of the Career Staff. They are therefore not in competition with each other, and the member of the Career Staff has preference because he possesses mobility, and the other member has rendered himself immobile. This requirement - mobility - will be written into those jobs that require that incumbents be members of the Career Staff. A large majority of jobs in the Agency require mobility, and the non-Career Staff member may well not be qualified for the job which requires that he may have to take a position which is outside the Washington headquarters. Again, two persons apparently occupying similar jobs, are not in the same competitive level

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if one is a Career Staff employee and the other is not. In all cases we will follow the rules of the Civil Service Commission which are compatible with what I have just stated. In the Armed Services many officers and men are classified as "limited service". I consider that an employee who is not a member of the Career Staff is in a "limited service" status.

I would like to mention very briefly the subject which Mr. Kirkpatrick brought up on the question of women, because we have had a number of questions on it. There is no distinction in the career service program between men and women. In cases where either a husband or wife is scheduled for movement overseas, every effort will be made to arrange that a family will not be divided. There is no intention on the part of our Agency to create a situation which causes undue hardship to a family. This has been carefully thought out, and the phrase in the application, "full consideration will be given to my particular capabilities, interests and personal circumstances", covers this point. There are many "special" cases, we know, which will have to be adjudicated on the basis of their own merits. The CIA Career Council has been created for the purpose of making such changes in this program as are necessary to cover such points, or in individual cases to approve action so that persons will not suffer undue hardship or may be members of the Career Staff under certain special circumstances because of family reasons. Those are questions--again, with the newness of this--that we must take in our stride and handle them very carefully.

Now, the question of promotion. As has been stated, we spent a long time on promotion and I consider it one of the major accomplishments of the Career Service Board. Prior to the issuance of this Regulation each office of the Agency had followed a pattern of its own, and in some cases this caused hardship to people in offices where the promotion policy was not liberal, as against those which were more liberal. There have been a number of questions submitted on the promotion policy, and I will not take the time to discuss or answer the questions at this time. As you have been told, they will be answered by letter.

The chart which is now before you [indicating chart - "Promotion"] is self-explanatory. I thought you would laugh at that chart. You look at it carefully as I explain it. It isn't really as complicated as it looks. If you had looked at that chart as many times as I have, you would think it was simple. Wherever there is a blue line that represents an unfavorable action and where there is a red line it represents favorable action. It starts off with the recommendation of the supervisor. Then it goes to the Head of the Career Service, and at that point there is concurrence

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or rejection. If there is rejection a file copy goes back to the supervisor and a file copy goes to the Placement and Utilization Division of the Office of Personnel, and from there goes eventually into the individual's personnel file. The Placement and Utilization Division, or "PUD", reviews a case of this kind to make sure that the employee is being given a completely fair break. A favorable action is reviewed by the Head of the Career Service, and Placement and Utilization Division takes over. If there is any question of the status of the job, such as a change in classification or something, there is a possibility that the Classification and Wage Division, "CWD" there on the chart, looks it over, but that very rarely happens. If it is approved by "PUD" it passes on down and the Head of the Career Service and the supervisor are notified, and so is the individual, and the file is made a part of his record. I don't think that's as complicated, now that I have explained it to you. Maybe you do, still. If you do, I will give you a photostat copy of it after this is over.

The next chart [indicating chart - "Membership in the Career Staff"], which is hopelessly complicated, (laughter), will now go up there. This is the Application for Membership in the Career Staff. This application is an expression of the mission of CIA. It has been the most discussed paper of anything that has come out of the Career Service Board. I personally consider that it should be a prerequisite to employment, provided that the individual is asked to make a career in our Agency. In this application there is a phrase, "I am also assured that on my satisfactory completion of my assignments I will be offered reassignments which are compatible, insofar as possible, with my abilities and career interests." This assures the reassignment of an individual who has been on duty in another post. The application for membership in the Career Staff is not a contract nor is it a legal instrument of any sort. It is a formalized statement of intention by the individual as well as by the Agency. There are no specific obligations on either side, other than those which are stated in the application, and the wording of the application is the assurance by the Agency that it will carry out its intention in good faith and to the best of its ability, while signature by the individual is evidence that he will also carry out his intentions in good faith and to the best of his ability. The effective date of membership in the Career Staff will be the same, that is, 1 July 1954, for all persons who are eligible on that date. Regulation gives the CIA Selection Board the right to establish the effective date of membership. The major significance of the date is to record when the employee entered the Career Staff. It is planned that the Assistant Director for Personnel will send out Notices of Eligibility to which will be attached an Application

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for Membership, on or about the 1st of September. Since there is more to eligibility than just three years' service, and one should read the Regulation carefully to understand that point, it is necessary for each member of the Agency to await Notification of Eligibility and to make formal application before his Application for Membership can be considered. No one will automatically become a member of the Career Staff. There will be 90 days in which to answer that Notice of Eligibility. Also, for your information, of the strength of the Agency of Staff Employees and Staff Agents, exclusive of contractual personnel, 45.8 percent are now eligible for membership and will be sent eligibility letters. In the Fiscal Year ending June 30, 1955, 25 percent more will receive such letters.

Now this chart, [indicating chart - "Career Development of Junior Personnel"] again we have got a blue line which represents negative or unfavorable action, and a red line represents an affirmative or positive action. The blue square represents the man, sitting there under "apply or decline", and the pink square represents the course of the papers as they go through the mill. The Career Service Staff starts it, and the man either says, "Yes, I want to join" - or he declines. If he says, "I want to join", it goes to a supervisor, to the Head of the Career Service, to the Career Service Staff, then down to our units of Placement and Utilization Division, Processing and Records Division, and Employee Services Division, and Training, Medical and Security look it over. Then it goes back to the Career Service Staff where it is scheduled, and the Panel of Examiners where it will be thoroughly reviewed, with perhaps brief talks to the individual, and the Selection Board selects him and he is so notified. If he rejects we ask for the reason why, because we want to know, and it is a part of the program that we should be informed on that point.

The next question that I wish to discuss with you is the program for the career development of junior personnel. This is a joint operation between the Office of Training and the Office of Personnel. As the Inspector General has pointed out, we must have long-range plans for future executives of the Organization. The reason it is limited in numbers is clearly stated in [] and I am going to read the first page of that Notice to you because it is perfectly clear and it explains exactly what we are trying to do.

(Reading)

**Program for
CAREER DEVELOPMENT OF JUNIOR PERSONNEL**

1. **GENERAL**
- a. This Notice establishes the Program for Career Development of Junior Personnel, as approved by the CIA Career Service Board, to the end that there shall be continuously available

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- a reservoir of individuals extensively and intensively acquainted with Agency activities.
- b. The Program is designed to provide for the systematic indoctrination and development, through planned assignment of at least 12 months' duration, of those junior employees who have been identified as possessing the capacity and potential to profit from such development.
 - c. Implementation of the Program will be accomplished by utilization of Junior Officer Trainee (JOT) positions. Since only a limited number of these positions will be available for this purpose, relatively few applicants can be chosen.
 - d. Application forms can be obtained from either the Office of Personnel or the Office of Training.
2. RESPONSIBILITY:
- a. Responsibility for this Program is vested in the Assistant Director for Personnel, the Director of Training and the Head of the Career Service having jurisdiction over the individual under consideration as evidenced by his career designation.
 - b. Selection of participants for the Program and review of their progress will be made by a Committee for Career Development of Junior Personnel composed of the Assistant Director for Personnel, Chairman; the Director of Training; and the Head of the appropriate Career Service.

MR. REYNOLDS (Continuing): As you know, we must select in small numbers and we are going to stagger them so that we have a new group coming in every three or six months, so that there will be a continuing flow. We believe it is very important, and we are going to permit candidates to have their own wishes recorded as to which offices they shall go through. For example, if a man is a specialist in the DD/I group he would not have to do as much rotation through certain sections of DD/I in order to get him well-rounded. And the same would be true, conversely, if he were a man in the DD/P group. DD/A would want to concentrate on certain forms of their own particular specialties, but he would need to have a lot of DD/P training, probably, to qualify himself as an expert in the DD/P side.

Now this chart, [indicating chart - "Career Development of Junior Personnel"] is the same general plan. The red is the positive action and the blue only appears on there when the Committee for the selection finally turns the man down. There he applies and the supervisor and the Career Service comments; and Placement and Utilization Division acknowledges and verifies. He is then tested in the Office of Training by Assessment and Evaluation Staff. That report goes back again to Placement and Utilization and Junior Officer Training Division, jointly. He is then recommended by them and the Committee looks him over, and if he is approved he goes under the supervision of the Junior Officer Training Division for the duration of his career

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development plan and eventually receives reassignment by the Committee.

In closing my remarks, ladies and gentlemen, I want to again reiterate the very sincere and honest efforts that have been made by the Career Service Board, which is now the Career Council, to implement this program, and to assure you that that Career Council will do everything in its power to properly administer this program for the good of everyone in this Agency. And, again, my expression that men and women of good will are operating this thing, and you supervisors are part of that whole show. You are the most important part, in my opinion, of this whole career service system. It is you who actually see the people, and we must therefore depend upon you to adjudicate properly and work this thing out to the best of your ability.

If you have anymore questions ready, the ladies in the aisles 25X1
will be ready to collect them from you.

Mr. Kirkpatrick, you briefly mentioned the possibility of discussion between husband and wife on joining the Career Staff. The Security Office reminds us that the application for membership in the Career Staff is not classified. This is an important point, it is not classified until filled in. In other words, the signature on the application, and this reason will be apparent to many of you especially on the covert side of the Agency, makes this document a classified document. Until it is filled in it is not classified. For example, it will be used in the recruitment of personnel by the Personnel Procurement Division of the Office of Personnel. Therefore, I think perhaps you might enlarge on the fact, Mr. Kirkpatrick, that this discussion between husband and wife, of whether to join the Career Staff or not, is appropriate.

A. MR. KIRKPATRICK: The answer to that obviously depends on the individual and the extent of discussion that you participate in, on your career in the Agency, with your spouse. I think, if you are going to obligate yourself to stay with the Agency over a period of time, that the other half, or "better" half, should certainly be given advice to the extent that she should look forward to a career in Washington or wherever you are asked to go. On the other hand, I would assume that is done in the normal course of events, so I don't believe this greatly alters any existing status quo.

Q Mr. Baird, the chart on Career Development of Junior 25X1
Personnel still being available to us, here is a question which might be appropriate and which perhaps you could answer. Is it true that only Career Staff members will be eligible to take part in the Junior Officer Career Development program as outlined in Notice 21-106, which Mr. Reynolds just read?

A. MR. BAIRD: Yes, that is true. I don't feel there is any need to

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elaborate on the answer. I might say that the applications for this program are now in the hands of your training liaison officers or training officers in the staffs and divisions.

Q. [] Here is another one, Mr. Baird, which is down your alley. 25X1

Is it contemplated that membership in the Career Staff will be a prerequisite for certain Agency-sponsored training courses?

A. MR. BAIRD: Yes. The answer to that is also "yes". I think the reason for it is obvious. Many of the external, long-range training programs are expensive. It's a gamble, which we have found by experience does not always pay off. Certain former Agency employees have taken the long-range, expensive training programs and, for one reason or another, have resigned shortly thereafter. We feel that the gamble is on our side, if we have known an employee for three years, particularly if he is a member of the Career Staff. I think there is a corollary to that question: Will the long-range or external training programs be available to non-Career Staff members? And I think the answer to that is similar to the answer to many aspects of this career service, that you must have confidence in the good will, integrity and wisdom of management. Where a training program is necessary for an employee to carry out an operation, that program will be made available to him on a competitive basis. Long-range training programs will certainly be given, wherever possible, to the Career Staff employee. This, then, in effect is a benefit, a definite benefit to the Career Staff employee.

[] That would apply to such things as assignment to the National War College, perhaps, or to the other Service Schools. 25X1

MR. BAIRD: Yes.

Q. [] Your reference to the three-year period prior to an employee becoming eligible for membership in the Career Staff makes this question, which has been sent in, appropriate. I suggest, Mr. Helms, maybe you could answer this question. Why is a period of three years' Agency service required before an employee can make application for career service membership? 25X1

A. MR. HELMS: Much thought was given to this problem and the length of time required for a type of apprenticeship was thoughtfully considered. In an Agency such as this, where a recruit is not told anything about the work of the Agency before he actually comes aboard and puts up his hand, it is obvious there has to be a period during which the individual gets acquainted with the Agency and the Agency gets acquainted with the individual. Our overseas tours these days last three years, and that does seem a reasonable period of time during which this adjustment process can take place.

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Consequently, it was decided that this would be a probationary period, at the end of which time the employee would know better whether he wanted to become a member of the Career Staff, and the Agency would have a much better idea of whether they wanted him to be a member.

Q. [] Here is rather a rough one, but it is an important one. 25X1

General McClelland, I am going to give this one to you, if I may? Is it not correct that an employee considered unsuitable for the Career Staff is also unsuitable as an employee in any status?

A. [] No, I don't consider that correct. I assume that 25X1

the author of that question did not mean by "unsuitability" those things which should properly lead to termination. I assume that he meant such matters as personality and inability to get along as a member of the team. This would be particularly so in an organization where there are quite a number of young people who have not yet reached maturity. If the individual is rejected for unsuitability other than reasons for termination, it is the responsibility of the supervisor to tell him why he was rejected, and to assist him in correcting these deficiencies and overcoming the unsuitability. He is not ruled out from continuing his employment. He is not forbidden to apply again for membership in the Career Staff.

Q. [] Here is a question which has just come in from the audience 25X1

which I will address to you, Mr. Kirkpatrick. Within the new career concept will there be an Executive Inventory?

A. MR. KIRKPATRICK: There is an Executive Inventory that has been completed. This was started in the course of the last year. The various components were asked to nominate individuals for particular jobs. The particular jobs in the instance of this Executive Inventory was a list of jobs in which the Director of Central Intelligence himself would either wish to make the appointment or wish to approve of the appointment personally. This list of jobs numbered around seventy. The various components were asked to nominate candidates who either at that moment or within six months would be qualified to hold one of those seventy jobs. In other words, the individual was nominated for a particular job and his job qualifications indicated. That Inventory is complete from the point of view that the first round is in. It is an "always open" Inventory inasmuch as when individuals become qualified for those top jobs it is assumed that their supervisors, either on their own initiative or upon being needed, will make the nomination. This particular Inventory is in the Director's Office and available to him for whatever use he wishes to make of it. I might add that in the preparation of this we have just about everything about an individual down on that sheet

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of paper that is pertinent to know as far as assignment goes, sociability, adaptability, executive ability, etc. Now it is contemplated as we observe the use of this Inventory and its effectiveness, that other executive inventories will be prepared. This one, I suppose, could be classified as the "Senior" Executive Inventory; then there will probably be an Executive Inventory, and then a Junior Executive Inventory, as we progress, particularly necessary in an Agency this large, this complex, and requiring as many different talents and skills.

The only other point I would like to make on the Executive Inventory is that the knowledge of who is in that Inventory is confined almost exclusively to the Director's Office, because all of the information we could get on this type of an inventory, from private business and from other Government agencies, showed us that the greatest damage to one could be loose talk about whether "I am or am not" in the Executive Inventory, and its resultant effect upon morale. So that isn't a case of whether you have been tapped for it or not, because generally speaking most of the people in it, except for the incumbents of those particular seventy jobs, don't know they are there.

Q. I don't want to ask of you too many questions of the same type, but here is another question which we have touched on several times. I think it is only fair to shift the target from Mr. Kirkpatrick to Mr. Helms on this. This is another husband and wife question. If both husband and wife, Mr. Helms, are members of the Career Staff, can they be assured of concurrent assignment overseas in the same area? 25X1

A. MR. HELMS: The Agency will make every effort to accomplish this where possible.

Q. Here is a question, Mr. Baird. The answer exists in the Regulation but I think maybe it might be well to re-emphasize it for the benefit of the audience. What is the closing point of acceptance - this has just come in - for Junior Officer Training, that is, age, grade, service, and so on. I would judge this meant within what range of age and grade are Junior Officers eligible for participation in the program for Career Development of Junior Personnel? 25X1

A. MR. BAIRD: I'd better read the Notice, but I think it's 34.

I think it's from 25 through 34, and from grade 7 through grade 12. I believe that's it. 25X1

MR. REYNOLDS: That is correct. I have the Notice here.

Q. Here is a quick one for Mr. Helms. Where an employee is operating under cover of another agency will the supervisor of the other agency fill out the Fitness Report? If not, how will this be handled? 25X1

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A. MR. HELMS: This Fitness Report is a CIA Fitness Report and will not be filled out on any CIA employee by any member of any other organization. So where a situation obtains such as [redacted] has just described, some CIA supervisor will be the one to make out the report, not the cover supervisor. Occasionally when people are integrated in the Foreign Service the ambassador or the councilor will send in a report on the performance of the individual as a member of his staff. But that has nothing to do with the CIA Fitness Report, which will only be filled out, in every case, by a member of this Organization in a supervisory capacity. 25X1

Q. [redacted] Mr. Wisner, here is a question which perhaps you would care to answer. It's rather a "blue sky" one, but here it is. Is the Career Staff of CIA analogous with the Foreign Service of the Department of State? 25X1

A. MR. WISNER: Well, I think that the best answer that I could give to that, based upon my understanding of the manner in which this has been approached by our Agency, is that there is a distinct similarity but that the two are by no means identical. It is my further understanding that the career services of all other departments and agencies of the Government having such services, were most carefully examined by our group in the process of arriving at the conclusions which they have come to in the development of our own service. And it has been determined after this examination that the Central Intelligence Agency requires a career service which is specially tailored to our own particular and unique requirements. We have sought to take the best ingredients from the others and to shape and adapt these to the special requirements of our Agency and of our people. There is a common element between the Foreign Service approach and our own career service which is a very important one, and that is that these services exist primarily to better provide for the security of our people and to encourage them to make the Central Intelligence Agency a permanent career.

There is one thing I would like to say beyond this, which is not squarely related but arising out of the same general context, and that has to do with the amount of care which I know has been taken. Although I personally have not devoted the long hours to this matter that others have, I would like to give you the assurance of a person who has been a close witness to it, that the scrupulous care which has been taken by those primarily concerned, is most impressive. I know that the amount of care which has been taken has entailed the taking of time. It has also come to my attention that a lot of questions have been raised as to just where we stood, and where we were going, and why this took so much time. But I would like to point out that this time has been well spent, because there is nothing more important than getting something of

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this sort, as important as it is, off on the right footing to begin with, and if that takes extra time, well and good. I happen to have been in a point of vantage from which to observe the difficulties being encountered by other departments and agencies having services, who have found themselves confronted, for whatever reason, with the necessity of making serious and important changes. The expression "agonizing reappraisal" is heard in more than one context in the State Department today. Therefore, I would just like to conclude on this note of reassurance to all of you that the time and the efforts which have been put into this thing is extremely worthwhile, and that the amount of time which has been lost in arriving at conclusions, is justified.

[redacted] Thank you, Sir.

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Mr. Amory, here is a question which is pretty much directed to you. It is one which came in prior to the conference. It refers to the DD/I complex. I don't know why we always call the DD/P and the DD/I a "complex", but anyway, it's there. Personnel assigned to the DD/I complex are seldom considered for overseas duty despite willingness on the part of many to serve in such a capacity. Will the newly established Career Staff provide for interchange of assignments between the DD/I and the DD/P on a reasonably large scale?

A. MR. AMORY: Obviously it will not be automatic that anyone who wants to go spend three years [redacted] will just be able to file a paper and get there. It is apparent in the "ONE CAREER" concept that the entire Agency will be treated as a pool for the filling of vacancies as they come up. Obviously a trained person in the covert services will be selected before an aspiring but unskilled operator from the other side of the house. Conversely, the trained researcher will have the nod in a research office over candidates from the other side. But the idea of flexibility, of taking a 20 or 30-year career and balancing it broadly, is one of the main objectives of this service program, and it will be the responsibility of the supervisors and the Boards, working together, to see that the maximum opportunities are given to everyone.

Q. [redacted] there are many questions which have come both prior to the meeting and today, having to do with the relationship of membership in the Career Staff to military reserve problems. Perhaps you, or perhaps you and General Cabell, might briefly discuss these. Here is a specific question: Can a member of the military reserve forces sign the application for membership in the Career Staff without violating the prior agreement he has made with his military service to serve when and where necessary?

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A. GENERAL CABELL: I'd like to try to answer that. I don't believe there

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is anything in our Regulation, or in the military regulations, which would indicate any conflict there. I think that under our concept you would go ahead and apply for career service status in this Agency without worry about that military commitment. Now we haven't yet worked out finally with the military services just what would be the actual status, in time of emergency, of reserve officers on duty in this Agency, whether they be career service members or non-career service members. We are trying to work that problem out.

Thank you.

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As you can see, I believe - those of you who are near me, at least - we are receiving questions faster than we can answer them. However, we are still eager to get more, in the hope and expectation that the answering of these questions will help us to put the career service program well and soundly on its feet. We have time for only two or three more questions. But while I am asking those will the young ladies please pass through the aisles once more to collect any questions which may have been prepared in the last 10 or 15 minutes?

There is a whole area of questions which has not been covered yet. There are dozens and dozens of them, with variations. I would like to ask one or two of these of Colonel White.

Colonel White, here is the first one: What are the implications for a person who elects not to join the Career Staff? Can a statement be made regarding the assumptions which will prevail concerning those people who do not join? What are the possible adverse actions?

A. COLONEL WHITE: I think that can be answered in this way, that there certainly is no immediate adverse action contemplated in the case of those employees who for good and sufficient reasons feel they cannot become members of the Career Staff at this time. I believe everyone who has spoken so far, however, has made it clear that it is our hope to get everyone in the Agency, who is eligible for the career service, to accept the obligations that go along with it and come in. I know that probably behind this question is a matter in some people's mind, that "Should I as a clerk-typist or secretary, or maybe a photographer or printer, or telephone operator, or something else, belong to the career service?" I think those people have forgotten that we must have many people other than intelligence officers in the Central Intelligence Agency, and it is our aim and hope to bring all of those people into the career service, regardless of whether they are intelligence officers, administrative officers, or in some specialized field such as those I have mentioned.

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Now the implications, I think, should be clear from what has gone on before, that that is our aim. It stands to reason that those persons, regardless of what their specialties might be, who are able to say: "I want to be a career employee of the Central Intelligence Agency and a member of its Career Staff. You tell me what to do and I will do it." Those people who have that flexibility and can and will go and do whatever we ask them to do, whenever we ask them to do it, obviously are going to be given preferential treatment, all other things being equal, in the form of promotions, tenure, re-assignments, etc. I do not believe this should be looked upon as "what adverse actions might be implied?", but rather, "what are the rewards for those that enter into the career service?", because it is our objective to get as many people as possible. The more flexibility one has, the more experience he has, and the broader assignments he receives as the years go by, obviously he is going to be the better prepared employee to accept a large variety of assignments in the Agency. Consequently, it is only reasonable to assume that he will get the promotions, etc., in a preferential manner.

[redacted] Thank you, Sir.

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Here is a question from the audience which has been addressed to Mr. Dulles, but, Mr. Baird, I think you can answer this, because you have handled this for the Agency, if you care to. What is the likelihood that more slots in the various war colleges will be made available to CIA staff members? I believe there are now only six slots available each year. I think that is incorrect.

A. MR. BAIRD: That is incorrect. The Director asked the Joint Chiefs for two more slots at the War College next year, but was turned down for this year. We hope that we can eventually get more slots at the National War College. We know we can get more slots at the Air War College, the Naval War College, and the Army War College, but we have not had sufficient applicants of the right caliber to represent the Agency, to warrant our asking for additional slots. I think with the exception of the National War College we can get all the slots we presently want.

Q. [redacted] Colonel White, here are two related questions which I think^{25X1} would be interesting to answer, and we have time, I believe. Here they are: Is the Career Staff envisaged as a broadly-based corps embracing as many Agency employees as possible, or rather, a relatively restricted group? And, related to that is another question: Is it anticipated that most present employees of CIA will become members of the Career Staff, or will the Career Staff be restricted to an elite group?

A. COLONEL WHITE: I think my previous statement probably answered both of those questions. It is certainly hoped, and anticipated along with that hope, that the

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great majority of the members of this Agency will become members of the Career Staff. And in answer to the second question, the size of the Career Staff is not fixed, and it is certainly not intended that the Career Staff be restricted to an elite group. As I said before, it takes a lot of different people with a lot of different knowledges and specialties to make this Agency a going concern. Maybe it is difficult for the secretary, the telephone operator, or the photographer in the Printing and Reproduction plant to see the difference between his job in this Agency and what it would be if he were in some other Government agency. I am fully appreciative of the fact that it's hard to realize, as you go about your daily chores, that there is a difference. But we certainly, here in the Career Council, believe strongly there is a difference, and a very important difference, in the duties that you do in this Agency and those which you might think are comparable in other agencies. I think the difference lies in the motivation to serve, your dedication to your job and your devotion to duty. I think that is an important difference. We do want all of those people in the Career Staff, not just intelligence officers and operations officers and finance officers, etc., but we want all of the people who have that motivation and are willing, and can say with good intent that "I want to serve in this Career Staff." We want them all. We do not want an elite, highly restricted group of people.

MR. REYNOLDS: That ends the question period.

Our Director will now address us.

MR. DULLES: Mr. Reynolds, ladies and gentlemen. Harry, you haven't told me yet whether I can fill out one of these forms or whether I am eligible. (Laughter) I have now completed a little over three years as Deputy Director and Director, so at least have that qualification behind me. I mean it quite seriously. If you will send me one of these forms I will fill it out and see what happens to it. (Laughter)

I have felt, ever since I have been in this business, that intelligence was a career. I have been in and out of it a bit. Now, as far as I know, I am in it for good. If intelligence is a career it seems to me we ought to have and ought to be able to have a career service. And in my approach to this problem, and in following the work of those who have been responsible for submitting this plan, I have really based my thinking on that very simple principle.

Of course, in intelligence we have a place for consultants, for people who come with us to do particular jobs for a particular time. We must take advantage of that. We shall not discriminate against those who feel that they cannot join up with us, at this time. Furthermore, and I don't know whether I should really say this, but

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I think I must. I have always found in intelligence that it was utterly impossible to have any boiler plate system. Fortunately, under the law I have rather wide powers. I want to exercise those powers with humility and humanity, but at the same time I give warning to all those sitting around the table here, and those who are going to draw the regulations, that I propose in cases to break the regulations, because in my experience in this field of work I have found that the exceptions prove the rule, and that I never wanted to be so tied down by rules and regulations that I could not make an exception in any case where I felt that the good of the Agency, as well as the good of the individual, would be served by doing it. So don't get too frightened by any forms that you may be asked to sign. But I will have to make it clear that I am the one to make the exceptions, and not YOU. (Laughter) And on that I will get good advice from the Inspector General and the Deputies and Assistant Directors here. Personally, I have never worked with a more congenial nor more able crowd of men, and I have been in reasonably fast company in the law and in other activities. I am proud of the team that sits here, and I am proud of all you people. I am proud of the accomplishments that we have been able to put to our credit during the past years. But I do feel that if we get this career service we will be on solid ground. We will be on solid ground with the Congress, we will be on solid ground with other agencies, and you will be on solid ground as you develop. I recognize that the reason so many of you are here in this Agency is not because of the salaries you are making - I think none of us are here for that, probably - but it is because there is an inherent fascination in the work, and because there is a great opportunity to do a real service for the Government, a patriotic service.

As in the case of State or the military services, I unfortunately can't make any of you ambassadors - right away, anyway - and I'm afraid General Cabell can't make you generals, and no career service can do that, but I believe we can give comparable assurances of continuity and satisfaction in your work, and advancement. I know that at times it will be perfectly proper, just as other people come from other agencies to us here, for some of you to be serving in other agencies. When you enter the career service you are not entering anything that is iron clad in the sense that you become slaves of any Agency or of any part of the Government. It is, however, an expression of your intent to make this a career, and I believe and feel that it is one of the great careers in Government. You who are supervisors of others - many of you or most of you - will be largely responsible for making this plan a success. As Kirkpatrick and others have stressed - Boulton - in answering the questions, and as Harry Reynolds has brought out in his very clear statement, despite some of the difficulties with these charts,

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which I shared with you - we can't properly select and promote people, and chose the right people for the right job, unless you as supervisors give the selection boards, and others, the Fitness Reports which furnish the proper basis for a decision. I know how hard it is, and I dodge this business of filling out Fitness Reports myself, and generally find an excuse for someone else to do it. I will try to do better in the future. It is one of the meanest tasks in the world to put down about another human being really what ought to be put down about him. And then when you have to show that to that human being, that is plain torture. Now I think we've got to look into that. Maybe there are some cases where we can put down certain marks on the Fitness Report, not that he is a "good fellow", or she is a "magnificent operator", but something which then can be followed up a little bit on a personal basis. I don't know - I am not an expert on this, but I do know that problem. But I do know that where we fall into difficulty is because people who were incompetent have been given good Fitness Reports, and the person that made the reports knew they were incompetent, and then they thought that was the best way of easing them over to some other complex. Then they get over to that other complex and then all hell breaks loose, or has broken loose on several occasions. Now I think that the Inspector General has made that point clear to you many times, that we are going to hold responsible the person that makes out a Fitness Report that is wrong, and he knows it is wrong, and we can prove he knows it is wrong, just as much as the other part of the other complex that takes on the man and then promotes him and sends him someplace where he or she is not fitted to be. It's a hard life. I've had a lot of very hard cases. I've had some just in recent days. And I don't enjoy it. Sometimes the toughest cases come up to me. I am perfectly willing to see any of them and talk with them. But I do urge you to realize that the success or failure of this program is going to depend upon the way the supervisors handle their work. It's also going to depend a lot here on Matt Baird, and the work he is doing. I'm proud of the training courses. I wish I had time to go and take them, you know, Matt. You know, I ought to have a training course some day. I really need it, and I'd learn a lot. You can't have a career service without training.

If I talk any longer the busses will go without us, so I must stop right now. The only thing wrong about this planning was the heat, and it might have been worse - that we called you out on this day. We all stayed here. General Cabell came back from his vacation, and I didn't go away, and Red White stayed over an extra day - and I know a lot of you have done the same - so we could meet with you and talk with you about this plan. I have worked on it a bit. I have followed it from the beginning. I have faith

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in it. I think it is a step forward for the Agency, and I ask your cooperation and help in putting it into effect.

Thank you, very much.

MR. REYNOLDS: Thank you, Mr. Dulles.

Time is running out on us and it is imperative that we get to the busses as rapidly as possible. But before we adjourn I want to inform you of two documents which you will receive. One is a brochure of this entire meeting, edited so that it can be distributed to all personnel in the Agency, and classified, of course, but it will give us an exact description of what has taken place here. The other is the insurance papers which will be handed to you by the attendants as you go out the door.

Will you please turn your exit card over to the attendant at the door? And please remember the security necessities of such a meeting as this.

This meeting now stands adjourned.

. . . The Meeting adjourned at 5:20 p.m. . . .

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ROUTING AND RECORD SHEET

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FROM: Assistant Director for Personnel				TELEPHONE 	NO. 60 2649 M 11:24	
					DATE 18 August 1954	
TO	ROOM NO.	DATE		OFFICER'S INITIALS	TELEPHONE	COMMENTS
		REC'D	FWD'D			
1. Director of Training	11-A T-31	8/20	8/23	WFB		
2. AD/Commo	2030 Eye			SEP 15 / MM		
3. COPS-DD/P	1046 L	SEP 16 54		SEP 16 COJ		
4. DD/P	1046 L		16	SEP COJ		
5. CSS/OP	2-G Curie		27	SEP RB		
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