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DIARY NOTES

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21 September 1954

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1. Talked to Ed Saunders about getting a Finance Officer to [redacted] in view of the unsatisfactory situation which has been reported there. He said that he was sending someone there immediately on temporary duty to get the situation straightened out and that this man would be followed by a permanent Finance Officer. [redacted] to follow up.)

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2. Ed Saunders assured me that he would provide a Finance Officer for Project [redacted] in fact, [redacted] is departing to take over these duties or those of the Finance Officer at the Station on a "temporary duty" basis. He, likewise, is to be followed by a permanent Finance Officer.

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3. Asked Ed to write a memorandum to [redacted] Executive Officer, Operations Coordinating Board, advising him of the withdrawals from the Contingency Reserve for OCB-sponsored projects for Fiscal Year 1954 and a separate memorandum giving the same information for Fiscal Year 1955. In the future we will advise him on an individual project basis as the Bureau of the Budget approves of a withdrawal from the Reserve. These reports are to be transmitted through [redacted] I have notified Wayne of this arrangement.

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4. I spoke to [redacted] about the lack of Weekly Reports from the Office of the General Counsel for the past several months. It was agreed that these Reports would be reinstated effective this week.

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5. I talked to [redacted] about his suggestion that authority be delegated to him to approve of minor changes in tables of organization on an inter-component basis and told him that I would prefer to retain this authority myself unless the volume increased substantially beyond what it was at present.

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6. Also discussed with John (a) Matt Baird's paper on "Psychological Services," (b) my own paper on relations between the Offices of Personnel and Training and the Medical and Security Offices insofar as they pertained to the handling of people, and (c) his latest memorandum on this same general subject. Asked him to take all of these back and see if he couldn't write something which was close to my old paper in which Dr. Tietjen and Colonel Edwards had both concurred.

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8. I talked to [redacted] about the "follow-up" system which the Project Administrative Planning Staff is using to determine the current adequacy of and

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compliance with administrative plans. Told him that as a result of those reports which I had seen so far it appeared to me that administrative officers were not accepting any responsibility for insuring compliance with these plans and emphasized that I felt they should accept this responsibility inasmuch as it was only through administrative channels that we could have reasonable assurance that we were requiring compliance. He agreed and said that he would see that this was done in the future. He also agreed that case officers in the Commercial Division, if they were on their toes, would insure compliance.

25X1A9a 9. Ed Saunders and [REDACTED] were up to confer with me concerning the procedures of the Board of Review for Losses and Shortages. Apparently Bob and the Board members objected to sending reports through the Comptroller and wanted to send them directly to me. Also, apparently [REDACTED] had objected to the fact that [REDACTED] had asked him for additional information concerning a particular case after it had been processed and approved by the Board. I told Bob [REDACTED] that insofar as I was concerned he and the Board were advocating a violation of some of the basic and elementary concepts of good staff work, that I held the Comptroller responsible to me for staff supervision of all financial aspects of the Agency, and that I could not accept a financial recommendation of the Board without having it come through the Comptroller because in so doing I relieved him completely of any responsibility for which he was technically accountable. Furthermore, I stated that [REDACTED] as a member of my staff, was an extension of myself, so to speak, and had a perfect right to ask any questions he felt necessary on my behalf. I explained to Bob that if one followed his reasoning to its logical conclusion, i.e., that a decision should not be questioned because a group of important people had considered the case and signed their names thereto, there would be no excuse for the existence of my position inasmuch as I would merely become a rubber stamp. I think that he saw my point of view and hope that we will have no further misunderstandings on this score. H

25X1A9a 10. I talked to [REDACTED] about our conference with Kirk on Monday concerning the relationship between the Management Staff and the DD/P organization. After some discussion John and I felt that it would be agreeable to change the point of contact within the DD/P area from the I&R Staff [REDACTED] to the COA/DDP. John was agreeable to this provided he would not be required to file his reports through DD/P-ADMIN and provided further that DD/P-ADMIN could not veto a particular study which he felt should be undertaken. I assured him that I would not enter into an agreement which violated these principles. H

25X1A9a Later in the day I talked to [REDACTED] who had been by to see Kirk on the same matter and emphasized to him the conditions under which I would agree to have his office be the point of contact. He also agreed to this procedure. He

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requested, however, that the point of contact be changed immediately rather than continue with the I&R Staff until completion of the manpower studies. I told him that I had no strong feelings about this but inasmuch as this arrangement had been made by Mr. Wisner personally, as far as I knew, the DD/P group would have to take the initiative in changing it.

25X1A Ted also said that he considered the FE report, as well as the EE report, to be very bad and very unfair and that he was writing a rebuttal which would refute every point made. I told him that I would be glad to consider the rebuttal but must emphasize to him that although the Management Staff did this work the report was signed and fully supported by [REDACTED] Chief, I&R Staff, Office of the Deputy Director (Plans), and that I would be less than honest if I didn't tell him frankly that I did not believe either report to be as bad as he said it was and, further, that there must be two sides to this question. He said that what they in the DD/P organization had hoped to get was a manpower utilization study which would show them how to use their people better instead of what they actually got. I told him that this was certainly the ultimate objective but that I had a definite impression that the Divisions did not know definitely how many people they had nor where they were and that until these facts could be established, which had been done by the Management Staff, it seemed difficult, if not impossible, to me to offer any constructive suggestions concerning utilization.

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