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Report of Accomplishment - CIA Career Services Program

1. Honor Awards

a. National Security Medal (Proposed)

For distinguished achievement providing a senior decoration for award to any individual who has made an outstanding important contribution to U. S. intelligence either in the United States or overseas. It is envisaged that this decoration would be awarded only for valor or achievement of such a nature as to be clearly outstanding. A draft of an Executive Order under Presidential authority was submitted to the Bureau of the Budget 14 November 1952 by the General Counsel.

b. Medal of Freedom (Re-established and Authorized by Executive Order 10336 dated 4 March 1952)

CIA Regulation [redacted] dated 11 May 1951. For a meritorious act or service which:

"(1) Has aided the United States in the prosecution of war against an enemy or enemies

"(2) Has aided any nation engaged with the United States in the prosecution of a war against a common enemy or enemies,

"(3) During any period of National Emergency declared by President or Congress to exist, has furthered the interests of the security of the United States or of any nation allied or associated with the United States during such period, and for which act or services the award of any other U. S. medal or decoration is considered inappropriate. "

c. Longevity Awards

In carrying out the principles of wage administration as established throughout the Federal Service by the Congress and the Civil Service Commission, the CIA recognizes longevity or length of service by granting in-grade salary increases such as are available to all persons who come under the Classification Act of 1949. Such recognition is wholly monetary and wholly automatic provided performance has not been declared unsatisfactory and without public expression. There is a wide use by industry and Government of systems for recognition of longevity that satisfy the universal need that persons have to receive for the approbation of their fellows. Because of security problems raised by the use of unclassified and uncontrolled recognition, emblem or devices, certain criteria must be applied to a CIA longevity award.

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**e. Longevity Awards (Continued)**

(1) It must be capable of wide publicity within the Agency and must identify the individual to his immediate circle of colleagues and associates.

(2) It must be wholly controlled within the premises of the Agency and not exploitable outside the Agency.

(3) There must be tangible physical evidence of its existence.

**Suggested forms of recognition are as follows:**

(1) A Classified Agency Notice listing persons who have achieved stated length of service.

(2) A device that remains Agency property until the individual separates from the Agency.

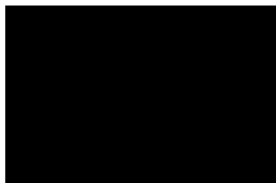
(3) Suitable recognition of the individual's service at an Agency Meeting.

**Suggested Device**

A recommendation has been submitted for a device such as a Black Onyx Pen Set with a plaque bearing CIA Seal (or appropriate design) indicating individual and service.

The following personnel at this office have presently qualified and have been submitted for the longevity award having completed ten years of service as of 30 June 1952:

- 1.
- 2.
- 3.
- 4.
- 5.



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The following personnel have recently qualified and their names have been submitted for the longevity awards:

- 1.
- 2.
- 3.



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2. The CIA Honor Awards Board - The Board will be composed of three Agency Officials appointed by the Director upon recommendation of the CIA Career Service Board. The Personnel Office and the Inspection and Security Office will furnish non-Voting advisory representation to the Board on a continuing basis. Each voting member will serve a twelve month term with successive new members appointed each four months. The CIA Career Service Board will provide Secretariat support.

**Responsibilities:**

- a. Ensure that the details of the program are brought to the attention of all Agency Personnel.
  - b. Develop standards for awards, procedures for recommendation and determination of such awards.
  - c. Review, Investigate, and forward with recommendations to the DCI all honor award proposals.
  - d. Provide a central point of record for control purposes.
  - e. Arrange for Agency announcements and presentation of awards.
  - f. Forward to the DCI recommendations for awards to CIA personnel by other government agencies.
  - g. Undertake such additional responsibilities as may be assigned to it.
3. Hazardous Duty Pay plan - The Working Group has submitted to the CIA Career Service Board a draft of the proposed CIA Regulation entitled "Additional Pay for various types of Extra-Hazardous Duty" Pending receipt of further instructions the working group will concentrate on internal review and refinement of the proposed plan.

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TRAINING PROPOSALS  
Procurement and Supply Office

1. The Training Office at this time offers a number of courses which although they do not specifically apply to this mission of this office, provide a means of acquiring administrative perfection and information necessary in accomplishing the principle assignment. Courses and instruction available cover the following subjects:

Typing  
Shorthand  
Filing  
General Administration

2. This office has not fully availed itself of the above opportunities not for lack of interest but because of never ceasing shortness of personnel and reluctance to release, a natural consequence thereof, deadlines and work loads having first priority.
3. Affirmative action must be taken at some point, it is therefore proposed that some concert of agreement be reached by this office that despite the press of business requirements a sacrifice of the services of some personnel be made for reasonable periods of time such as in the case of clerical personnel attending classes- one or two hours a day and in the case of professional personnel - one or two weeks for full time attendance of covert Administrative courses.
4. There is a universal recognition of the need for increasing or broadening the efficiency of Professional Personnel. One means of accomplishing this is through full utilization of available educational facilities. To this end [redacted] of the Training Office has agreed, after study and investigation, to submit to this office a list of appropriate courses available in this area and has offered the services of his office to complete whatever arrangements are necessary for attendance or enrollment of such personnel as this office designates in schools or courses of our choice.
5. [redacted] suggested that in addition to the efforts of his office that the Procurement and Supply Office avail itself of its various contacts in the Supply services for the location or availability of pertinent Logistical instruction being currently offered by these services.
6. Investigation and utilizing an existing and established system for on the job training and education.

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as in the Area Divisions and the Coordination and Requirements Staff could possibly promote a better understanding of the problems and requirements of both offices and increase, as a consequence thereof cooperation and accomplishment.

- b. Rotation by Loan - Particular slots are set up for this purpose which are allotted to the CIA Career Service Board and which are set aside in varying numbers for the different Agency Offices. The purpose is to take care of cases where a "Swap" of personnel is not made, where for example this office recommends the temporary assignment of an individual to another office. No slot has been set aside for the Procurement and Supply Office consequently it is recommended that a request be submitted to the CIA Career Service Board for one.
7. It is proposed in the interest of developing an internal Training program for the Procurement and Supply Office, that either of two suggested means be considered:
- a. The establishment of one position on the T/O of each Division which will be specifically utilized as a Training Slot and which will be established at such a grade as to provide promotional opportunity. This in all probability will mean the utilization of an existing slot and not the acquisition of an additional T/O position.
  - b. The utilization of "X" number of slots on the "Overseas" T/O, as training slots with the establishment of grades for them to provide promotional opportunity. This is consistent with the purpose of the establishment of this particular T/O and meets with tentative acceptance by Classification as discussed with [REDACTED]. As it now stands the T/O provides neither job titles nor grades for its positions. Incumbents occupying those slots provide a constant morale problem to the office, for they are in effect frozen in grade consequently denying incentive.

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ROTATION

1. The objectives of rotation for the Agency are as follows:
  - a. A more effective and more economical utilization of the Agency's manpower.
  - b. A method of improving the selection and broadening the experience of individuals to serve in key positions.
  - c. The cultivation of an esprit de corps based primarily on the reward-for-merit principle.
2. The objectives of rotation for the individual are as follows:
  - a. Assisting him to do his present job more effectively by:
    - (1) Increasing his knowledge in his field.
    - (2) Providing him with new skills, techniques and methods of performance.
    - (3) Improving his ability to plan his work and to direct and supervise others in it.
    - (4) Increasing his understanding of the necessary relationships of his job to those of collateral and higher echelons of the Agency.
  - b. Preparing him to undertake jobs of increasingly greater responsibility commensurate with his growth potential by:
    - (1) Broadening his understanding of the objectives of the Agency and its mission.
    - (2) Intensifying the development of his planning, managerial and supervisory skills.
  - c. Providing him more opportunity to find the field in which he does best.
  - d. Removing him from a "rut".

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3. In order to provide a terminology that will promote a common understanding of rotation problems, the following definitions have been adopted:
- a. Rotation: The process of systematic designation and redesignation of an individual to various kinds of duty and training for the purpose of improving his capacity to serve the Agency.
  - b. Transfer: The process of removing an individual from the rolls of one Office and his concurrent addition to the rolls of another Office. This process is independent of the process of rotation though it may be a consequence thereof.
  - c. Exchange: The process of rotating an individual by placing him temporarily under the operational control of another Office in return for another individual similarly attached.
  - d. Loan: The process of rotating an individual by placing him temporarily under the operational control of another Office without reciprocity, or of attaching him temporarily to an activity not a part of CIA.
  - e. Sponsoring Office: The administrative unit of CIA on whose rolls individuals with rotation assignments are carried and under whose administrative control individuals remain irrespective of where attached.
  - f. Receiving Office: The administrative unit to which individuals being rotated are attached and under whose operational control individuals remain until they are returned to the Sponsoring Office.
4. Principles which are concerned in the process of rotation are as follows:
- a. Personnel Covered: In general, any individual who has been in the employ of the Agency for a period of two years is eligible for rotation. Rotation of persons who have been on duty for less than two years would be the exception rather than the rule.
  - b. Positions Covered: Any position within the control of the Agency to which the assignment of personnel will serve the objectives of rotation is regarded as covered by these principles. These include executive, operational, intelligence, technical, administrative and

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training positions, either in the field or at headquarters, within the Agency or with other public or private agencies or institutions.

- c. Job Groups Covered: The classes of individuals covered are inclusive rather than exclusive. The professional or technical activity of a given class of individuals may, by its nature, limit the job-type groups to which members of such a class will rotate.
- d. Normal Duration of Tour of Duty: Each individual rotation period may vary but will not be less than six months, and will probably average between eighteen and twenty-four months. Thus, a rotation assignment at the National War College will run some ten months while a rotation assignment to a position overseas may well run twenty-four to thirty months.
- e. Degree of Compulsion to Rotate: As a matter of principle, acceptance of a rotation assignment is compulsory for persons who intend to make a career of CIA employment. Any individual or Sponsoring Office, or Receiving Office, may, however, show cause why a rotation assignment shall or shall not be carried out. The reviewing authority (the CIA Career Service Board) shall in such cases make recommendations to the appropriate Deputy Director whose decision shall be final.
- f. Administrative Control: Individuals with rotation assignments will remain on the rolls of the Sponsoring Office and under its administrative control for promotion and transfer purposes. The Sponsoring Office will pay the individual from home office funds at his home office grade.
- g. Operational Control: The individual being rotated will be under the operational control of the Receiving Office for the duration of his tour of duty with that Office, during which period Personnel Evaluation Reports will be prepared by the Receiving Office and forwarded to the Sponsoring Office.
- h. Effect of Grade Differential between Jobs concerned in Rotation: Assignments given to individuals being rotated shall be generally commensurate with their abilities, keeping in mind the purpose of making the specific assignment. Rotation Loan Slots (See Schedule B, attached) will be allocated to Offices to maintain flexibility in effecting rotation where exchange of approximately equivalent personnel is not practical.

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- i. Changes in Grade: Promotions and other changes in grade shall remain under the control of the Sponsoring Office. The eligibility of the individual for promotion shall not be prejudiced or overlooked by reason of his status as an individual being rotated.
  - j. Duration of Rotational Pattern: It is premature at this time to formulate a policy covering the duration in years during which period the individual is subject to rotation policies, or to attempt to prescribe an arbitrary age limit after which rotation policies will not be applied.
  - k. Settlement of Disputes: Divergence of views between Offices or between an individual and his (Office) Career Service Board which cannot be satisfactorily resolved between the parties shall be referred in the first instance to the Secretariat which will review the case and forward its recommendation to the concerned (Office) Career Service Board(s). In the event the recommendation of the Secretariat is not accepted, the case shall be referred to the CIA Career Service Board for disposition.
  - l. Policy Governing Rotation within an Office: Intra-Office rotation policy shall be set by the (Office) Career Service Board within the framework of policies prescribed by the CIA Career Service Board.
  - m. Policy Governing Rotation between Offices: Within the framework of policies prescribed by the CIA Career Service Board inter-Office rotation will be based largely on a series of bilateral agreements between Offices which will set forth in each case the person being rotated, the expected duration of his assignment and any other pertinent facts.
5. There are two basic types of rotation as follows:
- a. Rotation by Exchange:
    - (1) The Exchange procedure authorizes Office Boards to negotiate the "swapping" of two persons when it has been judged that rotation is the best method of broadening their experience. This procedure will be used when the two positions in question are of corresponding responsibility. Respective grades of the positions or incumbents need not be exactly the same.

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- (2) Individuals being rotated will be under the operational control and supervision of the Receiving Office Board.
- (3) The Receiving Office Board will outline to the individual the responsibilities of the new position.

b. Rotation by Loan:

- (1) The Loan procedure authorizes an Office Board to recommend the temporary assignment of an individual to another Office without receiving anyone in return or to recommend his assignment to outside activities for the purpose of broadening his knowledge of his field.
- (2) Rotation slots, allotted by quota outlined in Schedule B, attached, will be available to Office Boards. These slots will be allotted by the CIA Career Service Board and will be "open" positions to accommodate any grade.
- (3) The Receiving Office Board will outline to the appointee the responsibilities of his new assignment. The appointee is "on loan" to the Receiving Office and will therefore not tie up an authorized T/O position. He will be assigned to a logical unit in the Receiving Office's organizational structure.
- (4) Appointees will be under the operational control of the Receiving Office Board.

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**LOGISTICAL PERSONNEL RESPONSIBILITY**  
**Procurement and Supply Office**

1. The Career Service Board, PSO, recognizes the need for the development of plans whereby the responsibilities of this office for carrying out the career service program as it affects employees in logistical and associated occupational positions of operating elements overseas and in the United States may be fulfilled.
2. At the present time, however, this office does not participate in preparing and recommending tables of organization nor in the selection of logistical personnel except those within the established organizational structure of the PSO. While this office has made an informal agreement with the DD/P to accept for rotation logistical personnel upon their return from foreign duty, an adequate basis does not exist for planning and implementing this and other related responsibilities of the PSO.
3. Accordingly, it is recommended that a committee of the Career Service Board, PSO, meet with the representatives of the Career Service Boards of the appropriate operating elements of the Agency to develop mutually satisfactory arrangements on the following:
  - a. Collaboration between the operating element and the PSO in organizational planning and the preparation of tables of organization when logistical or positions of a professional nature falling within the purview of this office are involved.
  - b. Final recommendations as to organizational structure and staffing requirements for logistical personnel to be subject to the concurrence of the PSO before submission to the DD/A for approval.
  - c. Initial personnel for all logistics positions to be selected by the PSO (administrative control of such personnel, however, to be exercised by the office concerned).
  - d. Any official changes in status of the incumbent personnel to be subject to the concurrence of the PSO.
  - e. Upon completion of tour of duty, the PSO to furnish the relief.

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- f. Determination of the placement of the personnel vacating these positions to be made by the PSO under the program of the Career Service Board of this office.
4. The procedures recommended above are in line with prevailing practices in other administrative support elements of the Agency, including the Comptroller's Office, Medical, and Personnel. Their adoption by the PSO is essential not only to the effective implementation of the Career Program, but in the interest of strengthening administration of the logistical support activities.
5. In the recommendation of the foregoing course of action it was considered that existing structures and established courses of action and procedures should be utilized prior to any other considerations. There are some points of view within the office which should not be overlooked - specifically that the aforementioned objective be accomplished through an administrative direction through issuance of a statement of policy from the DD/A.

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**POLICY IN REGARD TO LOGISTICAL PERSONNEL**

1. The mission and responsibility of the Logistics Office is to procure, distribute, and account for Agency equipment and supplies; provide for transportation of personnel, equipment, and supplies; meet real estate and construction needs, except for securing space assignments through the General Services Administration in the metropolitan area of Washington, D. C.; and coordinate and compile forecasts of requirements for Agency logistical support.
2. In the accomplishment of its mission there is the associated responsibility of the Logistics Office to judge the qualifications, selection, and training of personnel for assignments of a logistical or associated nature throughout the Agency, both in the domestic and field service and also in any operation of Agency interest.
3. The technical supervision and the technical responsibility for such job categories which are defined as falling within the scope and purview of the Logistics Office is assigned to that office.
4. Operational offices will coordinate such portions or aspects of their activities which involve, in a varying degree, functions of a semblance bearing upon the assigned mission of the Logistics Office.

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