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4 March 1955

MEMORANDUM FOR: Colonel White

THROUGH : Mr. Lloyd *W*

SUBJECT : Comments on Mr. Kirkpatrick's "Ten Commandments" for the Office of Personnel

1. Herewith my reactions to the ten cardinal points advanced by Mr. Kirkpatrick in his memorandum for Mr. Dulles regarding ways for improving CIA's personnel management;

(1) I agree with Mr. Kirkpatrick's contention that Personnel should live by the "Rule of Service." However, I do not agree entirely that Personnel should ignore Civil Service practices in fulfilling its mission, especially since the Director has several times indicated publicly that he intends to continue his adherence to the Classification Act of 1949, etc., and because we are not in too defensible a position if we continue to accept the benefits of Civil Service; i.e., pay raises, retirement and insurance benefits, etc., while at the same time sidestepping any responsibilities that may be distasteful. Of course, there is a happy middle ground.

(2) I agree with Mr. Kirkpatrick's idea, at least in principle, that a "cross-fertilization" of "experienced and respected officers" between Personnel and other parts of the Agency might be profitable. Yet, it is readily apparent that such a move could not get far without an order that it be so done, which order would have to come from the Director himself. Also, I think there is a real question about the interchange based on this: a Personnel man may be paid GS-13 for being a specialist in his chosen field; in DD/P he might be worth only a GS-9, and to force him into a GS-13 there would be equitable to no one. The converse is also true, and experience as a Clandestine Services operations expert is no sure ticket to stepping into the Personnel Office as, say, a GS-13 branch chief in Classification and Wage Division - at least not without a considerable training period.

(3) The suggestion that a short course in Personnel Management be given all supervisors in the Personnel Office is one that has already been anticipated through the medium of "Curie College" where such material is currently being given, on a required basis evenings, to all Personnel supervisors and others who wish to attend. Apparently Mr. Kirkpatrick has not been advised of this.

(4) Mr. Kirkpatrick's observations about placement of overseas returnees do not represent anything on which effort is not being expended.

(4) (Continued). The efforts of the various Career Boards at last seem to be bearing fruit in the matter of advance placement of returnees; in the Administration Career Board, for example, cases are now fairly current up through August of this year.

(5) The elimination of placement by file shopping is an ideal toward which the Personnel Office should strive, but it can never be entirely eliminated for the simple reason that potential consumers; i.e., responsible officials, cannot find the time to conduct the number of personal interviews necessary to make Mr. Kirkpatrick's suggestion work. I think that notable progress has been made in this regard; files are also presently being handcarried by placement officers to potentially interested supervisors.

(6) I honestly believe that SCAPS in Personnel is doing an excellent job of negotiating contracts and of seeing that personnel hired under them pretty well understand the terms of the contract. However, as Colonel White noted in this week's staff meeting, there have been instances where the matter of cover salaries appear to have been misunderstood. SCAPS presently works closely with the area divisions and with the General Counsel, and, in addition, the SCAPS management is pretty well qualified legally too.

(7) I agree wholeheartedly with Mr. Kirkpatrick about tighter control of official personnel files, and centralization of the material therein. However, much of the responsibility for maintaining separate personnel files on an individual rests with offices outside of personnel, who keep such files on the grounds that they contain "operational material," when actually they are composed mostly of items having to do with the status of the employee or staff agent, and his performance on the job. Again, Personnel has done considerable work in the past year on tidying up the official personnel files in the Agency.

(8) Mr. Kirkpatrick's suggestion about placing a senior woman in the Personnel Office as a second Deputy Director of Personnel reflects his long-standing interest in the recruitment and placement of qualified women in the Agency. As you know, he chaired a special committee to see to just such recruitment and placement. As George Meloon often pointed out - all that Mr. Dulles' had to do at any time was to prepare and sign an action making a woman an Assistant Director. That he has not done so to date seems indicative of his desire not to disturb the status quo.

(9) Strengthening the Employee Services Division does seem a good idea, but not necessarily for the reason Mr. Kirkpatrick advances. I do not envision it as a "propaganda organ" devoting its time to whipping up enthusiasm for Agency employment. That genuine enthusiasm for the Agency has to come from within the offices and from the supervisors and senior officials; it is a representation of working conditions and environment, and genuine good morale cannot come solely through having any shop in Personnel or elsewhere engaged in "selling" the Agency to its employees.

(10) Mr. Kirkpatrick's final suggestion that we should advance the idea of thinking of our people as our most valuable asset is a solid truism. We have come a long way since 1951 or thereabouts, when people were actually referred to in written memos as "bodies," and their jobs exclusively as "slots." Whether or not we can hope to consistently eliminate the "unworthy" by firing them is a matter not yet settled by any means; our desire to do so is natural - our inability to bring it off without costly boards, hearings and appeals is debatable. Until the Agency is placed by law beyond the pale of Civil Service "job protection" and the restraints of the Veterans Preference Act, we will never be able to weed out people as is done in private enterprise. One solution is intensification of efforts to produce better recruitment and better pre-employment placement.



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