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Chief, [Redacted]

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Chief of Station, [Redacted]

INFO: Chief, WE

Administrative Support

Specific Comments on Administration

REFERENCE: Book Dispatch No. 202

1. Just about a year ago, in response to reference, this Station sent in some comments and suggestions with respect to the reduction of the administrative workload and related administrative matters.

One of the proposals that was made by this Station was to engage in periodic meetings of administrative officers in this general area for the purpose of discussing problems of mutual concern. The undersigned had hoped that one of the meetings could be held in [Redacted] and had in mind several points to be raised for general discussion. Since it appears that such a gathering will not be held prior to his departure from this Station, the undersigned would like to present to you what he had in mind as an agenda and his comments thereon. These follow below:

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a. Role of Administration in the Field. [Redacted] strongly feels that the sole purpose of administration is to aid operations. In other words, an administrator should make every effort to make the activities of the operators easier by assisting them in every way, by interpreting administrative regulations for them and, in general, eliminating their need for having to worry about the details of finance, logistics, and other related administrative services. If each member of an administrative staff enters into his job with this philosophy in mind the relationship between the operator and the administrator should work smoothly. The hazard, of course, is that the operator will tend to take advantage of the administrator by wishing on him chores that he should do but which he finds distasteful. This is a hazard which must be faced, but should not alter the role of the administrator as described above.

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b. Place of Administration in the Field Organization. In [Redacted] opinion an administrative officer cannot work effectively unless he reports directly to the Chief of Station or the Chief of Base, as the case may be. He should have releasing authority on all cables and dispatches of an administrative nature. He should be authorized to approve administrative expenses, without exception,

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Dispatch No. [REDACTED]

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for the Chief of Station. Of course, he would then be responsible for keeping the Chief of Station advised of any unusual events or actions in the administrative field. A Chief of Station will not normally have the time to review all or any of the many varieties of administrative actions that develop each day, since his time will be principally consumed in his role as a coordinator of operations, as a liaison officer, and in his representational capacity. By delegating his authorities [REDACTED] to an administrative officer, the Chief of Station can devote his undivided attention to his substantive activities.

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Since an administrative officer should bear the administrative responsibilities of a Chief of Station, his grade should be commensurate with these responsibilities. His grade should be high enough so that he can speak on equal or almost equal terms with other section chiefs who also report directly to the Chief of Station.

c. Responsibilities of an Administrative Officer. Primarily, an administrative officer should be the DDS of the Station. He should be responsible for all of finance, personnel, logistics, general services and other related functions. In addition, depending upon the circumstances, he may be called upon to supervise the [REDACTED] activities and to administratively supervise KUGLUB personnel. He may also be responsible for all of the RI functions of the Station. Whatever his total responsibilities may be, they should be clearly stated in a letter of instruction given to him prior to his departure for a Station in the same manner that a Chief of Station or any other senior officer is provided with written guidance on where his responsibilities begin and end.

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The question of whether or not an administrative officer or any of his staff should have direct contact with outside staff agents or contract agents depends upon the circumstances of each station. It is largely governed by the ability of the case officers to provide their outside contacts with sufficient and exact data on the problems that each one has. These problems include [REDACTED] and a multitude of other problems.

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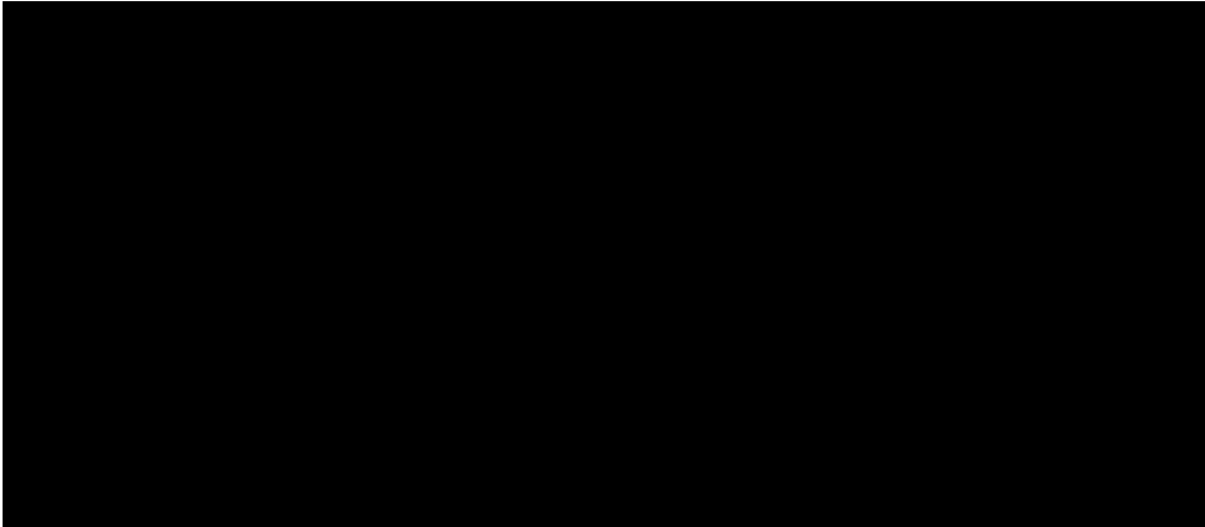
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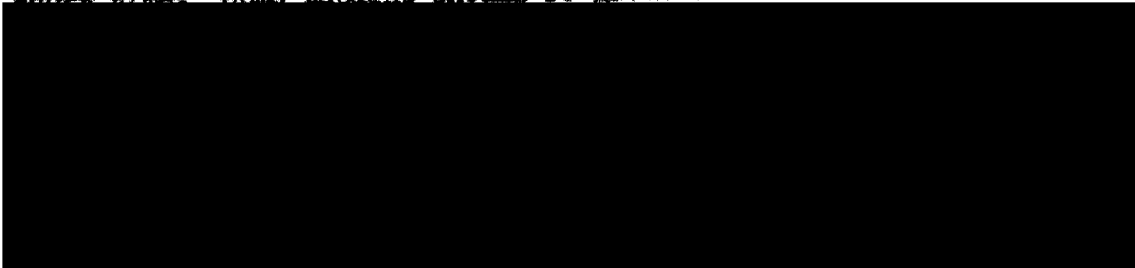
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e. Length of Tour. The policy of the Administrative Career Board to limit tours of administrative officers to two years is completely valid since it makes it possible for a greater number of administrative officers to acquire field experience in a relatively short time. Some thought should be given to the fact that an admini-

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2. It is hoped that the above topics and [REDACTED] comments thereon will be of some interest to Headquarters and perhaps to a general meeting of field administrative officers if such a gathering is held in the future.

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12 February 1958

Distribution:

3 - Addressee

1 - WE

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