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CONFIDENTIAL

DEC 8 1954

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT: Incentive Pay for Foreign Languages

- REFERENCES:**
- (a) Staff Study to DDCI from AD/P on subject, dtd 19 August 1954. (Attached)
 - (b) Memo to DDCI from C/DNS/DDP on subject, dtd 9 November 1954. (Attached)

1. The Office of Training concurs with the Clandestine Services (Reference b) in recommending against the adoption by the Agency of an incentive pay plan for the acquisition of area and language knowledge (Reference a).

2. A solution to the problem of area and language training requires (a) the clear recognition by Agency components of the essentiality of area and language training for various categories of personnel in given positions, and (b) the real commitment by Agency components of personnel lacking the needed competence to appropriate levels of training.

3. An incentive pay program puts the burden of responsibility for area-language competence on the individual, whereas the responsibility for ensuring adequate area and language competence for the performance of its mission properly belongs to the Agency, is integral to it, and should not be abrogated.

4. Essential area-language training is not different from essential intelligence training or operations training. The Agency expresses its commitment to intelligence and operations training in CIA and CS regulations prescribing minimum standards for such training.

5. The individual is always free to take area and language or other training on his own—a fact which is appropriate for consideration of the Career Service Board concerned. But where such area and/or language training will benefit the Agency either by increasing the individual's capability to perform his current duty

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assignments were effectively or by preparing him to undertake specified duty assignments requiring greater skill or responsibility [REDACTED], then it properly belongs within the framework of Agency sponsored training according to established policy and procedure, and should be integrated into career planning and the career development program.

6. It is believed that the development of required area-language competence can be effectively accomplished only by the definition and establishment of prescribed minimum standards of area and language competence for various categories of personnel, and the insistence that such personnel meet the standard prescribed through appropriate training. Unless and until this is done, the Agency need for area-language competence cannot adequately be met. The Office of Training is prepared to provide assistance to the heads of major components concerned in defining minimum standards for area and language training.

~~MATTHEW FAIRD~~

Director of Training

OTR/PRS/EAD:jcr (7 December 1954)

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