

14 December 1951

MEMORANDUM FOR: Colonel Matthew Baird
Mr. Sherman Kent
[REDACTED]

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FROM: Chairman, Career Service Committee

1. My conception of a Career Program is a comprehensive program which is the sum total of a series of programs relating to relatively narrow fields; physical conditions; and certain intangibles; all these designed to attract qualified individuals to seek employment with this Agency, to give them a sense of security, an opportunity for advancement and for specialized training in various fields. In short, to make working for this Agency so rewarding that they would plan to make it their life's work.

2. The programs that I have in mind are presently encompassed in the projects now assigned to our Working Groups. Examples of the "conditions" which should play an important part in a Career Program, are good working conditions, suitable transportation facilities. By "intangibles" I have in mind such things as inspired leadership coming from the Director's office on down the line, satisfaction in the knowledge that the work done in the Agency is a direct and important contribution to the national security.

3. Many of these advantages obviously accrue to the individual the minute he enters on duty, and I believe it is a mistake and not true, because it is not the fact, to say, in effect, that benefits are not offered until two years of service have been performed.

4. Think of my driver, for example. The minute he was cleared and started to work, he was entitled to certain benefits, -- e.g. medical care and the prospect of receiving them may have been a factor in making him decide to work for us. After a suitable length of time, perhaps two years, and if he demonstrates, to our satisfaction that he was always properly qualified, we might then send him to a Mechanics School.

5. Consequently, I personally believe that any time requirements should be tied into special categories and to meet special conditions, rather than make a general statement which indicates that no one can participate in career benefits until after two years of service, otherwise, I believe it would serve as a bar to employment, since the applicant would be made to feel that he was an outsider until two years had elapsed.

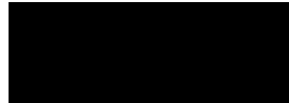
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6. I also wonder whether a flat two years will be adequate. I can think of some situations where no time requirement, as far as actual service in the Agency is concerned, should apply in order to qualify for special training. I can think of other instances in which two years probably would not be enough.

→ 7. It is for these reasons that I believe that certain changes should be made in the Selection Criteria proposal made by the Working Group on Selection Criteria.



F. TRUMBE DAVISON

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SECURITY INFORMATION

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AGENDA

FOR

CAREER SERVICE COMMITTEE

12th Meeting, Monday, 17 December 1951, 4:00 P.M.

Room 115 North Building

1. Consideration of minutes of 11th Meeting.
2. Statement regarding Personnel Policy.
3. Office of Communications: "A Program for the Establishment of a Career Corps in the Central Intelligence Agency", dated 10 December 1951. (attached for information) (Recommendation: to be referred to the Working Group on Career Benefits)
4. Assistant Director of Training (Covert): "Rotation of TRC Personnel", dated 5 December 1951. (attached for information. This has been referred to the Working Group on ~~Career Benefits~~)
5. Working Group on Selection Criteria: "Progress Report #1", dated 12 December 1951. (attached for information; the two papers referred to, "Selection Criteria....." and "Centralization of Selection....." are contained in the proposed "Summary of Proceedings.....", see item 6, below)
6. "Summary of Proceedings of Working Groups", to be dated 18 December 1951 and to be issued Tuesday morning if released by the Career Service Committee.

(attached)

7. New Business

8. Next meeting

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