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CIA CAREER COUNCIL

30th Meeting

21 June 1956

Room 154  
Administration Building

Present

Harrison G. Reynolds  
D/Pers, Chairman

Robert Amory, Jr.  
DD/I, Member

25X1A9a [REDACTED] USA, Retired  
Assistant to the IG  
Alternate for IG, Member

25X1A9a [REDACTED]  
COP-DD/P, Alternate for DD/P, Member

25X1A9a [REDACTED]  
D/CO, Member

25X1A9a [REDACTED]  
C/PPS/TR, Alternate for DTR, Member

Lawrence K. White  
DD/S, Member

25X1A9a [REDACTED]  
Executive Secretary

25X1A9a [REDACTED]  
Reporter

Guests

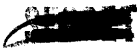
25X1A9a [REDACTED] /Pers  
Assistant to DD/I (Admin)  
ED/OP

DOCUMENT NO. \_\_\_\_\_  
NO CHANGE IN CLASS.   
 RECLASSIFIED  
CLASS. CHANGED TO: TS S C  
NEXT REVIEW DATE: \_\_\_\_\_  
AUTH: HR 70-2  
DATE: 3/06/81 REVIEWER: 018995



I-N-D-E-X

Agenda Item No.	Subject	Page
1	Approval of minutes of 28th meeting. . . .	1
2	Honor Awards:	
	Approval of Draft Notice  . . . . .	25X1A
	Announcement of Assignments to Key Positions - CIA Honor Awards Board . . . . .	1-3
	Discussion of correspondence re dissemination of information concerning Agency Honor Awards. . . . .	1-3
3	Competitive Promotion System:	
	Continuation of discussion of this subject at 28th meeting of Career Council on 7 June 1956 . . . . .	3-15
	Biographic Profile . . . . .	15-17
	Recommendation of GEHA Board per instructions of 29th meeting of Career Council on 11 June 1956 . . . . .	17-18
	Adjournment. . . . .	18



. . . . The 30th meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 21 June 1956, in Room 154, Administration Building, with Mr. Harrison G. Reynolds presiding . . . .

MR. REYNOLDS: The meeting will please come to order.

The minutes of the 28th and 29th meetings are attached to this agenda for your approval. If there is any comment on the joint meeting of the Career Council with the Board of Directors of GEHA I think it should be withheld until we take up that subject at the end of this meeting today. They have had a Board of Directors meeting this afternoon and will submit a paper to us later this afternoon, in accordance with our request that they report back to this Council - as you see in paragraph 4 of these minutes.

Therefore, if there is no objection to the minutes of the 28th meeting, and no errors or omissions, they will stand approved as listed herewith.

25X1A Item 2 on the agenda is self-explanatory, and prior to the main part of this meeting we would like to have your approval of this notice [Notice [redacted] Announcement of Assignments to Key Positions - CIA Honor Awards Board]

25X1A9a and of the procedure. We would like to point out there is a typographical error here in that [redacted] memo dated 20 April 1956 stated, in paragraph 4.b.: "...we would be opposed to the publication in an annual announcement, newsletter or posting of numbers of names of CS Honor Awards." In [redacted] memo dated 15 June 1956 it 25X1A9a came out differently. In his memo he says: "...we would be opposed to the publication in an annual announcement, newsletter or posting of numbers or names of CS Honor Awards." I think [redacted] version is the correct one. 25X1A9a

25X1A9a [redacted] I think so.

I don't know what "numbers of names" means.

MR. REYNOLDS: 15 people got this, and 12 people got that, and 9 got that-- that is all.

MR. AMORY: What possible harm could come from that? Would it indicate a successful or unsuccessful year?

25X1A9a [redacted] I'm trying to locate the exact piece of language. I have it here now.

MR. REYNOLDS: Paragraph 4.b. is your language.

25X1A9a [redacted] The 4th line from the bottom of page 1 of your memo of April 20th.

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25X1A9a [REDACTED] I don't see what the point is. Is this a question of language here?

MR. REYNOLDS: We think your language is correct, and it means something different from the language in [REDACTED] memorandum. 25X1A9a

25X1A9a COLONEL WHITE: You say "posting of numbers of names" and Colonel [REDACTED] says "posting of numbers or names."

25X1A9a [REDACTED] It's really the same thing, isn't it? Because [REDACTED] 25X1A9a says he doesn't want the numbers of people who received awards posted.

25X1A9a MR. REYNOLDS: There was never any question of posting the names, that is the point. In [REDACTED] memorandum it sounds as if you could publish names.

25X1A9a [REDACTED] What we have in mind is that we don't want it.

MR. REYNOLDS: I think that is clearly understood by the members of the Council.

Is there any comment on this Regulation? I don't know where the proposed Regulation is now.

25X1A9a [REDACTED]: It's on the Director's desk. General Cabell has indicated 25X1A9a to me through [REDACTED] that he holds the Regulation in favor but he believes that the Director himself should sign it, so he's holding it until Mr. Dulles returns.

25X1A9a COLONEL WHITE: Well, I would assume that the Honor Awards Board here says they don't agree with [REDACTED] and that they would be pleased to develop their views further if the Career Council believed such a step would be helpful-- is the Honor Awards Board expecting some guidance from us?

25X1A9a [REDACTED]: I was a little baffled when I saw these minutes, as to why this matter had been referred to the Career Council.

MR. REYNOLDS: The only thing the Career Council has to pass on is the announcement of assignments to key positions.

25X1A9a [REDACTED] You [indicating [REDACTED]] addressed your memorandum 25X1A9a to the Career Council.

25X1A9a [REDACTED] I recognize that, but if it was a question of argument between me, we will say, and the Honor Awards Board, it seems to me it would be more sensible to get the thing thrashed out first, rather than bring it here and lash around with it, because apparently no one else here is even interested in this debate. So I don't see why it was ever referred here to the Career Council in the first place. That is why I say I was puzzled, because it seemed to me this was



the wrong forum for quarreling about this now.

MR. REYNOLDS: I would think we can dismiss this problem by the Council approving this Notice [Announcement of Assignments to Key Positions], and at the next meeting of the Honor Awards Board this question will be brought up and will be submitted to the Deputies for their consideration.

COLONEL WHITE: I move the Notice be approved.

25X1A9a

Second.

. . . This motion was then passed . . .

MR. REYNOLDS: We will now turn to item 3 of the agenda, which is the reason for this meeting, and which is a further discussion of the promotion system which was discussed two meetings ago.

Do you want to say anything, Red, about your meeting yesterday?

COLONEL WHITE: I called the Support Board, which is made up of the Heads of the Career Services in the DD/S area, to a meeting yesterday to discuss this matter, and I have tried to condense and summarize the points raised at the meeting in a brief paper here. I will read this paper.

[Reading]

"I met yesterday with the Support Career Board, which is composed of the Heads of the Career Services in the DD/S area, to discuss the 'Proposed Competitive Promotion System' as it was presented to the Council. Generally speaking, the Heads of the Career Services in our area recognized the need for a Competitive Promotion System and believed the proposed program to be workable. I would like to summarize for you, however, the pertinent points raised for consideration at this meeting. I will divide them into two categories. I believe that there are fairly simple solutions to the points raised in the first category, but that in the second there are more fundamental questions which should be considered by the Council.

"CATEGORY I:

"1. Will not this system penalize a man who is particularly well suited for a specific job and, therefore, should be given priority over others with whom he is in competition?"

I believe the answer to that question is simple, in that this system is not intended to be that rigid or to prohibit "spot promotions," if you will, and the promotion is in the hands of the Head of the Career Service.

[Continues reading]

"2. Will this system not have a tendency to relieve immediate supervisors of their responsibilities for recommending promotions?"

I think the answer to that is "no," that the supervisors will recommend just as they do now.

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[Continues reading]

"3. Is it desirable to create an additional group of panels in addition to the Career Service Boards already in existence?"

We believe under this system a Board or existing Panel can do this if that is the way the Head of the Career Service would like to do it, and it's not necessary to have an additional one unless that was necessary.

[Continues reading]

"4. Won't the preparation of profiles be a considerable workload?"

Yes, but I think that we are coming to this regardless of the promotion system which we use in order to afford greater "privacy of the files."

[Continues reading]

"5. Would Career Services be able to sub-allot their promotion quotas in order to provide competition between functional specialists such as psychologists, rather than to have a psychologist competing against an administrative officer, which, of course, would be difficult to judge?"

We believe that the system is designed to permit sub-allocation. For instance, in the Office of Training where they have psychologists, their Career Service would have a quota and it would be perfectly appropriate for the Head of that Career Service to sub-allot his quota so that psychologists were competing with psychologists and administrative people with administrative people, etc.

Now for those above five questions I don't believe the answers are difficult. But there are four more serious ones.

[Continues reading]

"CATEGORY II:

86  
"1. Is mandatory review each six months manageable? Will the sheer volume of work for a panel result in superficial consideration? In order to cut down the workload, should we confine competitive promotion to the higher grades for the time being?"

That is all one point dealing with the volume.

[Continues reading]

87  
"2. Is it desirable to have mass promotions in a given grade, or would it be better to have a system which distributed these promotions over the entire six months period?"

I believe the thought there was that if all these promotions, let's say in grade 7, come up and they're approved, then there isn't much point in saying, "We will hold up this group for two months or three months, or what have you." I think everybody would normally say, "Yes, go ahead and promote these people." Then



everybody recognizes there aren't going to be any more promotions in this group for another six months. That was that question.

[Continues reading]

"3. Should we have a quota system, or should Career Services be able to promote within the limits of authorized tables of organization?"

And this fourth question is one that I believe the Council itself raised.

[Reading]

"4. Since promotion is only one facet of personnel administration, are we not placing too much emphasis on the words 'promotion' and 'zone of consideration'? Should we not think of this examination as a 'performance review' which would consider who to get rid of, who should have additional training, etc., and who to promote?"

Those last four questions are fairly fundamental. I think there are answers to all of them, but I think these questions should be considered. I have two or three copies of these notes, if anybody would like to look at them, but I don't have a copy of them for everybody.

I suppose, Harry, it would be appropriate to take each one of these four points and discuss them a little bit.

25X1A9a [redacted] would you comment on the first one? Would you give us some ideas about the volume involved, and whether if it's going to be every six months it's going to be too much of a burden.

25X1A9a [redacted] To begin with, the Panels will be reviewing the employees who have been nominated by the operating officials. Those people will be automatically considered and ranked. Secondly, the Panels will review the files for the profiles of people who have not been nominated for promotion. This review probably won't be too time-consuming, particularly if we can prepare the Profiles.

25X9A2 With respect to the number of people in the zone, the total was [redacted] in grades 7 25X9A2 through 14; of that [redacted] approximately [redacted] are in grades 7 and 8, so an alterna- 25X9A2 tive, in terms of workload, might be to consider eliminating the 7's and 8's from the competitive ranking. Perhaps another advantage of that would be that the system proposes two different panels, the lower panel and the intermediate panel, which ranks 7's through 11's and has a much larger population to rank. If the intermediate panel had just 9's, a few 10's, and the 11's, then we would split the 25X9A2 remaining [redacted] approximately equal. So that might be one alternative for cutting down the workload. Another might be--since we would have two different panels--to alternate in terms of the months; in other words, the panel that would rank the 9's

[REDACTED]

would meet one month, and the panel that would rank the 13's would meet the next month, and that would provide time for the preparatory work to be done while one panel or the other was in session.

COLONEL WHITE: How about the timing if you extended the period? Of course, you have the other side of the coin, that if you extend the period it means that much longer a period that everybody knows that nobody in that grade was getting considered.

[REDACTED] Yes.

25X1A9a

[REDACTED] But why six months?

25X1A9a

[REDACTED] We took that as a fairly arbitrary means. We had six groups of grades to evaluate. It seemed to fit in at a month for each grade.

25X1A9a

COLONEL WHITE: Let me ask this question, and it ties in with General [REDACTED] point, what is the time-in-grade requirement for a grade 7?

25X1A9a

[REDACTED] One year.

25X1A9a

COLONEL WHITE: Well, then, once you have the thing going normally, then once a year ought to be enough.

25X1A9a

[REDACTED] It would be better once a year, and allow yourself a little more flexibility to catch up with yourself.

25X1A9a

[REDACTED] I'd like to suggest an alternate procedure, and that is the man comes in the zone of consideration when he has been sufficient time in grade to make him eligible for promotion to the next grade. If he is promoted that is all right, but if he isn't promoted and if he is passed over after having served the necessary time in grade to be eligible then on the anniversary of that pass-over he is up for consideration, so that everybody knows he is under consideration under certain well-established groundrules. And I think you can give much more careful scrutiny to the individuals if this is done this way, because we pass over people because there isn't evidence that the individual is the best qualified. This is a hard thing to determine. The first category we come up with will give careful consideration to somebody we think deserves a spot promotion - and pulls the outstanding man right up. So there is no penalty there. I prefer that to every six months, for an outfit that has people overseas. Let's take an example of a man who gets a recommendation for a promotion when he assumes his next assignment. Well, he comes home on leave and maybe he has to be [REDACTED] and take some training, and it is going to be more than six months before he is on his new

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assignment where he has to prove himself. Also, I think this proposal of mine spreads the work out through the year. The six months thing is very much like the military, in which you have a promotion board that considers a whole group of eligibles and passes them over or promotes them, and they meet for about two or three weeks and then it doesn't come up again for a long time. The system I am proposing we have had in effect now for about two years, and it seems to work--for an outfit that has a lot of people overseas.

COLONEL WHITE: It seems to me, though, that if the minimum time in grade for 7's is a year, certainly the time in grade for everybody else is supposed to be longer--that that is a good yardstick. And then the other part of [REDACTED] suggestion, though--General, you don't handle the grades, say 7's and 8's, at any particular time? You handle everybody--

25X1A9a

[REDACTED] As soon as a man comes into the zone of consideration--because he has been the necessary time in grade. Let's say a grade 7 is up for consideration for promotion to an 8. He doesn't reach that zone unless he has been 12 months in grade. If we have had a recommendation on him from his supervisor - or we solicit it and say, "He's coming up for consideration. What are your recommendations?" Now let's say that we have [REDACTED] GS-7's--I think I have at least that number--and you have only 50 that you can promote to a GS-8, the others are passed over. Are you going to consider them again in another six months? What is the point of that? It seems to be a waste of time--because under this if the GS-7 wasn't considered for promotion should you have to consider him again in another six months?

25X9A2

25X1A9a

[REDACTED]: You would still consider a group at one time, rather than one individual - under this proposal.

25X1A9a

[REDACTED] Yes. Not one individual - it would be a group, and not all of the GS-7's but the GS-7 that has the necessary time in grade.

25X1A9a

[REDACTED] But isn't the point of this whole thing to ensure, inside the Agency, that everybody that gets promoted runs against the field? If we see to it that everybody runs against the field each time, it seems to me we're accomplishing what this program was designed to achieve.

COLONEL WHITE: I think the one year is a good suggestion.

25X1A9a

[REDACTED]: This is if a man is passed over in his first consideration, then he is reconsidered on the anniversary of the date he was passed

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over.

25X1A9a [REDACTED] As an individual but not as a group - is that it? You wouldn't be considering all the other 7's at that time, you would just be considering that one individual on the one year anniversary of the date he was passed over.

25X1A9a [REDACTED] Unless there happened to be a group that had been considered at the same time, and passed over, which is probably going to happen when you get into the higher grades.

COLONEL WHITE: I like the one year proposition, but I'm not clear in my own mind, and I think this is the point you are getting at [ ] indicating Mr. 25X1A9a [REDACTED] --as to how you ensure that he is considered against the field, unless you take them by groups--take all the 14's at one time, and so forth.

25X1A9a [REDACTED] You've got a partial seniority system. Their time in grade dates from the time they came into the Agency for whatever grade it is. So there's a certain amount of seniority there. Then we have to count on the supervisors stating that of all the GS-7's in his area, regardless of the time in grade-- "this man is the best qualified." So there is a partial selection down in the lower echelon, particularly in an overseas area.

25X1A9a [REDACTED] Wouldn't it work like this, General--if you say you reconsider him one year after he has been passed over, that really means reconsideration on a one-year cycle? If it's one year on the anniversary of his entering the zone of consideration, that would be different--but consider him one year after he has been passed over and then it's a straight one-year cycle, and he would be considered against the field again one year later.

25X1A9a [REDACTED] But isn't there a restrictive element in the number of slots you have available to promote these people? A man comes into the zone of consideration and you have three slots available, from a 14 to a 15, we will say, so he is running for one of those slots but being in the obviously difficult position of 25X9A2 having maybe [REDACTED] GS-14's, and unless he's in the zone of consideration you have to take his application for this against the seniority of the other fellows, and all the other factors. Isn't that the limiting thing, the number of vacancies available?

25X1A9a [REDACTED]: You will find out the supervisors will say, "I have 3 vacancies for an 11, and I have ten 9's who are all fully qualified, but I

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have to pick the best three. How am I going to get the best three?" So then we canvass all the people in this particular category--let's say Communications/Security people--all over the world, so they're all competing for those slots. We include the people who have not been time in grade long enough and try to find who is the best qualified. It may be a man so outstanding that we would go to Personnel and say, "We want an extra scheduled promotion."

25X1A9a           The point you raised, [REDACTED] if a man is passed over and is not promoted he still has had the time in grade.

25X1A9a           [REDACTED] So a year later he would get reconsideration.

25X1A9a           [REDACTED] But if his supervisor thinks there has been an injustice - well, he will be considered before the year is up, and be reconsidered before that year is up.

COLONEL WHITE: Once you got it started it would work out all right. But let's say your grade 14's were on the tail end of this circuit; then if we started, say, in July, no consideration would be given to 14's until next July. Maybe there is some merit in trying to get through the whole cycle within the next six months in order to get the thing moving, and then thereafter take it on a one-year basis.

25X1A9a           [REDACTED] That was the original intent, starting on a 6-month basis and then reduce it to a one-year cycle.

25X1A9a           [REDACTED] And the paper says - later on going to the one-year basis.

COLONEL WHITE: Otherwise if your grade 14's are on the end they would travel a long time before they got any consideration at all.

25X1A9a           [REDACTED] To use the existing policy until the panel met for the first time on the group.

25X1A9a           [REDACTED] Don't you have a senior panel to handle the 13's to 14's and the 14's to 15's?

25X1A9a           [REDACTED] That is right.

25X1A9a           [REDACTED]: And they would meet when they had candidates.

25X1A9a           [REDACTED] Twice a year and on certain dates.

MR. REYNOLDS: Well, I would judge it's the consensus of opinion of this Council that the one year is better than every six months. If so, we will consider that when we make up the final paper.

25X1A9a           [REDACTED]: And it should not be mandatory, it should be permissive, shouldn't it--that you could consider them within a shorter period of

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time if it were desirable to do so?

MR. REYNOLDS: I would think so. Is that satisfactory to the members of the Board?

25X1A9a [REDACTED] Yes, provided that this will be instituted on a fairly flexible basis. In other words, I don't see how we can crank this all up overnight. I would prefer to work down through the grades until we catch everybody rather than try to put this into effect all at once.

MR. REYNOLDS: Dick, as a mechanical fact it would be very much easier for the Office of Personnel, who has to prepare the Profiles and procedures, to do it that way. The 15's we know about, but the 14's and 13's and so on down--

COLONEL WHITE: Obviously if we started gradually we would start with the higher grades, because if you make mistakes there it is worse. We would start immediately on the higher grades, working down, and let the present system continue for the lower grades, until we can get down and get everybody into the cycle, and then thereafter it would be all right.

25X1A9a [REDACTED] On a one-year cycle.

COLONEL WHITE: Yes.

Well, I think that pretty well answers this second question here, too, whether it's desirable to have mass promotions in a given grade. If they are considered on a one-year cycle, that answers that, with the understanding that they may be considered more often.

The third point was whether or not we should have a quota system. It seemed to me sort of the crux of the whole matter was some sort of a quota system to make sure that people in all parts of the Agency had somewhat nearly equal opportunities for promotion. I don't know whether the other members feel differently about this.

MR. AMORY: My AD's are, in varying degrees of intensity, pretty much opposed to that. We don't see any need for it on our side. We have no objection to it being applicable elsewhere, if it is helpful. But with such a wide range of activities, skills, professions, and other things--the one you pointed out about a psychologist as against an administrative officer--I won't bother to give you a mass of other examples, but the one thing I don't want to see this Agency getting into--and we have so far avoided over-bureacratization, inflexibility, and hardening of the arteries--getting into something where we will lose some of the eclat and

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esprit that we have of the free university or a private enterprise organization. The best performances we have had in individual offices or sub-divisions of offices have been where we have been able to avoid that kind of thing. Right at the moment we are organizing a brand new office and we are hiring individuals well under their grades, but if the thing works out I don't want them penalized just because to get them we had to get them cheap, just because there happens to be a GS-11 bulge in CIA. It's like saying let's look at the whole damn Civil Service. And I think everybody in this room would bristle if the Bureau of the Budget came in and said there was an overall bulge in GS-11's and that the promotion rate is going to be 1.6 for fiscal year 1957 because the Department of Defense and the Coast Guard got out of line. So when you sit down in M Building or someplace like that, the rest of CIA looks as big as the whole Federal Civil Service looks to us. And I can well see the need, possibly, as we said this morning, to exercise a form of post censorship if we're bulging way forward, but none of the documentation submitted with this indicates there is a great problem. And I don't see why we can't have some of the advantages of this with the required consideration of people so they are not overlooked. I think that is excellent personnel administration. But I think the other works just in the wrong direction.

25X1A9a [REDACTED] In Training we think the quota system would work against  
 25X1A9a the best interests of the Agency, for certain reasons. For example, we depend on [REDACTED] to give us qualified people from the DD/P as instructors. It's a question of how the quota system would act on that against the best interests of those people while they're in Training, and this would apply to other shops as well. I think the real, practical limitation is the T/O structure, and the quota system would only have the effect of reducing the rate at which you would match T/O structure and your on-duty grades, but I wonder how practically useful that control is.

25X1A9a COLONEL WHITE: Vernon, you or [REDACTED] might be able to remember better than I can, but I think what they're shooting at is to avoid what has happened too many times in the past, of some fellow who maybe on his own initiative--or not necessarily on his own initiative--is a grade GS-9 and he gets himself maneuvered one way or another into a grade 11 job--let's say it is in the Office of Training--and then he is there for three months or six months and then the natural question comes up - he says, "Well, I am in a grade 11 job, I should be promoted to a grade 11."

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We don't say he shouldn't be but we say there may be some other fellow who just by circumstances isn't sitting in a grade 11 job but by reason of his excellent service in the Agency, and his Fitness Reports, etc., should be promoted before this other fellow. That is the control I think we're trying to seek, to keep one fellow, just because he happens to be in the right place at the right time, from getting promoted way ahead of another man who has done just as good a job and in every way is just as deserving, but it takes him three times as long to get there.

MR. AMORY: I agree that is a perfectly plausible hypothetical case, but I just have a feeling that for every one of those, Red, on my side of the house there are ten examples of where the guy is a genuine specialist and he's hired as a cartographer or a metallurgist, or something like that, and he will look at it as nothing but a rank injustice if he is put into an-almost-impossible-to-judge competition with a quite different profession. He would say, "Here I've been doing a GS-11 cartography job and I'll have to continue to do it for a grade 9's pay because a bunch of economists and scientists have decided an IBM repairman is doing a better job than I am." You're never going to sell that in a million years. It's better to get these guys into slots that are available to them. And if you have a guy that has reached his service ceiling and you can't get management to raise that job, good management says to give the guy an opportunity somewhere else. We're awfully worried that mathematically this thing is going to result inevitably in a severe brake being put on the approach to having people of the authorized grade in the jobs of that grade because of a regular ratchet effect, that if you have a bulge in GS-11's in certain small offices a long way from it, then it can only do the historical promotion rate, which may be one out of five guys, up to that, but it still has to get up, and the next year if that bulge hasn't been thinned out by abnormal attrition somewhere else, the fraction will be so small they won't be able to get anybody up.

25X1A9a

~~SECRET~~ The promotion rates were to be Agency-wide rates over a period of time. So in the particular staffing of any unit the Agency-wide rate would be used. And the quotas would be set by this Council, which could consider any new office's need for promotions in any area.

MR. REYNOLDS: I can't agree, Bob [Amory], that we are being inflexible. We are trying to be more flexible than we were before. That was the whole purpose of this--we were directed to do it to try to get more flexibility.

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25X1A9a [REDACTED] It seems to me after your grade structure has been established that is enough control.

25X1A9a COLONEL WHITE: The issue is: is that what we want, or do we want to ensure that a grade 7 in one of the components of Bob's shop, and a grade 7 somewhere in [REDACTED] shop, receive roughly the same opportunities for advancement.

25X1A9a [REDACTED] You can't do that in a really truly heterogenous organization like this.

COLONEL WHITE: That is what the formula would try to do, by taking into consideration the Agency promotion rate in a given grade.

MR. AMORY: But we feel that it just does it on too big a basis. We would say among the economists in ORR we are doing that, and if we're not we would be happy to have the IG or anybody else point out why we are not. But if something comes up like that every possible candidate is considered. So it isn't just a bumpkin's luck that he happens to be sitting in a place where there is a trapdoor open over his head. So I think that is broad enough. And when we get up into the higher grades, the 14's or 15's, we do it on a DD/I-wide basis.

25X1A9a [REDACTED]: Your attrition is in the lower grades. I don't think anybody would promote right up to the top of his grade structure and then just sit there stagnant.

COLONEL WHITE: Isn't what we are saying this, that this is a way to try to get Agency-wide competition? What I believe you are saying, [REDACTED] 25X1A9a is that this Agency-wide competition is too wide, and what you want is competition within a Career Service?

25X1A9a [REDACTED] Yes.

25X1A9a [REDACTED]: That is what I understood this was to be.

MR. AMORY: So the only thing we are objecting to is the quota thing. The quota business is the one thing where it doesn't make it within the Career Service.

25X1A9a [REDACTED] The quota method had a second purpose. The paper provides flexibility in assignments; in other words, if you have to keep a grade 9 in a grade 11 you may do so under this proposal. But a number of those promotions of grade 9 individuals to grade 11 would be set by the quota.

COLONEL WHITE: We could institute the system on the T/O basis with the

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stipulation that we now have that no Career Service could exceed in any category the number of grades authorized for that Career Service. We could do that. And then after we have had a look at it for six months we could see whether we think we need a quota or not.

MR. AMORY: This wouldn't cancel the 1%?

COLONEL WHITE: The 1% has long gone by the boards. You have unlimited freedom now so long as you don't exceed the total number authorized in any given Career Service.

MR. AMORY: We never had to use it.

25X1A9a [REDACTED] I think the proposal you made, Red, was the one which was discussed by the Council in February--the Career Service grade authorization, where each Career Service would have identified its positions on the T/O, by which you could then establish the quota that you just mentioned. The Council didn't want to do it that way, so we came up with this other system.

25X1A9a [REDACTED] This would cancel the 1%. This would take care of it.

25X1A9a [REDACTED] I thought that was washed out. I thought you could promote anybody you wanted to so long as you don't exceed the total number of GS-9's, GS-11's, or whatever, that you have on your T/O.

COLONEL WHITE: That is right.

25X1A9a [REDACTED] Well, that is a control. Isn't there something else there that if you promote a man to GS-11 and he's in a GS-9 slot, that his next assignment has to be in a slot appropriate to his grade? That is another control. So you couldn't keep a man in a 9 slot for an inordinate length of time. I don't know whether there is a time limit on it or not. It would work all right where you have rotation. I can promote a man in [REDACTED] who is the best qualified 25X1A6a to be an 11 and leave him in his 9 slot but then I have to assign him to an 11 slot when he finishes his tour.

25X1A9a [REDACTED] The Agency does not have comparable controls over its grade structure as other agencies and private business might have. We do not have an effective budget control over grades, for example. This quota would allow the Agency, as a matter of policy, to determine in advance its average grade--what it is going to pay its employees.

COLONEL WHITE: That is right, Vernon. I am inclined to think, though, we are starting an important movement here, and we may need the quota system but



[REDACTED]

we can start this without having the quota in the very beginning, and it seems to be the consensus that people would rather not have the quota system. Maybe the correct way to start it is to start along the line Bob suggested, and General

25X1A9a [REDACTED] without the quota system, and within six months, say, when we get through this cycle we will have another look at the quota system.

25X1A9a [REDACTED] I certainly agree with you, Red. I think in this Government you have to take advantage of some of the breaks you have, and this Agency has some breaks, and we are not being pressed on this point, and the day we are pressed we will volunteer, but let's live it up while we can.

MR. REYNOLDS: Then is it the pleasure of the Council that we do not establish this with the quota system until we have taken a further reading on it at some future date? All right, then that is in the books.

Now, what is the next one, Red?

COLONEL WHITE: The last one is the suggestion which was made here, too, about using this not for just promotions but as an overall performance review to decide who you are going to select out, train, etc.

I think that is a very good suggestion, but there again I would suggest that we learn to walk before we start to run, and that we use this initially for promotion and then as we can work other things into it, all well and good, but let's not bite off too much at one time.

MR. REYNOLDS: It was pointed out yesterday at the Support Career Board meeting that this Profile would be a medium which would be of great assistance as time went on. So on that last question we will go on the principle that we are going to learn to walk before we run, and we will see the way the cat jumps. Isn't that all right?

COLONEL WHITE: Sure.

MR. REYNOLDS: Okay, that is the way we will go at it. Are there any further questions about this? May I put it this way, then, if this is satisfactory to the Council, we will start to prepare a draft of the necessary papers to put this competitive promotion scheme into effect, and then we will have to bring them up, of course, at a future meeting of the Council, probably a month hence. I don't think we will have them prepared before that because it's going to be quite a job. If that is satisfactory, we will so proceed - if there is no objection.

25X1A9a [REDACTED] And we will have a look at the Regulation?

MR. REYNOLDS: Yes, the regulation and everything else.

25X1A9a [REDACTED] May I suggest that we take a look at this Profile, which has been revised according to your suggestions at the last meeting. That will move us along, if we can get any views the members of the Council have here.

25X1A9a [REDACTED] I made a recommendation the last time that these Profiles be shown to the individual to see if they are correct. I notice this one can't go overseas. It's not a sterile form, so it can't go overseas. You couldn't send this overseas, could you?

25X1A9a [REDACTED] And I'd be a little inclined not to do it anyhow, General [REDACTED] on the grounds that people are so close overseas, and with everybody opening everybody else's mail - "By God I never knew Joe was assigned there" - it's liable to cause problems. Maybe when people come back from overseas the Personnel Office could catch them in their processing.

25X1A9a [REDACTED]: But I think it should be shown to the individual, because I'm sure there will be errors.

25X1A9a [REDACTED] I think that could be done in the processing on returnees. [REDACTED] In answer to your question, Rud, the Profile now has taken care of the points I raised, and it looks all right to me, for one.

25X1A9a [REDACTED] Wouldn't it save Personnel a lot of work if these Profiles were submitted to the individuals to fill them out?

25X1A9a [REDACTED] We have gone into that but we think it would be a lot more work. It would mean a complete re-write anyway, because the individual doesn't have access to the dates on all these things. And it would be a terrific job trying to get them back. You would have to be asking people for the next five years: Where is your Profile?

25X1A9a [REDACTED] It's the same objection I would have if you asked me to fill them out for you, because I don't have access to those dates, etc., either.

25X1A9a [REDACTED] In the case of the Reserve Officer personnel, do you think it would be helpful to have the rank and date of rank on here?

25X1A9a [REDACTED] It isn't necessary for any mobilization planning.

MR. REYNOLDS: We want to be sure of that. We better ask [REDACTED] 25X1A9a about that.

25X1A9a [REDACTED]: It's been checked out with him.

MR. REYNOLDS: Any other suggestions or comments?

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MR. AMORY: Isn't box No. 19  Non-CIA education (including military training)  going to be pretty hard to get all that education in there, if you include the military?

25X1A9a [REDACTED] It would be very easy for me.

[REDACTED]: We will try to give more space to that.

25X1A9a [REDACTED]: I don't think any amount of space would take care of that. I think you have to say, "See attached memo."

MR. AMORY: If you have to do this for [REDACTED] at \$10 apiece, it will run up. 25X9A2

[REDACTED] There will be [REDACTED] To start with it will be only those within the competitive promotion system who are 14's, and when they're done then the 13's, etc. 25X1A9a 25X9A2

MR. REYNOLDS: And for new employees coming in we will ask them to fill it out.

Any further questions in connection with the competitive promotion system?  No response.  We will consider that piece of business closed and we will go on to the next item.

25X1A9a . . . Messrs. [REDACTED] left the meeting . . .

MR. REYNOLDS: The answer from the Board of Directors of GEHA has just arrived and there's a copy here for everyone so it might be just as easy for you to read it, because it's rather long.

. . . Members of the Council then read the memorandum to the Council from the GEHA Board of Directors . . .

MR. REYNOLDS: Red, would you care to make the first comment on this?

COLONEL WHITE: I think the recommendation of the GEHA Board has to be studied by the General Counsel.

MR. REYNOLDS: It's different from what I thought it was going to be.

. . . Off the record . . .

COLONEL WHITE: I think the General Counsel will have to study this. I don't think I can say we can or cannot do it. Legally we could pay the death gratuity, there is no question about that being legal, but as to whether we could legally underwrite GEHA, so to speak, I don't know.

25X1A9a [REDACTED] I think the lawyers ought to study it, certainly, before we try to decide it.

MR. REYNOLDS: I think we better have all of these papers back again.

25X1A9a [REDACTED]: There is assurance in this that the remaining people will be covered, and that's the main point for the moment.

COLONEL WHITE: That is the main point. I don't suggest we do this this afternoon, but I think we do have the problem with us about what the Agency policy and intent shall be with respect to coverage of hazardous or extra-hazardous duty, because this will pop up all the time. I know right now people are flying in airplanes out in the Pacific and it's damned risky every day they're flying,

25X1A6a and it isn't so healthy on [REDACTED] nowadays either. So we have the problem with us and I think we have to face up to it. But our immediate problem is to cover these people, and they are covered.

25X1A6a MR. AMORY: I think we could work out a fairly good proposition for the thing on [REDACTED] that GEHA undertook to risk, but when you talk about flying in hostile countries, or something like that, I think the Agency should be the self-insuror, to give the operational funds, if necessary, and clear it with the President and the Budget, and have a flat policy or gratuity.

COLONEL WHITE: Bob, the problem is not that we can't do that but the problem is that dependents are deprived of certain other benefits if they do not have the so-called Eisenhower insurance.

MR. AMORY: If we have the legal authority, I'm sure the Director would want to do the right thing by our people.

25X1A6a [REDACTED] It may come down to the day when we will have to write down what "extra-hazardous" means. The term now has gotten all out of focus, and we see people staring down a 16 inch gun that is about to go off. You could carry this to ridiculous proportions. You could say those people who aren't ever going to stick their necks out--they know how to get commercial insurance, all they have to do is pay for it. The reason we're in this program is to take care of those people who can't get commercial insurance.

MR. REYNOLDS: The meeting is adjourned.

. . . . The meeting adjourned at 5:00 p.m. . . . .