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EXECUTIVE COMMITTEE MEETING NO. 7

Wednesday, 27 June 1962 - 3:00 p. m.

Present were: General Carter
Mr. Helms
Mr. Kirkpatrick
Mr. Sheldon for DD/I
Mr. Lloyd for DD/S
Mr. Bross
Mr. Earman
Mr. Houston
Col. Giller for DD/R

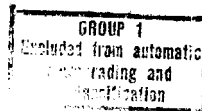
Personnel Management Policies

1. General Carter introduced the personnel management briefing as an effort to review Agency personnel policies in order to buttress present programs, revamp as necessary or solicit needed legislation to promote our personnel benefits to a level at least equal to that of the military and foreign service. These benefits, he described, as a measure which would go a long way toward making our personnel the best in the Government.

2. Director of Personnel Emmett Echols presented a recital of Personnel Office activities in the following fields:

- a. Role of Personnel Director;
- b. Types of personnel;
- c. Structure of personnel management;
- d. Personnel requirements including planning papers attrition, and so forth;
- e. Personnel management tools including promotion, fitness reports, conduct and discipline, and development and training;
- f. Pay and allowances;
- g. Benefits and services.

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3. Mr. Echols indicated our principal needs as the following:

- a. Pursuit of an early retirement system;
- b. Emphasis on recruitment;
- c. Employee development particularly in mid career;
- d. Improvement in supervision;
- e. Seeking Civil Service status; and
- f. Program goals and evaluation.

4. General Carter observed that, with only two statutory positions, we are not in a position to have political appointments forced upon us and therefore have no excuse for not developing generalists by cross fertilization. Hence, he questioned the Agency's career service system and asked rhetorically whether it suits our needs. The adequacy of our procedures and promotion eligibility lists was also raised by him.

5. Mr. Kirkpatrick proposed that a subcommittee be established to consider personnel benefit proposals which could be immediately placed before Congress.

(NOTE: On the following day, General Carter created a Personnel Task Force, headed by Mr. Kirkpatrick, with the Comptroller, General Counsel and Inspector General as members, with the Director of Personnel as a consultant.)



Executive Secretary

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EXECUTIVE COMMITTEE MEETING

27

22 June 1962 - 3:00 - 5:00 p. m.

ITEM: Personnel Management Policies
(Colonel White and Mr. Echols)

Two hours has been scheduled to cover this subject matter, the presentation of which will be followed by a discussion period

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Recruitment

1. The Agency basically has two recruitment programs: one for clerical personnel which each year must produce for the Agency a fairly sizeable number of young women to replenish our clerical ranks which suffer a steady attrition as a result of marriage, families' moving out of town, etc.; secondly the professional recruiting system which is concerned with obtaining junior officer trainees plus technical and higher level professionals to fill specialized needs in the professional ranks.

2. In the last two years our professional recruiting particularly for the JOT Program has suffered, probably as a result of the poor image of the Agency following the U-2 and the Cuba episodes.

3. The following questions could be asked concerning recruitment:

a. Are we making sufficient use of senior Agency officers in dealing with the colleges and universities to persuade the best of the undergraduates and graduate students to make a career in CIA?

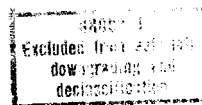
b. Have we used the College Consultant Program to the fullest? Shouldn't we really have a top level consultant such as a dean as a covert consultant on every major college and university campus?

c. Is our starting salary scale high enough to attract the people we want?

d. Do we obtain security clearances fast enough in order to clear applicants while they are still interested?

e. How many applicants have we lost this year between the time that we submitted their applications for clearance and their advice that they were no longer interested?

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Selection Out, the 701 Program, and Accelerated Retirement

1. For many years the Agency has talked about obtaining legislation which would permit us to retire individuals at the age of 50 with a reasonable annuity so that we could avoid humps and avoid an aging Agency with many senior officers remaining in place simply to await retirement. Once we had this legislation on the Hill, but in recent years have been discouraged from presenting it because of public events and because we were told that Congress is reluctant to create a privileged group of employees.

2. Our 701 Program should not be repeated with a large reduction in force at one time. We should establish a system whereby after certain grades such as GS-14 employees are either promoted, or after they have been passed over for promotion a certain number of times they are selected out or retired. If we had a system whereby we had to make a certain number of promotions each year into each grade, and consequently had to move a certain number of people out of each grade each year either by promotion or selection out, we would have a system whereby promotions would flow easily and there would be no stagnation. What I am suggesting is that every year Selection Out Boards should indicate a certain number in each grade that had to be moved out of the Agency because they had slipped to the bottom of their particular grade.

3. The following questions arise in regard to this:

a. How do we get across to supervisors the necessity of weeding out of the ranks on a continual basis those employees who are not up to the standards the Agency requires?

b. Should we establish a precise number for removal from the system each year? If we don't establish a precise number, will we be able to accomplish the objectives outlined above?

c. How do we insure that in the future individuals who should be selected out for poor performance of duty are not included with other individuals who have performed honorably and competently, but have become surplus to the system?

d. How do we go about getting early retirement, and can't we do it without additional legislation?

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Career Service

1. In 1954 the Agency established a Career Service System. Each employee after three years duty was encouraged to submit an application for career status in which they indicated that they would serve in the post the Agency selected for them. Following the creation of the Agency's Career Service System, over the years each component has developed its own career service, with the consequence that we have at the present time not one but a group of career services. The consequence is that rather than developing a loyalty to CIA, the Career Service System that we have has developed loyalties to individual components. It seems to me essential that much greater emphasis should be put on a CIA Career Service and much less emphasis on an individual career service within CIA.

2. It is my opinion that one of the weaknesses in our Career Service Program has been that we have failed to publicize it properly to employees and consequently they do not realize the extent to which the Agency has gone to make this a good place for a career. For example, we do our best to give our employees abroad as good living accommodations as anybody in the government may receive, we give our personnel adequate living, entertainment and travel allowances, we can provide both educational and medical benefits for dependents abroad, we do more than any other government agency in facilitating the travel of employees, we have extensive employee services in headquarters to help employees in everything from finding houses to recreational facilities, our health and insurance program is probably one of the best in government, we have our own Public Service Aid Society for assisting employees who get into financial troubles through no fault of their own. In addition to this we have one of the finest training establishments in government and encourage employees to develop their professionalism through either internal or external training. All of this is rather poorly publicized to the rank and file.

3. It is my opinion that we are desperately in need of a full and complete overhaul of our Career Service System including a thorough analysis of how it, the Personnel Office, and the personnel management responsibilities of the individual components should fit together. In the course of this it is inevitable that there will be required in order to arrive at an effective system a loss of sovereignty on the part of individual components. The "statesmen" in the Agency will go along with this, but the bureaucrats will scream bloody murder.

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4. The following questions should be resolved in this area.
 - a. What should we do at this time about the Career Service System?
 - b. How should we undertake a study of this magnitude and nature?
 - c. Is our present Career Service System worth saving, or should we scrap it and start over again?
 - d. How do we convince employees that they have any job security, a basic ingredient in any career service system?

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Remarks:			
<p>The Executive Committee Meeting on Friday, 22 June, is scheduled for a two-hour session on CIA personnel management. Attached are sheets on various aspects of personnel management with some comments and questions which I believe pertinent to the Executive Committee Meeting.</p> <p style="text-align: right;"><i>L.B.K.</i> L. B. K.</p>			
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FROM: NAME, ADDRESS AND PHONE NO.			DATE
L. B. Kirkpatrick, Executive Director			21 June 62
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