

28 April 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Minutes of Informal Support Careerists Meeting No. 13

1. The 13th meeting of Support Careerists was held on 26 April from



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2. Mr. Coffey opened the meeting with a few words on the previous informal gatherings that had been held during the past several months and then asked that each of the members give a short statement as to their past experience. He stated that this group probably had the greatest variety of experience of any of the Support gatherings.

3. Following the statements of each of the members, Mr. Coffey asked how we should develop and identify Support generalists for the future. [redacted] felt, based on his past experience, that the CT's had certainly demonstrated their ability to handle general Support jobs and urged that this source not be eliminated. He further stated that the internal officers who have come up through the ranks have certainly developed to be strong Support generalists. [redacted] didn't agree completely with Mr. [redacted] and suggested that we should consider the over-all needs of the Support Directorate in looking for the future members of the S Career Service and should continually look for the person who has the managerial flare in his makeup, one who can manage people as well as have some expertise in a specialized field. The long range goal of the Support Career Service should be, according to [redacted] that as soon as a person is known to have managerial potential he should be identified and his career managed

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25X1 as to give him duties and responsibilities which would develop his long range managerial potential. [ ] a recent member of our Career Service from the Clandestine Service, expressed his position that personnel with Clandestine Service operation/Support background, in his estimation, should not be overlooked as a source of new Support Officers. [ ] stated that our Career Service had taken several from that source within the last two or three years.

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4. Mr. Coffey told the group that previous Support Careerists had indicated a person with a Finance background would be one who is most able to handle an over-all Support job given a limited situation. [ ] indicated that it would be better to take a person from the Finance Career Service and develop him than put a Support generalist in the Office of Finance for a one or two year tour of training. The latter training is certainly satisfactory but in the long run the man who has an inbred Finance education/orientation would be much more likely to do a better over-all Support job than a Support Officer having a limited time in Finance training.

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25X1 5. [ ] a specialist in the SIPS staff, had some questions on the place of personnel in his office in the Support Career Service. He feels that the Career Service may be "too people oriented" and broader goals for each person should be developed.

25X1 6. The question of possible use of Support Officers in SIPS and Records Management was discussed. [ ] indicated that some new young Support generalists, if at all interested in the field of Records Management, would be a welcome addition. He did say, however, that the field of Records Management to some Support Officers is a very dead and dull subject and may not be attractive in any way. He did indicate that this was a large field that needed to be exploited and developed and hoped that a few Support generalists might be made available for a tour in his area of activity. [ ] stated that with his current project it would be almost impossible to insert a Support generalist at this time. He said that if and when a new project is initiated in this field a smart--aggressive generalist would certainly be welcome.

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7. Mr. Coffey questioned the group on their opinion of tours of duty at Headquarters. The majority felt that a three to five year tour would be appropriate. [redacted] stated, that based on his experience with the Clandestine Service, that because of the sensitivity of their work any tour less than three years would certainly not receive favorable reaction. He further went on to explain that his senior people question the early rotation of some of his subordinates particularly in the field of Personnel.

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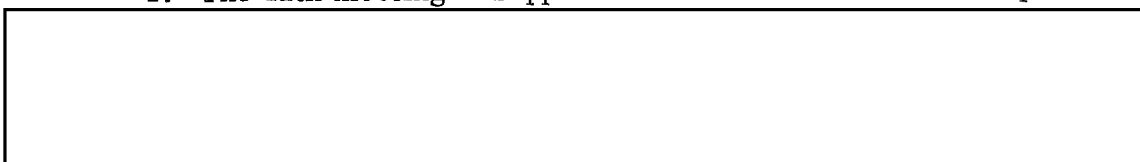
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23 April 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Minutes of Informal Meeting No. 12

1. The 12th meeting of Support Careerists was held on 19 April



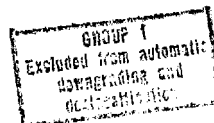
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2. Mr. Coffey opened the meeting with a short explanation of previous informal gatherings and described the mixture of personnel in attendance. He then requested each officer to identify himself and say a few words about his experience with the Agency along with a statement concerning his present assignment.

3. Following the discussion of the officers' varied experience, Mr. Coffey asked from what source should we obtain future general Support Officers. The majority of the group felt that although the Career Trainees had certainly furnished some very capable personnel, an officer with some internal experience preferably in one of the Support components would, in the long run, make a better Support generalist. They further indicated that a background in Finance is almost a must to handle a Support position overseas. With the continual reduction of Support personnel, an officer with a Finance background seems to have the best chance to cover the majority of technical questions that might arise.

4. Following this general discussion the question was asked whether we might be over-recruiting. The consensus of the group was that a graduate student with an MBA or any graduate degree would not probably fit in the general pattern of Support Officer in the majority of

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our overseas installations with meeting of planes, delivering of pouches and sweeping of floors far below that expected of a graduate student. It was mentioned by one of the officers that some wives of CT's have indicated that such menial jobs were certainly not in line with their husband's academic abilities. [redacted] said that this is certainly a fact to be considered but believes that selected personnel with strong managerial potential should not be overlooked since the Agency does need a managerial input and may not always be able to obtain such from the "run of the mill" Support generalists.

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5. The question of the Support Officer's reputation was discussed since three of the attendees had just returned from an overseas tour and they all felt that an officer's reputation is earned and until he is taken into the confidence and respect of the Chief of Station, no matter how good he is, he will not be recognized. It was the group's reaction that the Support Officer must win his niche in the makeup of the Station and demonstrate to the people that he supports that he can make a worthwhile contribution to their well-being as well as to the operation of the Station.

6. Everyone indicated that a tour in the Clandestine Service was almost a must in becoming a general Support Officer. [redacted] who had one tour, stated that even having only one tour he had gained considerably in being able to handle subsequent assignments. [redacted] who had served two tours overseas with the Clandestine Service, felt that this experience was used to a limited degree in his present DD/I assignment. The group agreed that the DD/I was the least to profit from tours of duty overseas. Some discussion was generated as the result of this subject as to whether we should have a two-career track system. [redacted] in Regulations Control Branch, mentioned that this was certainly a possibility because the Agency had to develop managerial talent and it is not always able to do this by continually serving in the Clandestine Service in an overseas assignment.

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7. A discussion of length of tours at Headquarters versus overseas was pursued with complete agreement by the group that three year tours at any one position at Headquarters was maximum. The condition of such assignment should be known by all at time of assignment to assure each, the employee and supervisor, adequate time to make appropriate adjustments.



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8 APR 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Support Careerists Informal Meeting No. 11

1. The eleventh meeting of the Support Careerists was held on 29 March 1971 from 1600 to 1730 hours with Messrs. Coffey, Wattles,

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2. Mr. Coffey opened the meeting with a brief explanation of the purpose of the meetings and asked each Careerist to give a brief oral bio. He told the group of the subpanel's recent promotion exercise for GS-11 officers and the intention to follow through with this system for other grades. Mr. Coffey also announced the intention to convene a Support Conference at [Redacted] sometime in the future. In response to a question on language training, [Redacted] said he thought the cassette system used in the Office of Training was very effective. Mr. Coffey asked around how people felt about the Clandestine Service syndrome. All thought that service in the Clandestine Service was a useful experience but not the only one and ought not to be considered to the exclusion of other service. [Redacted] thought people tended to stay in DD/S&T too long but also thought this resulted in part from pressure by the DD/S&T to retain a good man once they got him. Mr. Coffey asked about rotation for rotation's sake and wondered if a "happy" man should be left in place. Most agreed he should not. In response to Mr. Coffey's inquiry about the desirability of a "tour" in another office of the Directorate performing the specialty of that Office. There was virtually complete agreement that a period of six months or so would be good but a two-year tour would be too much. Ron [Redacted] asked the question "what do we want Generalists to be able to do?" in responding to the question. Mr. Wattles asked what those present thought was the best way to get new Generalists. By training? By lateral transfer

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from other Offices of the Directorate? [redacted] thought we would do better to encourage lateral entry rather than fresh out of a Career Trainee Program. [redacted] felt we are best served by maintaining Generalists and Specialists in the Directorate. [redacted] briefed the group on the workings of the Staff Operations Panel. [redacted] thought Generalists are making a significant contribution to [redacted] understanding of what services are available to them.

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3. There was some brief discussion of true name traffic and Mr. Wattles wondered aloud if we aren't subjecting all traffic to the rigorous controls that were originally intended just for operational traffic. Mr. Coffey suggested there may be merit to a case study. [redacted] gave the group an insight into Mr. Karamessines' philosophy on true name traffic, especially in areas that are subject to being over run.

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MEMORANDUM FOR THE RECORD

SUBJECT: Support Careerists Informal Meeting No. 10

1. The tenth meeting of Support Careerists was held on 22 March from 1600 to 1730 hours with Messrs. Coffey, Wattles,



2. Mr. Coffey opened the gathering with a short explanation of the previous informal gatherings and the benefit that he had received from these and then described the mixture of the personnel in attendance. He then requested each officer to identify himself and say a few words about his experience with the Agency along with a short statement about his present assignment. Before the group could react to Mr. Coffey's question on the need and value of such meetings, [redacted] asked a question on the makeup of the Career Service in terms of personnel and positions. The Career Management Officer gave him a short description as to the magnitude of the Career Service. The discussion was then focused on what action would be taken from any ideas that might be surfaced at these informal meetings. [redacted] spoke to the fact that one of the early groups had suggested that junior officers evaluate some of the S Career Service personnel for promotion and as a result, the current ranking of GS-11 Support Officers has been done by three GS-13's. The feeling that the results of these meetings must be known and disseminated to all members of the Career Service seemed to draw considerable reaction of the group. Mr. Coffey mentioned that he hoped that a Support Conference of all careerists could be arranged at [redacted] at which time he would certainly see that points

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surfaced at the various informal meetings were brought to the attention of the group. Mr. Wattles suggested that if such a conference was held members of the S Career Service should furnish topics that could be used for panel discussions. He indicated that this was the pattern used in the last Personnel Officers Conference which seemed to work extremely well.

25X1 3. The problem of communications was then surfaced and there was discussion as to the pros and cons of getting the word to the troops. [redacted] felt that he had been completely shut off from information on assignments, promotions and policy positions in his Career Service. The majority of the group felt that the weekly minutes of [redacted] and [redacted] meetings seemed to be a good source of communications. The need for an informal newsletter was discussed which could include an announcement of vacancies as well as assignments made. (This could be a topic for discussion at the Support Officers Conference.)

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25X1 4. Mr. Coffey asked the group their reaction towards the need for assignment as a Support Officer in the Clandestine Service either at Headquarters or overseas. [redacted] who has spent most of his time with the DD/I, felt that a good Support Officer with good credentials should be able to serve in any of the four Directorates with a minimum amount of training. [redacted] who had just returned from nine years overseas, felt that his overseas experience had been of some use to him in his new job in the Administrative Staff, O-DD/I. He went on to explain that he felt his assignment there should be for no more than a year feeling that it had limited challenge and based on his previous three or four overseas assignments he had continually assumed greater responsibility. Several of the officers felt that the initial assignment of a Support Officer overseas should be to a small station where he could learn the nuts and bolts of a job.

25X1 5. Like most of the other informal groups, the majority of the members felt that the value of working in the Agency was the ability to rotate and receive the opportunity to handle new and varied assignments. [redacted] felt that three years was definitely the maximum at either Headquarters or overseas stating a person does get stale and needs a change.

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6. [ ] asked the group where we should get new Support Officers from. They felt that the Support components of the DD/S should be the source with the assurance that the person being considered has the motivation for being a generalist. On the other side of the coin they all felt a tour for Support Officers in any of one of the Support Directorate components should certainly be pursued and in most cases would make him have a better appreciation of the specialist fields that makeup the Support Directorate.



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19 MAR 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Support Careerists Informal Meeting No. 9

1. The ninth meeting of Support Careerists was held on 15 March from 1600 to 1730 hours with Messrs. Coffey, Wattles, [redacted] from the DD/S Staff present. The Support Careerists in attendance were

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was held for the first time in the DD/S Conference Room because of the temperature in Mr. Coffey's office.)

2. Mr. Coffey opened the meeting with a few words about the previous meetings and the reasons for our get-together. He requested that each officer identify himself and say a few words about his past experience with the Agency along with a short statement about his present assignment. Following this, Mr. Coffey asked the group's reaction on an informal meeting as well as what the mixture of the group should be. He was also interested in their feelings of the need to serve in the Clandestine Service to receive "full credentials" as a Support Officer. The latter point was immediately picked up by the group and was discussed at great length.

3. [redacted] who has just been assigned to DD/S&T, explained the complete change of atmosphere in his new Support job as to what he experienced as a Log Officer in the Clandestine Service. His main feeling was that the present assignment did not place him under continual pressure of meeting day to day deadlines and putting out brushfires. He feels that they have long-range projects which require detailed planning and offers an entirely different change of pace in his performance of his Support work. He further went on to explain that the Support Officers throughout the Agency are being placed in other challenging

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25X1 assignments and because of this change of pattern it certainly was not a must to serve in a Clandestine Service assignment, especially overseas. [redacted] who recently returned from an [redacted] tour overseas and, previously was assigned in a Support role in the Office of Computer Services, indicated that it was a whole new world working for [redacted] in the administrative field. The group all generally agreed that a tour of overseas sometime in the career would certainly be an important factor in rounding out a general Support Officer's work experience. STAT  
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25X1 4. Mr. Coffey asked the group their opinion of special management training or assignments such as to PPB. [redacted] 25X1  
[redacted] indicated that this type of tour would certainly be broadening and would offer a better perspective of the over-all picture of the Agency. 25X1  
[redacted] who is currently assigned to a Personnel position in the Near East Division, felt that a tour of on-the-job training such as he is now experiencing is certainly valuable, however, he did feel that a year would be sufficient to gain the insight of the operation in a Personnel field. Mr. 25X1  
[redacted] asked as to whether any Support Officer under the supergrade level had ever been assigned to the IG Staff. He felt that this would be a good assignment as well as one to the Audit Staff.

5. The question of duration of Headquarters tours was discussed and it was the opinion of some that a firm time be established which would permit the employee to program his own personal affairs. For example, if you wanted to take some outside education, build a house, make personal plans in which case you would then have a time frame in which to work. They all felt that one of the outstanding points in working for the Agency was the opportunity to change jobs, gain new insights on various components and personnel and because of this felt that rotation should definitely be made after three or four years in a job.

6. It was the consensus that officers do get stale in assignments; one of the reasons being that there is a variety of Support Officer positions which offers and encourages personnel to expand their experiences. One of the officers indicated that this is career development and because our attempt is to develop the careers of our officers they should all be assured that they will not remain in a job an unduly length of time and would be given an opportunity for different types of assignments.

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7. The question of staff versus line assignments was mentioned and [redacted] who having served on the DD/S Staff, felt that this was a worthwhile experience and was a factor in developing a better line officer. On the other hand [redacted] said good experience in a line officer is necessary to become a productive Staff officer. They agreed that personalities often enter these types of assignments but if one can have the opportunity to experience both a staff and line assignment, in the long run he would be far ahead of the one who remains in one type of duty.

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8. [redacted] who was originally assigned to the Office of Finance for a tour of training following his [redacted] tour, felt that our Career Service was making a mistake by not keeping personnel in the Office of Finance for a full tour as scheduled. He felt that the ABC's of Finance were a must in any Support Officer's career. Mr. Wattles then asked [redacted] if he thought it important to have similar type of experience in Personnel and [redacted] said he felt he could more easily learn Personnel on the job than Finance experience.

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9. [redacted] at the conclusion of the meeting, felt that the recent decision to have only one annual promotion ranking of Support Officers was an error. [redacted] spoke to this point as to why this action was taken and assured all present that although the rankings are to be done annually, the Head of the Career Service could make promotions any time during the year with the provision of adequate headroom.

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12 March 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Support Careerists Informal Meeting No. 8

1. The eighth meeting of Support Careerists was held on 8 March from 1600 to 1730 hours with Messrs. Coffey, Wattles, [redacted] from the DD/S Staff present. The Support Careerists in attendance were [redacted]

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2. Mr. Coffey said a few words to the group about the previous meetings and asked that each, for an ice breaker, identify themselves and say a few words about their past employment within the Agency along with a short statement about their present assignment. Following this the group discussed the need for continual get-togethers preferably with a mixture of participants. They felt that those present were basically the same age and grade and had virtually related experiences and background. They felt that some junior and senior personnel would improve the sessions. They all heartily endorsed a get-together at [redacted] where they could participate both in formal and informal meetings. Several members of the group commented to Mr. Wattles about the excellent Personnel Conferences that he held in the past years.

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3. The duration of domestic tours was discussed and the majority felt that rotation was important but only after a minimum of two to three years. [redacted] talked at some length of the need for having Support Officers learn how to produce completed staff work. He felt that there was a special ingredient required in a person to do a staff assignment and that everybody some time in their career should be placed in such a position. He further felt that the bureaucracy of this Agency is getting so involved that it is most important that a Support Officer learn the many steps required in handling administrative actions at the Headquarters level, including the multitude of coordinations, clearances, etc.

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4. The source of future Support Officers was the next point of conversation, and it was the feeling of the group that we may have over recruited in the past with our CT's and it may be better that internal sources be tapped. The Officer who has served in Logistics, Personnel, Finance, etc. and has come up through the ranks and has seen senior Support Officers as well as specialists operate seems to have a better perspective as to the role of a general Support Officer than those who are recruited outright as generalists. The feeling was that the general Support Officer must have a desire to serve regardless of the nature and type of duties as well as the assignment. If the officer is motivated to serving both his supervisor as well as carrying out the role of a general Support Officer as expected by the Head of his Career Service, he is the one that will not only be a good representative of his Career Service but will be accepted by the component in which he serves.

25X1 5. [ ] a former JOT, explained that the CT's that go into the Clandestine Service have similar problems of adjusting as do the CT's in the Support Career Service. He made this comment based on his five years overseas and indicated that being a former CT or JOT he was able to communicate with his Clandestine Service colleagues fairly well and came out with this impression.

25X1 6. [ ] requested that some consideration be given as to the manner in which Fitness Reports are prepared on Support Officers. He felt that the Chief of Station, in most cases a Clandestine Service Officer, would not report in a manner that a professional Support Officer would. He specifically was referring to the lack of detailed information on Support Officers who might have demonstrated writing or research capabilities. He felt that some consideration should be given to preparation of Fitness Reports on Support Careerists similar to that now given for Communicators. The Office of Communications procedure is the Chief of Station makes a general administrative assessment as to the man's attitude, motivation, etc., while the area Chief or some professional Commo Careerist would evaluate him as to his technical ability. A similar arrangement might be considered for Support Officers with the Chief of Support at Headquarters preparing a technical evaluation of his performance or being the official Reviewing Official.

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MEMORANDUM FOR THE RECORD

SUBJECT: Informal Meeting of Support Careerists No. 7

1. The seventh meeting of Support Careerists was held on 1 March from 1600 to 1730 hours with Messrs. Coffey, Wattles, [redacted]

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2. Mr. Coffey briefed the group on the purpose of the get-together including a few words on the past weekly meetings held with other Support Careerists. He opened the discussion by asking the members their reaction to such meetings including the mixture and frequency. With the group being made up of senior members of the Support Career Service, the majority felt that it was time that these officers got to know members of their Career Service particularly at the GS-14 and GS-13 level and in some cases some outstanding comers at the GS-12 and GS-11 level. The discussion continued in line as to the value of an hour and a half session with a person that you had no previous contact with and whether such a relationship would be beneficial as far as future evaluation of this person in the Support Career Service. Mr. [redacted] who has attended all the Informals, stated that he felt spending an hour and a half with persons you have never seen or heard can give a fair insight as to their makeup. The need for an annual get-together at [redacted] seemed to be definitely favored.

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3. The group as a whole felt that assignments in a DD/P component were beneficial for a general Support Officer. [redacted] indicated that his initial assignment was in the general Support field but was fortunate in being able to work with senior Logistics, Finance and Personnel officers which offered him the opportunity to get some

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on-the-job training in these specialties. The group then discussed the feasibility of moving Support Officers at Headquarters after they had served for a time in one assignment. There were mixed reactions as to whether a person becomes stale in a job or whether after a period of three to four years their experience, initiative and insight on the job should be challenged by a reassignment. The group did agree that the more assignments or tours that a Support Officer could have in the various Directorates the more qualified he would be in assuming greater responsibilities as he moved up the ladder.

25X1 4. The age old problem of control of Support positions in the field was discussed and [ ] of the DD/I said he could see no reason why all Support positions and personnel now assigned to the DD/I could not be under the general control of DD/S relative to incumbents and grade structure. We touched on the problems of budgeting for positions if we were to convert to the management control now available to O/C worldwide. Support Officers from the Clandestine Service felt that at no time would the DD/S be able to assume absolute control of Support positions in that Service.

STAT 5. Mr. Coffey asked the group how they felt the Support Officer of the future should be recruited. [ ] felt that comers in the several career services of the Support Directorate should be earmarked at the GS-11 or GS-12 level and after they have served three or four years in one Office be rotated in order that other senior Support personnel could observe their performance and be made aware of their potential. He said that he had a Support Career Trainee that worked in his office for a year and was then with [ ] for a two-year period. During this period he felt he was a comer and that even though he would like to have him back, that for the good of the Agency as well as the employee, he should be given a tour in one of the other Directorates. A review of statistics on GS-11 and GS-12 was taken and the group felt that some breakthrough in promotions must be made to assure that the comers in these two grades are recognized, encouraged and developed. 25X1

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6. [redacted] asked Mr. Coffey if any thoughts were given to training for Support personnel to service persons in the Nonofficial Cover field. Mr. Coffey reported that the [redacted] paper to the Deputy Director for Plans had not been made public and we were waiting for a reaction from the DD/P at which time we would better know which training courses for Support personnel need be implemented.

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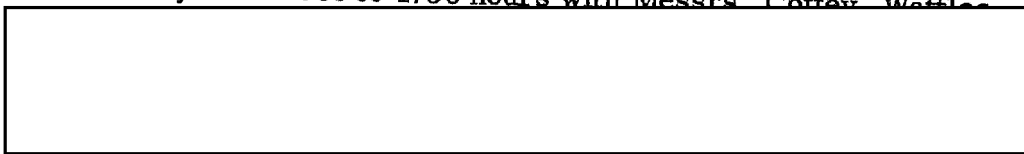
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MEMORANDUM FOR THE RECORD

SUBJECT: Informal Meeting of Support Careerists No. 6

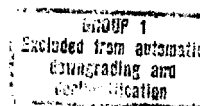
1. The sixth meeting of Support Careerists was held on 22 February from 1600 to 1730 hours with Messrs. Coffey, Wattle



2. Mr. Coffey opened the meeting with a short introductory statement as to the reasons for the gathering and his wishes to become better acquainted with all Support Careerists and to do everything possible to improve the communications within the Support Career Service. He then asked each of the group to introduce themselves with a short resume of their work experience in the Agency. This manner of introduction proved to be most beneficial as it gave all members present a chance to picture in their minds the background of each other in the Support field.

3. Following this, Mr. Coffey started the discussion by asking a few their reaction to this type of meeting and further their thoughts on an annual conference at [redacted]. It was the feeling of all that an annual structured conference should be arranged in the near future permitting everyone an opportunity to exchange ideas with their colleagues, which has not happened for several years. They felt that a structured program was in order and that the informal social arrangement would certainly be beneficial to all. Two of the members spoke highly of previous Personnel and Finance conferences.

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4. Mr. Coffey then asked [redacted] who are now in a training status, their reaction and the importance of this type of training in the over-all development of their careers. [redacted] indicated that he certainly had benefited by the Finance training even though he already had had several years of budgeting. He further stated that he had a feeling, that because of the program of attempting to cross train Support personnel to other related fields that some Finance careerists may have a small degree of resentment towards other professionals becoming qualified to handle jobs which are becoming scarce in their career field. Mr. Wattles and Mr. Coffey both explained that we are using Finance, Logistics, and Personnel Officers in Support generalist positions and in doing so they are likewise cross training in the Support Career Service. [redacted] felt that only the Support generalist with an accountant's background could be gainfully employed and utilized in any degree of efficiency in the Audit field.

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5. A short time was spent on the pros and cons of establishing firm tours of duty at Headquarters. [redacted] felt that he would not like to remain in one job more than four years. During his career with the Agency he has served in four Directorates plus the Director's office, all of which had offered him new and challenging assignments. He felt that the Support Career Service should definitely rotate people and in doing so it offers better means of evaluating the Support careerists and at the same time it offers the Support careerist a chance to examine his capabilities and future potential as a Support Officer. The rest of the group generally agreed that this made sense, and an attempt should be made to program the rotations around a four-year maximum tour of duty whenever possible.

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6. In discussing the role of the Staff Operations Panel and rotations, the problem of knowing about positions that might become available was surfaced, and the group wholeheartedly endorsed the suggestion by [redacted] that a procedure could be established whereby vacancy notices would be published for such as the summer 1972 rotations thus permitting all interested parties to toss their names in the hat.

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7. In the group were several officers who had either served or were now serving in the DDS&T Directorate. Their reaction to the manner in which the Support Officers in that Directorate are obliged to perform

was discussed. They indicated that the feeling within the DDS&T in the majority of cases seems to be they are "outside" the Agency but Support jobs were challenging in that they bring Support techniques used in other parts of the Agency to the DDS&T. [redacted] commented that he has been welcomed with open arms in his DDS&T job. This discussion was expanded to the question of whether an assignment in the Clandestine Service plus overseas was a "must." The majority of the officers had served both in the Clandestine Service as well as overseas but felt that in order to be a well-rounded Support Officer this was one of the things that should be on their record. [redacted] followed this line of thought in explaining what he thought a Support Officer's role should be in the field, mainly that of serving the Chief of Station and getting the job done for the Chief of Station within the established legal boundaries. [redacted] further asked Mr. Coffey what he felt the role of the Support Officer should be in the field. Mr. Coffey explained that a Support Officer must serve two masters and in doing such a job he would require a person who excelled in "walking a tight rope."

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8. Mr. Coffey asked the group whether they felt the image of the Support Officer throughout the Agency had improved, was stagnant, or was on the skids. There was some hesitation in the group in answering this question but after a few minutes thought, the majority felt that their roles had certainly been improved and responsibilities given them had been increased. The officers who had the DDS&T assignments felt that they had a very important role in attempting to bring the DDS&T into the fold.

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9. [redacted] felt that every Support Officer going to the field should spend some time in the Offices of Logistics and Finance with less urging for Personnel exposure. He felt the guts of the Support Officer in the field were in these two related fields and so it is important that an officer have some basic training and a knowledge of what can and cannot be done in these two major areas of Support.

10. One member of the group made a strong plea for assignments abroad to be made on qualifications and not grade. He referred to "paper shuffling on the seventh floor" as being no qualifier for a tough job overseas.

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11.  asked whether members of the "S" Service might not be invited to meetings of the Staff Operations Panel as an observer and also as a means by which they might become better known to members of the Panel.



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MEMORANDUM FOR THE RECORD

SUBJECT: Informal Meeting of Support Careerists No. 5

1. The fifth meeting of Support Careerists was held on 16 February from 1600 to 1715 hours with Messrs. Coffey, Wattles, [redacted] from the DD/S Staff present. The Support Careerists in attendance were Messrs.

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[redacted]

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2. Mr. Coffey opened the meeting with a short discussion as to the reasons for the gathering and his eagerness to meet all Support Careerists and do everything possible to improve the communications within the Support Career Service. He then asked the group for their reaction to the get togethers and any other thoughts that they might have on the Career Service. The initial reaction was that it was most important for the junior Support Careerists to not only know their colleagues but also to meet more senior Support personnel. The discussion then went into the training aspect that each of these Support Careerists had had prior to their initial assignment. Of the seven present, four had come through the Career Trainee Program; and these four felt that they had certainly received excellent training and all indicated that they were fairly well equipped to handle their initial assignment. [redacted]

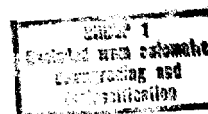
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[redacted] all indicated that they had learned from on-the-job training and felt that if it was at all possible, a period with each of the Support components for a minimum amount of time would be advantageous for Support Careerists. In other words, if they could spend two or three months in each of the Support components, they would have a better over-all picture of the role of the Support Careerist. Mr. Coffey then asked them if they had attended Trends and Highlights and those that had were very impressed and urged that everyone take the one-week course.

3. Some time was then spent on discussing whether or not they felt it important to serve within the Clandestine Service. Several of the officers indicated that they were told some time during their career that it was "a must" if they were to advance up the ladder. It was the general consensus of the group that this would certainly offer a broad background and excellent

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experience to serve in an overseas installation with the Clandestine Service, and although there were a limited number of positions at Headquarters, any chance to be attached to a Clandestine Service Support Staff would be a plus on their side. [redacted] who spent the majority of his career in the [redacted] side of the house stated that he was not having too much difficulty adjusting to the Clandestine Service.

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4. Discussion was then turned to reviewing the current procedure in evaluating Support Officers and the group wholeheartedly concurred in having a panel of more junior Support Officers participate in the ranking and rating of Support Careerists for promotion. It was further pointed out that the majority of the S.O.P. represented the Clandestine Service and that some members felt a representative of the Science and Technology Directorate should participate in the management of the Support Career Service. Mr. [redacted] pointed out that [redacted] were outside the Clandestine Service and had made considerable input to the Panel's action.

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5. [redacted] questioned the group as to their reaction of establishing fixed tours of duty at Headquarters similar to those used in overseas assignments. There was a mixed reaction to this. Two officers felt it depended considerably on the supervisor and conditions of the assignment. They all felt it was beneficial both to the Agency and the employee that the length of a tour not be too long and that both the employee and the supervisor should be cognizant that this is the policy of the Support Career Service.

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6. Following the meeting, one of the officers, [redacted] suggested that if it were possible for the same group to assemble again in about three months, they would be better prepared to participate in a fuller discussion of problems than they were today. He indicated that the group was a bit on edge being in the Deputy Director for Support's office for the first time and even though they were told it was informal, they were hesitant to speak out freely.

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*gfw*

9 February 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Informal Meeting of Support Careerists No. 4

1. The fourth meeting of the Support Careerists was held on 8 February, 1600 to 1720 hours, with Messrs. Coffey, Wattles, [redacted] [redacted] from the DD/S Staff present. The Support Careerists in

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[redacted]

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2. Mr. Coffey gave a very brief review of the past three meetings and quickly opened the discussion as to the reaction of this group towards this type gathering and ways of improving communications in the Support Career Service. Since the group in attendance were all old timers the atmosphere was of a relaxed nature and all quickly agreed that getting together was very important. They indicated that it was necessary that junior officers meet with senior officers to have an exchange of ideas and the ideal situation would be to have a Support Officers conference at [redacted]

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3. Pursuing this conference approach, one of the officers suggested that Mr. Coffey might give a "State of the DD/S" briefing. They felt that they would like to know what the problems are in Logistics, Training, Finance, Medics, etc. which would give them as senior Support Officers a better over-all picture of what problems the front office encounters. Following this type of presentation they suggest that a less structured conference be established with the usual informal get-together in the evenings.

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4. A second topic that was discussed was the need to take a further look at how we in the Support Career Service evaluate our personnel for assignments, promotion and potential. The group reviewed the procedure that DD/P was using and felt that they were doing an exceptionally conscientious job. One officer indicated that when they bring a senior officer from the field TDY for a month to sit on a panel they must be serious in attempting to see that every file is given a thorough review. [ ] spoke at some length on his experience in the Office of Finance relative to how they evaluate their personnel on a yearly basis. He stated that they had three GS-14 SF Careerists evaluate personnel up through GS-09, six GS-15's evaluate personnel from GS-10 to GS-13 and the supergrades handle GS-14 and GS-15. The one point that he felt they gained from this close evaluation was the byproduct obtained in developing training and further assignments for their personnel.

5. Mr. Coffey posed the question to the group as to what their reaction might be of changing the format of the Trends and Highlights Course by having junior officers make the presentation. The group heartily endorsed this idea, however, they did feel that it is important that Mr. Coffey be present if only to make the introduction of the speaker. So often people spend their entire career in the Agency without seeing their component Chief or Director.

6. Mr. Coffey asked the group about problems they are having and ideas they would like to discuss further at a Support Conference. The problem of current retirement information seemed to be of general interest to the entire group. The need to see that the field is informed of all retirement changes plus the normal follow-up of personnel after they have received the initial five-year letter. Mr. Wattles spoke about the goal to establish an "Employee Service Center" which would cover retirement, insurance and other services that every employee is interested in and a central place where all answers could readily be made available. The problem of location of the Retirement Staff was discussed and it was the opinion of some that if it were in this building it might reduce some of the questions and problems that the Support Officers now have. Mr. Coffey suggested that if the Clandestine Service could make space available, we would see that the Retirement Staff would be given top priority in moving to the building. Another point in retirement was the need that possibly the processing check list should contain a space that those personnel going overseas that would become eligible are seen prior to departure and be given full briefings on their rights and privileges.

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7. The last point of discussion was the area of input of general Support Officers to our Career Service. The group was briefed on the reduction of overseas positions which has made it necessary to halt the input of any Career Trainee/Admin Support type.



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3 February 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Minutes of the Informal Meeting of Support Careerists No. 3

1. The third meeting of the Support Careerists was held on 1 February, 1600 to 1730 hours, with Messrs. Coffey, [redacted] [redacted] from the DD/S staff present. The Support Careerists in attendance were all GS-12's and GS-13's consisting of Messrs. [redacted] [redacted]

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2. Mr. Coffey opened the discussion with a brief review of the background on the get-together and the objectives he hoped to accomplish. He stated that this was the third meeting of Support Careerists and identified the mixture of the two previous meetings. He further stated he was not sure what the correct mixture of such a get-together should be and was most interested in the group's reaction. He was also interested in how we might improve the communications in our Support Career Service. An outline of the make up of the Support panel headed by [redacted] the ad hoc committee which handles senior assignments and the Support Career Board were reviewed to bring the group up-to-date on the structure of the Support Career Service.

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3. The reaction of the group was that a meeting of this type did not seem to be long enough to permit a thorough exchange of ideas and for the opportunity to become acquainted with all of the participants. In this case very few of the officers knew their colleagues. They all agreed that an ideal situation would be to have a Support Officers' conference at [redacted] where business and pleasure could be arranged permitting better opportunity for knowing other members of the Support Career Service. The problem of improving communications was further

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discussed and several ideas were submitted on the need for reinstating the Support Bulletin. Mr. Coffey reported that a new Bulletin was in the printers and at the same time discussed the problems of having such types of publications published for overseas. All the members felt that some type of publication/newsletter would be most beneficial for Support Careerists throughout the world. [ ] felt that the Area Divisions appear to have the best opportunity to inform Support Officers by means of dispatch which they can control and transmit information without extensive review by Clandestine Service components.

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4. They all indicated that the weekly SSA/DDS meeting was an excellent means of exchanging ideas and at the same time getting first-hand information from the DD/P and DD/S senior staff meetings on both administrative and other types of information.

5. There was some discussion regarding the length of tours of duty both at Headquarters and field assignments. Mixed reactions on whether a Headquarters assignment should be limited to two or three years were received. The majority of the group felt that a person gains his maximum in productivity at the completion of his second year and should remain a third year.

6. Mr. Coffey asked [ ] who had previous experience in the PPB field, as to what his reaction is to whether Support Officers have been "cut out" of the opportunity to perform PPB type of responsibilities. (This point was mentioned since the previous group had felt that the planning function had been left to the operating officials of the component and there was little chance for the Support Officer to assume this responsibility.) [ ] agreed that even in his present position and with his background, there was a separate planning officer who worked with his Budget Officer in handling this function. It was consensus of opinion that all Support Officers should do whatever possible to obtain PPB training in order to extend their services to the appropriate officials to assume this type of responsibility and whenever possible equip themselves to learn the nuts and bolts of this relatively new planning/programming concept.

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7. Ranking of Support personnel for promotion was discussed. All members of the group felt that having the ranking Support Officer two grades senior would give a better evaluation than having all rankings performed by the GS-16 Panel members.



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1 FEB 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Informal Meeting of Support Careerists No. 2

1. The second meeting of the Support Careerists was held on 25 January 1971, 1600 to 1730 hours with Messrs. Coffey, [redacted] [redacted] from the DD/S Staff present. The Support Careerists in

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[redacted]

2. Mr. Coffey opened the discussions with a brief review of the background on the purpose of the get-together and the objectives he hoped to accomplish. He reported that this was the first meeting with a mixed group and that the previous week's meeting was composed of officers of a like grade. He stated this was to be an informal-off-the-record gathering in hopes that ideas would be surfaced that would be beneficial not only to the participants but also to himself as well as members of his staff.

3. Summary of Points, Discussion and Comments:

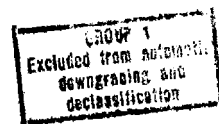
a. Need for improving communication between members of Support Career Service and its "leaders."

The group felt this type meeting was most welcomed and hoped that possibly an annual Support conference could be arranged to permit Careerists the opportunity to meet others and exchange ideas.

b. Role of the Support Officer in performing planning functions:

There was some feeling that the operating officials looked on the Support Officer as the "mechanical" tool in furnishing basic housekeeping support rather than the

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broad manager who should also be able to assume the PPB role. The reasons for this view were analyzed and suggestions were made how the Support Officer could gain the confidence of his supervisor in assuming greater managerial role in the full role of a PPB official. There was the feeling that the Support Officer might expose himself to this new management concept and equip himself to assume some of these duties and carry them out.

c. What is in the offing for the GS-11/12 Support Officers after 2 - 3 tours overseas?

There was concern as to what does a young GS-11/12 Support Officer who has had a couple of "single" tours overseas, where he did everything, in terms of a possible supervisory role at GS-13/14 level, when there appears to be a continued reduction of overseas Support positions. This point led into the discussion for the need of cross training a generalist with one of the other Support components.

d. Because of the large spread in grade structure of Panel members and some Support Officers, a review of the structure of ranking Support personnel for promotion seemed in order.

The group felt that ranking officers for promotion should generally not be more than two grades senior to those being ranked. The idea of a mixed panel was mentioned as a possibility. A more serious problem was surfaced and that was the lack of any promotion ranking criteria and selection procedures for assignments. This problem is currently under review by the Career Management Officer.

e. The question was raised as to whether our Career Service should develop a two track career concept, one for administration of overseas operations and the other being for managerial assignments within the Support Directorate. The majority of the group

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felt that a Support generalist could serve overseas and still have sufficient managerial expertise to handle a Support assignment at Headquarters.



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## MEMORANDUM FOR THE RECORD

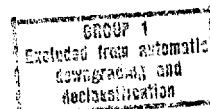
SUBJECT : Initial Informal Meeting of Support Careerists

REFERENCE: Informal Meeting w/Support Officers, 18 January 1971

1. The initial meeting of Support careerists, per ref, was held from 1600 to 1730 hours on 18 January 1971 with Messrs. Coffey, Wattles, [REDACTED] Mr. Coffey spoke for the first 30 minutes outlining the purpose of the get together and the objectives he hoped to accomplish. Specifically, he stressed that Mr. Bannerman had agreed to undertake a series of informal discussions several months ago, but unfortunately because of his schedule, was not able to initiate these meetings with the Support Officers before his retirement. Mr. Coffey feels it is a good idea and hopes that he will gain from the interplay of new ideas on the Career Service, and at the same time, was open to suggestions and proposals that might result from these discussions. He indicated that he was in no way going to be a "new broom" in changing the present management techniques and intends to become better acquainted with the members of his Career Service.

2. Mr. Coffey explained the structure of the Support Career Service Board and also stated that although this Board did not meet on a regularly scheduled basis, it would be mainly used in considering recommendations for promotion to supergrade of all Support Directorate personnel. He further explained the current mechanism used to arrive at assignments of senior personnel GS-15 and above, namely, an informal panel of the Assistant Deputy Director for Support, the Executive Officer/DDS, and the SSA-DDS with the Career Management Officer acting as Executive Secretary of this group. He then further described the make-up of the Staff Operations Panel chaired by [REDACTED]

3. Following the introduction, the first general topic handled by the group was the size and make-up of these meetings. It was the consensus of the group that a small group of six or seven would be much better than a larger group of 15 or 20. It was further suggested that purposely a mix of

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personnel would be better than to have all of the same grade. It was the consensus that the junior GS-11 or GS-12 would feel at ease and be able to make a presentation of their particular problems regardless of more senior Support Officers being in attendance. Because of this suggestion, it was planned that the next meeting would be made up of a mixture of GS-15 through GS-12 Support Officers.

4. Another subject discussed was the current procedure of ranking Support Officers for promotion below supergrade. Several Support Officers felt it might be more appropriate to establish a subpanel of the Staff Operations Panel consisting of Support Officers who have a better acquaintance with officers in the lower grades and who may have a personal knowledge of the performance of the individuals concerned. This ranking might be done by personnel with two grades difference, in other words, GS-14 officers could rank GS-12 officers and GS-13 officers could rank GS-11 officers. Some of the Support Officers from the DD/P suggested that it might be worthwhile to review the procedure used by the Clandestine Service in their rankings and make-up of personnel panels.

5. The group discussed the pros and cons of establishing tours of duty for personnel assigned to Headquarters. The majority felt that a two-year tour is too short and preferably a three or four year tour would be a more appropriate time for personnel to remain in a Headquarters assignment. The main point made was that the component chief getting a new officer be told at the time of assignment that the Career Service would expect the assignment to continue for a period of two, three, or four years but not indefinitely. This topic was then expanded to the advantages of transferring from one Directorate to another. Some felt that a Directorate should maintain an expertise in their field and others felt that bringing new ideas from one Directorate to another would be advantageous not only to the Directorate concerned but to the Support Career Service and the officers involved.

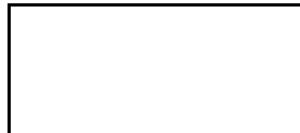
6. One Chief of Support suggested that the Career Service attempt to outline the career objectives for an officer in a Deputy Chief of Support assignment so that the Chief of Support might have training or other guidance at hand during the time the Deputy is in that position.

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7. In summary, Mr. Coffey asked whether a mass meeting of all Support Officers at Headquarters would be of any value. The members all indicated it would be one-way and no possible chance for exchange. All recommended that after several of the informal discussions have been held possibly a summarization of the take from these meetings could be used to pass on to the group as a whole.



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