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CIA HISTORICAL STAFF

The DCI Historical Series

CIA Support Functions:

*Organization and Accomplishments
of the DDA—DDS Group, 1953-1956
Volume IV (Chapters IV, V, and VI)*

Secret

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July 1960

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THE DCI HISTORICAL SERIES

HS 3

CIA SUPPORT FUNCTIONS:
ORGANIZATION AND ACCOMPLISHMENTS OF THE DDA-DDS GROUP
1953-56

VOLUME IV (CHAPTERS IV, V, AND VI)

by



1960

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HISTORICAL STAFF
CENTRAL INTELLIGENCE AGENCY

SECRET

CIA SUPPORT FUNCTIONS:
ORGANIZATION AND ACCOMPLISHMENTS OF THE DDA/DDS GROUP,
1953-1956

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by DCI/HS

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CHAPTER IV. LOGISTICS MANAGEMENT

To preserve the factual continuity of logistical organization and functional progress encompassing the Agency's logistical support activities during the reporting period, it is necessary to cite the major changes which took place just prior to January 1953. The period beginning 1 July 1952, in common with other Agency operations, represented a period in which logistical support functions were affected by the cessation of rapid external personnel acquisitions and by a consolidation and realignment of internal functions. The reorganizations were undertaken in a manner designed to provide centralized uniform logistical support for Agency operations and utilization of professional personnel to an optimum degree.

The absence of sound logistical operating policy and procedures was evident within the Agency's support planning complex and corrective action was necessary from the beginning through (a) the establishment of

property accountability and positive responsibility of accountable officers, (b) installation of improved methods of stock control, (c) effecting financial accountability in conjunction with the Office of Comptroller, and (d) the promulgation of the [redacted] of regulatory doctrine in the related fields. It will become evident in the recording of these chronological events, that centralization of logistical functions which were implemented during the tenure of the present DCI, resulted in economy of operations, improved efficiency, and a planned coordination of efforts to further Agency operations.

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In July 1952, the major logistics functions of the Agency were being performed by: the Administration and Logistics Staff, Office of Policy Coordination, headed by [redacted] the Procurement and Supply Office of the Deputy Director (Administration), directed by Mr. James A. Garrison; and by the Office of General Services under [redacted] which was also an organizational element of the Deputy Director, (Administration). These logistics functions had developed in response to the rapid growth of the Agency, and were

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assigned in a random fashion, generally on the basis of geographical and operational requirements.

The Office of General Services (DD/A) consisted of: the Office of the Chief; an Organization and Methods Service; Records Service Division; Printing and Reproduction Division; and a Space, Maintenance and Facilities Division (including Transportation Services and a Motor Pool).

At the same time, the Procurement and Supply Office (DD/A) was comprised of: the Office of the Chief; a Planning Staff; a Purchase Division, and a Supply Division. The T/O of the Procurement and Supply Office then called for [] positions, the ceiling was established at [] and the on-duty strength stood at [] of whom 4 were detailed personnel.

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As the consolidation and purification of Logistics functions got underway in August of 1952, the Organization and Methods Service Division of the Office of General Services (DD/A) was transferred to the Comptroller's Office.^{1/} The transportation activity (less motor pool

^{1/} CIA Notice No. [] dated 5 August 1952, SECRET.

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and trucking functions) and the Real Estate and Construction functions of the Office of General Services (DD/A) were transferred to the Procurement and Supply Office (DD/A).^{1/} The transfer of these latter two functions added 47 positions to the Procurement and Supply Office of DD/A, and deleted the same number from the Office of General Services (DD/A).

At about the same time, the Agency Clandestine Services (Office of Policy Coordination (OPC), and the Office of Special Operations (OSO), were being reorganized and consolidated.^{2/} In keeping with the plan to centralize logistics functions, when the Administration and Logistics Staff of OPC was divided, the Administrative portion was retained by the Chief of Administration (Deputy Director, Plans); and the logistics personnel were absorbed largely within the DD/A, the bulk of these going to the Procurement and Supply Office (DD/A). While some of these individuals were assigned to the Supply Division, Office of the Chief, etc., the majority of the A&L Staff (OPC) were used to augment

^{1/} CIA Notice No. dated 19 August 1952, SECRET.

^{2/} Memo from DCI dated 15 July 1952, subject: "Organization of CIA Clandestine Services," SECRET.

the Planning Staff, Procurement and Supply Division (DD/A). During September 1952, the "Safehouse" function was also transferred to the Procurement and Supply Office from the Office of the Deputy Director, Administration.^{1/}

At the end of September 1952, the T/O of the Procurement and Supply Office was positions, the ceiling was and the on-duty strength stood at 10 of which were detailed military personnel.

Effective 10 November 1952, the garage and trucking functions of the Office of General Services were added to the transportation functions already absorbed by the Procurement and Supply Office during August of that year (the motor pool, however, remained with GSO (DD/A) during this November merger). Along with these functions, 31 positions were also transferred from GSO (DD/A) to P&SO (DD/A).^{2/}

In addition, during November, new positions were added to the Procurement and Supply Office to augment

^{1/} Memo from DD/A dated 22 September 1952, SECRET.

^{2/} Memo from Assistant DD/A to C/P&SO and C/GSO dated 30 October 1952, CONFIDENTIAL.

S E C R E T

the T/O for the [] and the
Real Estate and Construction function. By the end of
the calendar year 1952 the T/O strength of the Procure-
ment and Supply Office stood at [] positions, the
ceiling had been raised to [] and the on-duty strength
reached [] of which 22 were detailed, military personnel.

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In March of 1953, the capability of the Procurement and Supply Office (DD/A) to provide a central logistics support operation for the Agency through timely and planned assistance to operations was evident. This support readiness capability had to be sold to operations for obvious reasons, and while implementation of the support planning continues even today, its starting point can be identified with the establishment of the Coordination and Requirements Staff of the Logistics Office. One Branch of this Staff provided qualified logistics planners to assist area divisions and staffs of the DD/P elements. From this effort evolved the logistical branches within operating areas, staffed with qualified support personnel as exists today.

A simultaneous functional reorganization divided this new office into the following principal elements:

S E C R E T

Office of the Chief; Inspection and Review, Administrative, and Coordination and Requirements Staffs; and the Supply, Transportation, Procurement, and Real Estate and Construction Divisions. At this time the Logistics Office T/O called for [] positions, the ceiling was up to [] and the on-duty strength was [] of which 23 were detailed military personnel.^{1/}

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To complete the centralization of transportation support for the Agency, in December of 1953, the motor pool function of the Office of General Services (DD/A) was transferred (along with 54 positions) to the Transportation Division of the Logistics Office (DD/A).^{2/}

In February 1954, a final consolidation was made of the remaining functions of the Office of General Services (DD/A) (Printing and Reproduction, Mail Control, and Space, Maintenance and Facilities), with the corresponding functional elements under the control of the Logistics Office. At the completion of this merger, the

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1/ CIA [] dated 20 March 1953, SECRET.

2/ CIA [] dated 1 December 1953,
CONFIDENTIAL.

25X9 Logistics Office T/O reached a high of [] positions,
25X9 the ceiling had advanced to [] while the on-duty
25X9 strength stood at [] of which 25 were detailed mili-
tary personnel. The merger added one new division,
Printing and Reproduction, to the Table of Organization
of the Logistics Office (DD/A).^{1/}

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Because the rapid assimilation of similar functions and personnel into one central logistics service had created certain inefficiencies and ineffectiveness in the distribution of duties and personnel to the remaining organizational units, the Chief of Logistics requested a management survey of the entire Logistics Office at the beginning of Fiscal Year 1954.^{2/}

As a result of this survey, on 21 July 1954, the Office of Logistics (new title) approved T/O consisted of: Office of the Director, Security, Technical Review and Policy, Administrative (including Mail and Courier

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^{1/} CIA Notice No. [] dated 8 February 1954, SECRET and Regulation No. [] Change 1, dated 12 March 1954, SECRET.

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^{2/} Management Survey and Staff Study by Management Staff, dated 30 June 1954, approved by DD/A 23 July 1954, SECRET.

25X9 functions), and Planning Staffs; and the Procurement,
25X9 Supply, Transportation, Real Estate and Construction,
and Printing and Reproduction Divisions. The approved
T/O called for [] positions, the ceiling was fixed at
[] positions, and the on-duty strength was [] includ-
ing 22 detailed military personnel.

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During the first half of Fiscal Year 1955 the In-
spector General's staff performed a comprehensive in-
spection of the Logistics Office and a more general re-
view of logistical activities throughout the Agency.

The purpose of the survey was to determine whether
CIA had a sound logistical system, operating effectively
and in consistency with the requirements of security,
flexibility, aggressiveness and diversity of operations,
with emphasis on the organization, management and opera-
tion of the Logistics Office.

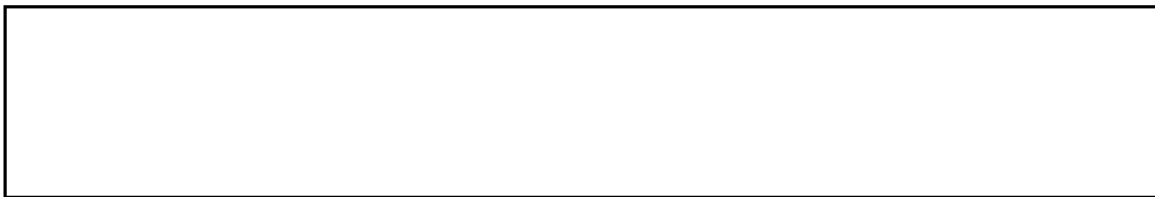
A report and some 127 recommendations were sub-
mitted by the Inspector General to the Director of
Central Intelligence^{1/} and since many of the recommenda-
tions extended beyond the Logistics Office and related

^{1/} Survey of the Logistics Office, dated 22 January
1955, SECRET.

to all major components of the Agency, the Deputy Director (Administration) was designated as Executive Agent to implement the recommendations.^{1/}

The report stated that considerable progress had been made in logistics and that the Agency had a sound logistical system with two major exceptions, namely: (a) the lack of an authoritative mechanism to marshall all the support Offices to prepare logistical

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The establishment of the position of Special Planning Assistant in the office of the Deputy Director (Administration) followed the recommendations and consideration of exception (a) above.

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Other recommendations applicable to the Logistics Office were implemented with few modifications and exceptions.

^{1/} Memo from the DDCI to DD/A, dated 3 February 1955, CONFIDENTIAL.

Although there were frequent minor changes in the T/O, ceiling and on-duty figures during the remainder of Fiscal Years 1955 and 1956, only two organizational changes were required to cope with Agency logistical problems after the major reorganization, just described. The Technical Review and Policy Staff was dissolved and its functions distributed to the appropriate Office of Logistics staffs and divisions.^{1/} The second change resulted from D/DCI authorization for establishment of the Aircraft Maintenance and Support Division.^{2/} This latter division, however, was not activated and manned until early in Fiscal Year 1957.^{3/}

At the end of Fiscal Year 1956, the Office of Logistics had a T/O authorization of a ceiling of (including 41 military positions), and an on-duty strength of including 26 detailed military personnel.

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One of the major accomplishments of the Office of Logistics during this period of rapid growth in size and scope, was the correlation of various Agency

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1/ CIA dated 17 February 1956, SECRET.

2/ Staff Study dated 17 May 1956, Approved verbally by D/DCI, 14 June 1956 and approved by DD/S, 15 June 1956, SECRET.

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3/ CIA Change 1, dated 27 December 1956, SECRET.

directives relating to logistics functions into the 25X1A

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Head-
quarters operations. This series consolidated and clarified the Agency policy relative to procurement, receipt, storage, identification, maintenance and issue of materiel, as well as the other logistics functions in the fields of transportation, real estate, etc. This standardization of logistics policies and procedures simplified and improved logistics practices not only at Headquarters, but at overseas activities.

Prior to the 25X1A
many individual elements of the Agency followed the standards and practices of the operating cover unit which were often in conflict with general Agency policies and procedures.

In the early part of this period, the recruitment, interviewing and assignment of personnel to duty was conducted by the Personnel Office and the gaining operating element. While each individual was qualified to perform his particular specialty, the individual's over-all training and background was sometimes at variance with the Agency's attempt to standardize the performance of logistics support activities.

To overcome this difficulty, the Logistics Career Board was established in May of 1953 for the career planning, development, promotion and assignment of Logistics career designees throughout the Agency.^{1/} The identification and screening of personnel records of logistics designees progressed under this Career Development Program and career designations applied where applicable. Additional training, both within the Agency and from outside sources, was furthered, to enhance the professional background aspects of those selected. Logistics designees were required to apply themselves to training programs designed to add substance to their on-the-job training. Rotation of Logistics career service personnel was, in addition to overseas PCS posts, also within headquarters operational division and staff areas as required. As of 31 December 1956, a total of [] employees were performing logistics functions throughout the Agency. Of this number, [] were assigned an SL or logistics designator and included [] rotatable designees. It should be noted that

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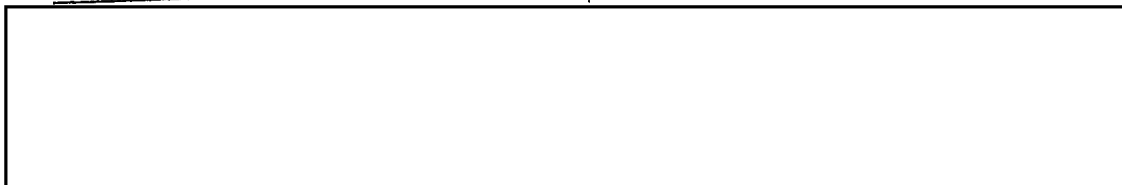
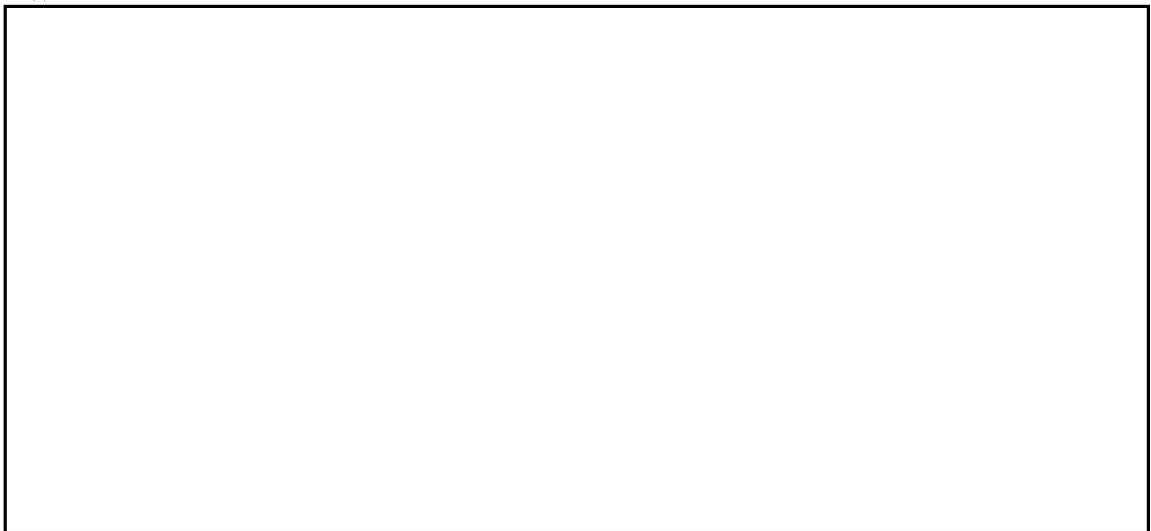
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^{1/} CIA [] dated 25 May 1953, SECRET.

approximately 33% of the total are rotatable, the balance being Service type; Wage Board; Clerical and others (See Tab "A").

Because of its rapid growth, by 1952 the Agency was faced with the steadily increasing demand for materiel and services from other Government agencies. Many local "ad hoc" arrangements had been made by operational elements to secure such support with a resulting welter of conflicting agreements, security problems and confusion in billing and payment authorization. Constant liaison by the Office of the Chief of Logistics with the

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In the overall major activities and accomplishments of the Office of Logistics during the period encompassed by the years 1953-1956, each of the staffs and operating divisions made significant contributions. These can perhaps best be described by outlining the progress of each individual organizational element in some detail.

Security Staff

At the time of the re-organization of the Procurement and Supply Office into the Logistics Office in March 1953, the Security Officer was a part of the Administrative Staff. In 1954, the publication of Agency Regulation "Classified Contract Security" specifically assigned to the Director of Logistics primary responsibility for industrial

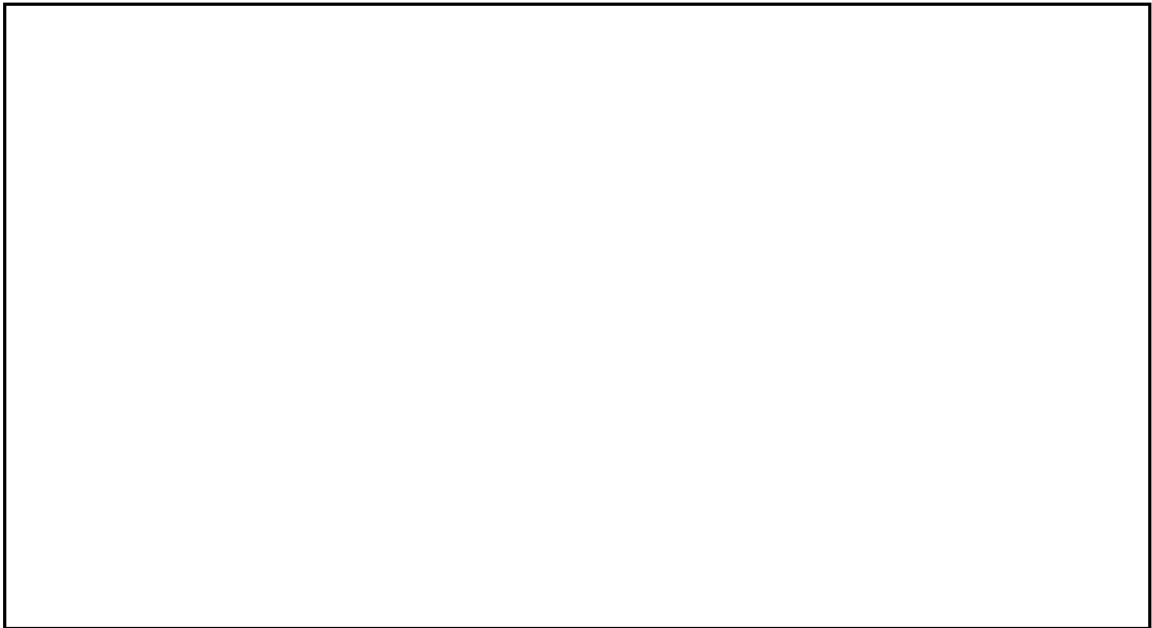
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Air Force: TS. No. 77534, dated 20 August 1953.
Short title, DAF-53

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security.^{1/} With this increased responsibility, the Security function was detached from the Administrative Staff and placed directly under the Director of Logistics as a separate staff.^{2/}



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In addition, this Staff provided security guidance in the selection and operation of [redacted] Agency warehouses and similar logistics facilities and had the responsibility for security measures in the transportation of explosives over U.S. highways.

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^{1/} [redacted] dated 7 May 1954, titled: "Classified Contract Security", SECRET.

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^{2/} CIA [redacted] dated 10 August 1954, SECRET.

S E C R E T

The major activity of the Security Staff, however, during this reporting period was in the field of industrial security. The Staff checked out potential and active contractors for physical security of their plants and the reliability of company personnel.

The relationship between plant facility and personnel clearances in numbers, is not compatible with contractual authorization, due mainly to failure of bidders to submit acceptable low bids, however, during this reporting period approximately [] plant facilities and [] personnel clearances are a matter of record in the files of this Staff. Of this number, [] plant clearances involving [] employees were effected in the year 1956. It should be noted at this point that only the initial contacts are made by this staff, with implementation by the Agency Office of Security. Industrial security clearances can, in certain instances, be either one time or of a more formal continuing nature.

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Building Planning Staff

As of July 1952, the Agency had received congressional authorization in the amount of \$38,000,000 for the construction of a new building to house its operations which were then scattered throughout more than a score of structures in the Washington area.^{1/} Consideration was given to the possibility of utilizing some existing building, such as: the Navy-Munitions Building, GSA, etc. PBS (GSA), after careful study, however, recommended that CIA construct a new building, and suggested in their report of 24 June 1953 that the site at Langley, Virginia was the best available for that purpose.

The original planning and site selection for a Centralized Agency Headquarters Building was begun in the Office of General Services (DD/A), and at the time of transfer of the Real Estate and Construction Division of OGS to Procurement and Supply Office (DD/A),^{2/} in August 1952, the planning continued in that division.

1/ Public Law 155, 82nd Congress.

2/ CIA Notice No. dated 19 August 1952, SECRET. 25X1A

S E C R E T

To assist in policy recommendations regarding the building, a steering committee was created in December of 1954.^{1/} The original members of this committee were: the DD/A (Chairman); Chief, Real Estate and Construction Division, LO (DD/A); (Secretary); DD/I; DD/P; AD/Communications; D/Training; AD/Personnel; IG; GC; D/Security; Comptroller; Chief, Management Staff and the Chief of Logistics.

In August 1955, a Special Project Staff was created in the Real Estate and Construction Division, OL, which became, on 26 November 1955, the present Building Planning Staff as a separate staff element of the Director of Logistics.^{2/} A subcommittee was formed in August 1955 to review the space and other requirements submitted to the parent committee by the various Agency components.^{3/} The membership of this subcommittee consisted of: Director of Logistics (Chairman); Deputy Director, Logistics; representative of the D/Security;

1/ CIA Notice No. dated 26 March 1955, SECRET.

2/ Memo to DD/S approved 8 August 1955, SECRET.

3/ Memo from DD/S, dated 30 August 1955, SECRET.

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Comptroller; IG; Management Staff; and the Real Estate and Construction Division, OL.

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Contractual assistance and advice in site selection were secured from the firm of [REDACTED] through a contract for services dated 11 August 1955. Based on a special study by this firm of all available sites, the National Capital Planning Commission and the National Capital Regional Planning Council approved the Langely site, 5 December 1955. Negotiations were then conducted with the National Park Service and the Bureau of Public Roads to transfer 140 acres of the government-owned property at this site to CIA.

Rising construction cost made the original construction authorization of \$38,000,000 obviously inadequate to complete the required structure. A PBS estimate produced at this time (1955) called for \$50,840,000 to construct a building of 1,550,500 net square feet designed to accommodate [REDACTED] employees. After securing Bureau of the Budget approval of a \$50,000,000 figure, Congress was approached for an increased authorization to continue with the building as planned.

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Approval was contained in Public Law 161, 84th Congress, for construction of a Headquarters building in the amount of \$46,000,000 and authorized in additional \$8,500,000 for use in extension of the George Washington Parkway to the Langley Site. (The Parkway authorization was subsequently transferred to the Department of Interior). Appropriations covering the full amounts authorized were approved later in the 84th Congress.^{1/}

On 6 February 1956, an agreement was reached whereby the Public Building Services (GSA) would act as construction agent for CIA.^{2/} Some of the other provisions of this agreement were: That architectural-engineering work would be performed by (contract dated 5 July 1956); all sketches, plans, estimates and specifications would be approved by both PBS and CIA; PBS would execute all construction contracts subject to prior approval by CIA.

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^{1/} PL 219, 84th Congress, 4 August 1955, appropriated \$5,500,000 for preparation of plans and specifications. PL 814, 84th Congress, approved 27 July 1956, appropriated the balance authorized by PL 161, 84th Congress.

^{2/} Agreement dated 6 February 1956, between DCI and Administrator of GSA, UNCLASSIFIED.

The Building Planning Staff, Office of Logistics and its predecessor elements represented Agency interests in negotiations for construction of the new structure, and exercised the controlling interest in inter-Agency commitments in matters effecting prior planning; site selection and architectural and engineering aspects of the structure. Assistance in space planning requirements was obtained from the various headquarters staff, branch, and division elements through their major components.

Planning Staff

In July of 1952, the major function of the Planning Staff of the Procurement and Supply Office was liaison with other Government agencies to arrange for the procurement of items in short supply or those requiring either long lead-times for procurement and/or the issuance of certificates of priority.

When the merger of this Staff was made with the majority of the Logistics Division from the Administrative and Logistics Staff (OPC) in September of 1952.^{1/}

^{1/} Memo from the Chief, P&SO approved by DD/A, 25 September 1952, SECRET.

the additions of personnel and functions nearly doubled
the previous T/O (Planning Staff P&SO had [redacted] 25X9
Logistics Division OPC, had a T/O of [redacted] 25X9
Centralization of functions, however, and elimination
of duplication in efforts, resulted in submission of a
new Planning Staff T/O calling for [redacted] or 30 25X9
less than were required for the previous divided opera-
tions.

At the time of this merger, the majority of the
Agency operational activities were without trained logis-
tics personnel, and the two staffs had, in reality, acted
as the logistics elements of these operational activities.
The most important functions of the combined staffs were:
the coordination of current requirements between the
Area Divisions of DD/P, the Technical Staffs, and Agency
procurement and supply elements as well as with the Mili-
tary Services; and the collection and analysis of opera-
tional plans and data to enable forecasting future ma-
teriel requirements. As a result, in March 1953, the
name of the new activity was changed to the Coordination
and Requirements Staff of the Logistics Office (DD/A).^{1/}

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^{1/} CIA [redacted] dated 20 March 1953, SECRET.

The C&R Staff then had three branches; Coordination, Requirements, and Statistical Control. The first branch was established to maintain continuous coordination with Agency operational elements and with other Government agencies by means of individual coordinators assigned to each major area of activity. The arrangement provided the Logistics Office with advance knowledge of short-range operational logistics requirements, and assured that adequate and timely logistical service was being furnished to Agency operational activities.

Another branch probed the operational elements continuously to produce long-range forecasts of materiel and service needs to insure that essential requirements could be met in a timely and economical manner. A third branch maintained statistical records of logistics operations to analyze and present the necessary data for efficient management of overall Agency logistics support operations.

By July 1954, the need for the coordination element of the C&R Staff had diminished for two reasons. First, the operations of the Logistics Career Board had introduced trained logistics personnel into the staffs of

the operational elements of the Agency. Second, the centralization of functions within the Office of Logistics itself had created increasing reliance and confidence among the operators in the capability of that office to provide effective logistics service.

In the reorganization of the Logistics Office which took place the beginning of Fiscal Year 1955, the C&R Staff eliminated the Coordination Branch and changed its name once again to the Planning Staff.^{1/} At this time, greater emphasis was placed on planning functions, both current and long-range, for more effective logistics support of Agency operations. These functions were accomplished through a Current Projects Branch, and a Plans and Programs Branch. From a previous strength of [] the new staff organizations was built around a T/O calling for []

In its new mission, the Planning Staff continued to aid operations in its long-range plans as well as emergencies, and in addition, recommended policies providing more efficient and expeditious logistics support.

^{1/} CIA [] dated 10 August 1954, SECRET.

Noteworthy among these approved policies were those which provided: direct Office of Logistics communication with the field on purely logistics matters; assignment of Logistics planners on overseas military combined staffs for planning wartime support to the Agency; and the assignment of logistics career designations to all Agency personnel performing primarily logistics functions.

In 1953, a Paramilitary Staff Committee with logistics planning representation was formed to select standard items of equipment and materiel for support of guerrilla forces. The Planning Staff represented the Office of Logistics at [] conferences in

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[] to standardize such support for the European area in the event of wartime requirements for such materiel. Concurrently, the DDCI, in conjunction with DD/P elements, estimated guerrilla potential through July 1955.^{1/} This estimated potential, with periodic review, has been the basis for long-range planning with the DD/P for the logistics support of Paramilitary activities in cold war emergencies.

^{1/} TS No. 88941 and TS No. 88942, approved by DCI, 3 June 1953.

S E C R E T

25X9 The actual guerrilla strength potential estimate
has been decreased from the [] man concept for
both hot and cold war as conceived in 1952, to the
25X9 figure of [] solely for cold war.^{1/}

Beginning 1 July 1955 and at semi-annual intervals thereafter, reports on planning for wartime activities have been submitted by this staff in accordance with a DCI directive of 2 June 1955.^{2/} Two categories of activities are involved: the establishment and maintenance of an emergency relocation center for Agency headquarters; and the furnishing of guidance and direct support to other Agency elements in their planned wartime operations.

The objectives of the first category (headquarters emergency relocation center) were partially accomplished in 1951 by the purchase of two properties []
25X1A [] as a relocation site. These properties are used normally by the Office of Communications for training activities, but are available for relocation of personnel from Headquarters without advance notice.

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^{1/} TS No. 108, 165, 30 May 1955 (continued in effect through January 1957).

^{2/} "Wartime Mission of CIA," 2 June 1955.

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A vital records repository and record center has been established at the site, and the Planning Staff assists the base complement of the emergency site and the Agency Emergency Planning Officer in preparation of plans for the long-range development of this and of additional alternate sites to prepare for possible emergency re-location of Agency headquarters.

Direct support of Agency wartime operations (the second category) was accomplished by establishing a War Plans Branch in the Planning Staff which worked in close collaboration with the PPC Staff of the DD/P in developing logistics annexes to country and theater hot war plans. This unit also prepared master studies on overseas Agency major support bases at [redacted]

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[redacted] for use by the Agency Major Task Force Committee.

In January 1956, at the request of the DCI, the Secretary of Defense established a Joint DOD/CIA Logistics Committee^{1/} (Agency representation on the Committee is from the Planning Staff, OL). The function of the

^{1/} Memos between the DCI and the Secretary of Defense, dated 14 January, 25 January and 4 February 1956, SECRET.

committee is to determine the responsibilities of each parent Agency in logistics support for wartime UW activities, implementation of jointly agreed logistics support and guidance in generating logistics requirements from the field; and the status of UW logistics planning and stockpiling objectives.

The Committee prepared and published a logistics appendix to the UW Annex of the Joint Strategic Capabilities Plan (JSCP).^{1/} This guidance, in the form of the Appendix, was disseminated to Military Field Commanders and CIA War Planners overseas in July 1956. It represented the first concerted effort to define, in terms of materiel support, the cross-servicing to be performed in the event of a hot war.

As an adjunct to the Plans and Programs Branch, the Planning Staff throughout the period, established and maintained a Graphics Art Service and a technical Logistics Reference Library, both of which provided support as required to any requesting element of the Agency.

^{1/} TS No. 144676, dated 2 April 1956, superseded by Appendix E to Annex F of JSCP, TS No. 033228, dated 9 July 1956 later deleted under TS No. 034135, dated 18 December 1957 to become "Definitions" under Annex F.

S E C R E T

Administrative Staff

At the beginning of the period, each of the three major logistics elements (OGS-DD/A, P&SO-DD/A, and A&L-OPC) had its own administrative segment which provided both internal and certain Agency-wide services, e.g., Mail and Courier Service, etc. In the Procurement and Supply Office, such service was furnished by the Office of the Executive Officer, attached to the Office of the Chief.

In the reorganization of the Procurement and Supply Office, which took place in March 1953 (including change of name to Logistics Office), an Administrative Staff was created, with a T/O of [redacted]^{1/} This unit was to be responsible for the personnel, budget and fiscal, registry, security, and management-type functions for the Logistics Office.

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As a result of the decision in February 1954 to abolish the General Services Office, DD/A,^{2/} the mail and courier and physical security functions, as well as the on-duty personnel of the defunct office, were

^{1/} CIA [redacted] dated 20 March 1953, SECRET.

^{2/} [redacted] dated 8 February 1954, SECRET
Change 1, dated 12 March 1954, SECRET.

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transferred to the Administrative Staff of the Logistics Office, DD/A, adding [] Mail and Courier, 1 Security Officer) to the T/O.

The management study of the Logistics Office in July 1954 produced certain changes in the organization and staffing of the Administrative Staff. The security functions were separated and assigned to a separate Security Staff reporting directly to the Chief of Logistics. The Administrative Staff itself was organized into five branches: Budget and Fiscal; Personnel and Training; Records and Services; Management Assistance; and Mail and Courier.^{1/} The new staff ceiling was set at 80 positions, of which 58 were for the Mail and Courier Branch which provided Agency-wide service.

Only one other organizational change was effected by the Administrative Staff, OL during this period, and this occurred in June of 1955, when the Management Assistance Branch was abolished,^{2/} its functions and personnel being absorbed into the Office of the Chief, Administrative Staff, OL.

1/ Management Staff Study dated 30 June 1954, SECRET.

2/ Memo to Chief, Management Staff, dated and approved 16 June 1955, SECRET.

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As noted earlier, one of the difficulties encountered in providing logistics support to the Agency was the lack of uniform training and the random system of assignment and control of logistics personnel.

The Logistics Career Board, which was established in May 1953,^{1/} was one of the major steps taken to improve the logistics personnel situation. The operation of this Board, which was charged with the career planning, development, promotion and assignment of Logistics career designees throughout the Agency, was made a responsibility of the Administrative Staff.

The other major effort undertaken during this period to improve the quality of Agency Logistics Support, was the establishment of the Logistics Support Course in collaboration with the Office of Training. The course consists of a Headquarters phase of four weeks duration, and a field training phase of two weeks.

The field training aspect of this course is conducted at the Agency Clandestine Service training area, and is designed to acquaint trainees with actual field operations

25X1A ^{1/} CIA dated 25 May 1953, SECRET.

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in requisitioning, identification, acquisition and maintenance of Supplies and Services under Class I, FPA station conditions. It is designed also to orient the student with the broad scope of the total Agency logistics effort, as well as with the details of accomplishing this service through the various staffs and divisions of the Logistics Office.

Begun in November 1953 with a class of 7 students, and conducted three or four times each year, the course enrolled 32 students in Fiscal Year 1954, 69 in FY 1955, and 46 in FY 1956. (Four courses were conducted during FY 1955, accounting for the greater enrollment that year.)

The student body was about equally divided between personnel of the Clandestine Services and members of the Office of Logistics. The DD/P personnel are usually going to field jobs in which part of their time will be devoted to logistics support of their station, while the OL participants are either preparing for field assignments to larger stations, or are interested in improving their professional competence to prepare for future advancement.

During 1955, a Logistics Supervisory Training Course was held in five classes involving a total enrollment of

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163 career logistics designees in the middle and upper management groups.

The long-range objective of the Office of Logistics is to train all Agency personnel who are likely to have direct contact with logistics support. Such training would include all phases which may be beneficial to the individual in his future assignments.

The Budget and Fiscal Branch of the Administrative Staff, in addition to maintaining detailed allotment control records of Office of Logistics activities, also maintains detail allotment control on Agency-wide transportation of things. This latter function was transferred from the Office^{1/} of the Comptroller to the Budget and Fiscal Branch of the Administrative Staff, Office of Logistics, on 1 July 1955.

_____ 25X1A
1/ Agency Handbook dated 22 June 1955, SECRET.

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Printing Services Division

In July of 1952, most of the Agency's printing requirements were being met by the Printing and Reproduction Division, Office of General Services, from its new facility at [REDACTED] Exceptions included the OCI printing facility, the OCR Batch Printing Facility, the DD/P-FI Reports printing facility, and the NIS printing at GPO. During Fiscal Year 1953, the OCI printing facility and the DD/P-FI printing facility were transferred to the Printing and Reproduction Office, Office of General Services in November 1952 and February 1953, respectively.

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The expanded scope of the Agency printing operation was recognized at this time, and in February 1953, the Chief, Office of General Services, established the position of Agency Printing Advisor.^{1/} The duties of the position were to carry out Agency liaison with the Congressional Joint Committee on Printing, perform printing studies and surveys, advise all Agency components on printing matters, and contribute staff assistance in

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^{1/} CIA Notice No. [REDACTED] dated 17 February 1953,
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the management of the Agency's printing facilities.

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By 1954 the Table of Organization of the Division called for [redacted]; however, average employment for this period was only [redacted]. The support provided by the Printing and Reproduction Division was extremely versatile. Services provided included typesetting, offset and letterpress printing, platemaking, photo-engraving, mimeograph, spirit duplicating, and all types of bookbinding. Photographic services included photostating, microfilming, film duplicating, print making, motion picture printing and developing, color printing, ozalid printing, and finishing operations such as collating, binding and distribution.

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When the Office of General Services was abolished in February 1954, the Printing and Reproduction Division of that office was transferred in total to the Logistics Office.^{1/} The Agency Printing Advisor's functions were transferred to the Inspection and Review Staff of the Logistics Office. Whereas the former

1/

[redacted] dated 8 February 1954, SECRET,
[redacted], dated 12 March 1954, SECRET.

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responsibilities of the Printing and Reproduction Division were limited to Headquarters under the Office of General Services, they became world-wide by virtue of the coterminous responsibilities of the Logistics Office. Consequently, requirements for political and psychological warfare printing took an immediate upward turn. To meet this requirement, the Division obtained from TSS a large 22" x 34" offset press. It remains the largest printing press in the printing facility.

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During Fiscal Year 1955, the Division's capabilities were improved through increased mechanization. Some examples of this are as follows:

a. Collating of five FBID daily reports was shifted from manual collating methods to automatic machinery. Five personnel positions were eliminated by this change. Additional savings on this job were realized when a lighter weight paper was utilized.

b. Ozaphane Duplicators were modified to increase the life of exposure lamps from six to eighty hours, thereby saving hundreds of dollars yearly in replacement costs.

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c. Velox photographic printers were modified to print simultaneously a contact format, and an enlargement of a 35mm negative. This one change increased the printing potential of each Velox printer from 2,000 to 7,000 prints per day.

In general, FY 1955 was one of stabilization, employment of improved management concepts, and increasing mechanization. The functions of the Printing Advisor were merged with that of direction of the printing activity, and the name of the Printing and Reproduction Division was changed to the Printing Services Division.^{1/}

The Plant, formerly located in "L" Building, was enlarged and moved to a more central location in "K" Building during FY 1955. The responsibility for microfilming the Agency's vital documents was assigned to the Printing Services Division on 1 July 1954. Three persons were transferred to the Division to accomplish this task on a continuing basis. This microfilming activity was undertaken at the "K" Building plant.

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^{1/} CIA dated 10 August 1954, SECRET.

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In an effort to better service OCD, three Davidson machines were moved from the [redacted]

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[redacted] in Washington during May 1955. This move physically located the printing presses adjacent to the OCD "Batch System", and better aligned the production aspects of this operation.

Fiscal Year 1955 was a year in which heavy map printing requirements were placed on the Government Printing Office, and it was also the year in which the Printing Services Division assumed full responsibility for budgeting for the printing of all ORR maps. Production for FY 1955 showed an increase of 19% over the previous Fiscal Year.

Agency Regulation [redacted] became the governing regulation for Agency printing when it was released on 8 January 1955, rescinding Agency Regulation [redacted]. In this regulation, Printing Services responsibilities were described as applying to service-type printing, and not to facilities used only in connection with individual DD/P operational projects or to the specialized activities of TSS/DD/P. In the field where Printing Services Division did not have installations, and

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where requirements did not justify establishing a special facility, agreements were reached with TSS to produce administrative type printing when their facilities would permit.

25X1 Regulation also assigned the responsibility for procurement of printing to the Printing Services Division. This function had been previously performed by the Procurement Division, Logistics Office.^{1/}

A concentrated effort was made during FY 1955 to re-examine methods of printing certain project requirements. As a result, a number of changes were made which resulted in savings of approximately \$50,000 per year. For example, the NIS Gazetteer format was changed, making it possible to print this publication at the Government Printing Office, with copies being sold by the Superintendent of Documents, GPO. The FBID abstract cards were another instance where a changed printing format resulted in savings to the Agency.

The Division had to consistently meet new requirements and establish facilities to meet these needs. The

25X1 1/ CIA Regulation dated 8 January 1955, SECRET.

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Daily Newspaper Clipping project of DD/P was begun in 1955. It was necessary to buy two Stenofax machines to meet the printing schedule of this project. The Division's motion picture facilities were improved during this year by the addition of new sound equipment and improved utilization of space. The Division now had the capability for the first time of duplicating both the sound and picture portions of motion picture film.

Fiscal Year 1956 brought continued growth in the Agency's requirements for printing services. To meet these needs, a large rotary web-fed press and a color-verter (for coloring paper) were procured to more effectively support the DD/P political and psychological warfare activities.

The method of producing the "Batch System" materials was shifted from Davidson to Multilith presses with a resultant increased capacity to meet OCR printing requirements. The printing of the FBID daily publications was shifted to a night shift in September 1955. This change eliminated the necessity of delivering stencils to the plant every hour, but still maintained

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the same delivery service to recipients. The printing of the FBID daily publication can be compared to the printing of a daily Washington newspaper. While not in newsprint form, it is issued daily; it is issued in five segments and deadlines are established and met, necessitating night printing. Four segments are published for geographical areas and are on a limited issue basis. One segment contains general news items culled from the other four and is of unlimited distribution. The entire publication averages 300 to 350 pages.

Improved service to OCI was effected by staggering the working hours of certain employees and adding an additional person to the working staff of the plant in OCI. This action increased production capability in processing the OCI Weekly Review and Weekly Summary.

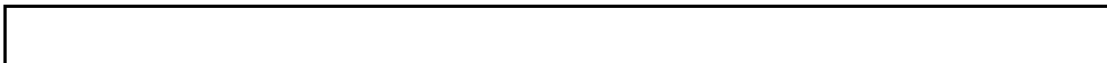
Increased support to OTR and OCR was achieved by the installation of a new Houston motion picture film processor. This machine made possible the complete production of motion pictures within the Agency facilities.

Production trends for FY 1956 continued upward, and although the period saw considerable growth in the requirements levied on the Division (See Tab B) increased


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mechanization enabled the Division to maintain relatively stable personnel levels. The average employment for

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Procurement Division

The present Procurement Division of the Office of Logistics was known as the Purchase Division of the Procurement and Supply Office at the beginning of this period. It had a T/O of  which remained constant until FY 1956 when it was increased by one position.

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In July 1952, the Purchase Division consisted of an Office of the Chief, and four branches: the Special Purchase Branch; a Military Purchase Branch; a Civilian Purchase Branch; and a Contract Branch.

The reorganization of March 1953 which centralized logistics functions in the new Logistics Office affected the Purchase Division of P&SO mainly in change of its name to the Procurement Division. Functionally, the Procurement Division recommended policy and procedures for overseas procurement, and by delegation of authority from the Director of Logistics, is the contracting authority for all Agency procurement activities. Not

included in this authority, however, is the contracting authority which may be vested in operational activities via approval of administrative plans to operational projects.

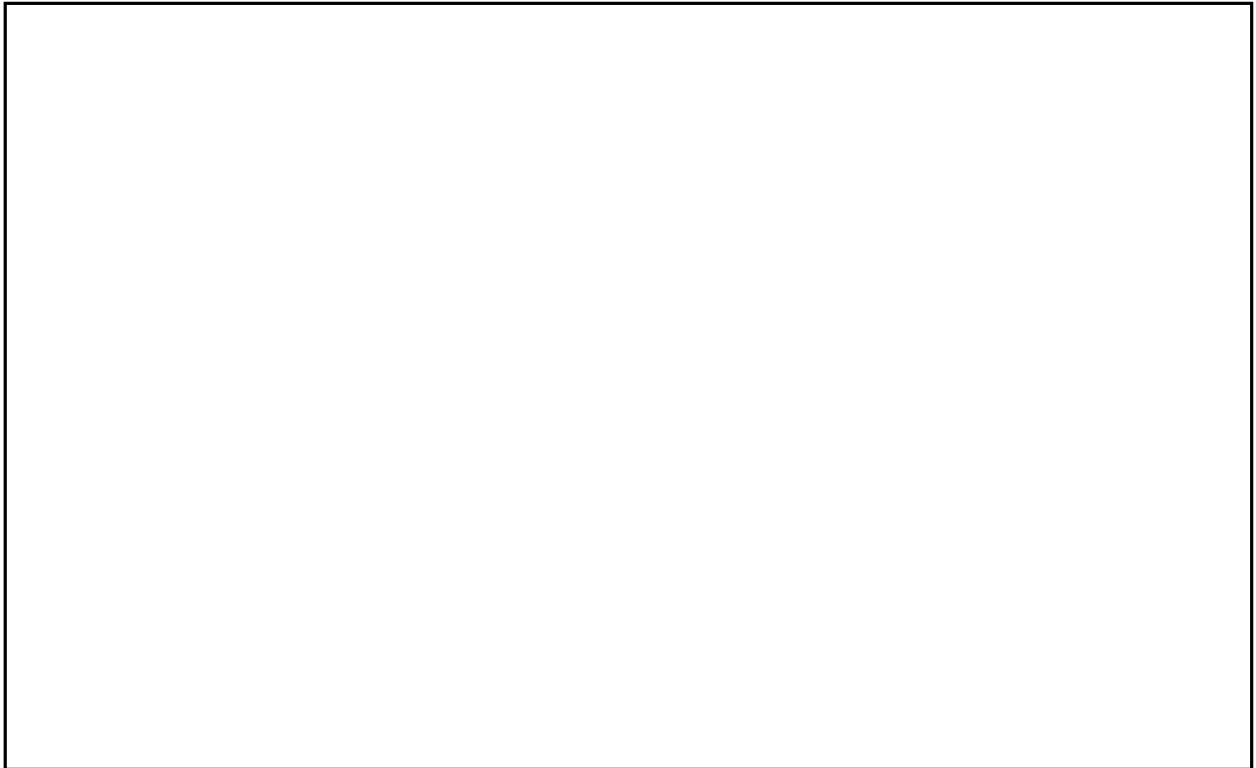
During Fiscal Year 1953, however, a new branch was added to the Division, to be known as the Administration and Inspection Branch.^{1/} The staff for this new branch was nearly all obtained from the Contract Branch. The change was designed to conserve the time of qualified contract negotiators. They had previously been required to devote much of their attention to the administration and settlement of the contracts which they had negotiated. Negotiation talent is more difficult to locate than that required for administration of an existing contract, so efficiency was increased, and the rising work load of contracts was handled more readily through this more economical use of skilled personnel.

Over the reporting period the total number of procurement actions declined somewhat, from 15,656 in FY 1953;

^{1/} Memo from Assistant Director, Personnel, approved by DD/A on 27 March 1953, SECRET.

to a low of 12,560 in FY 1955; up to 14,006 in FY 1956; and 7,062 to 31 December 1956. The bulk of these actions are of the smaller variety of purchases. The larger dollar value actions resulted in negotiated contracts which required more attention, both initially and during the period of performance. Over one-third of them called primarily for research to be accomplished, with less emphasis on the delivery of "hardware."^{1/} Approx-


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^{1/} See Tab "C".



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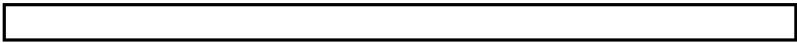
During FY 1955 a further refinement in the organization of the Procurement Division was effected by reducing the number of branches from five to three. No functions were eliminated but some were realigned to correspond with the new branches which were: a Purchase Branch; a Contract Branch; and a Special Purchase Branch.^{1/} The Office of the Chief was assisted by a small Administration and Control Staff 

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The flow of work, procedures, and regulations to be followed by the various elements of the Division were formalized during this period by recording them in a Procurement Handbook for guidance of Division employees. This manual was distributed in FY 1955.^{2/}

1/ Management Staff Study, dated 30 June 1954, approved by DD/A, 23 July 1954

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2/  dated 25 March 1955, SECRET.

At the beginning of Fiscal Year 1955 a Procurement Review Committee was established to review and determine the method of procurement for all proposed negotiated contracts and other major purchase actions. It was effective primarily in anticipating possible objections to a proposed contract action so that these objections could be resolved prior to conducting negotiations. At the same time a Procurement Planning Committee was created to develop an annual procurement program and to plan other procurement actions.^{1/}

Coordination between the Procurement Division and the requisitioning activities of DD/P at the beginning of the period was very poor. Unnecessary peak loads developed at the end of each fiscal year when appropriated funds were about to expire. To improve this situation, a liaison officer was appointed to maintain closer coordination between the Procurement Division and the various elements of DD/P and the Office of Communications.^{2/}

^{1/} Procurement Division Memo No. 56-8, subject: Establishment of Procurement Review Committee," dated 26 March 1956, SECRET.

^{2/} Memo from C/LO to Assistant Director for Communications, subject: "Improving Procurement Procedures," dated 2 July 1954, SECRET and Memo from C/TSS/DD/P to C/LO, dated 18 October 1954, Subject: "Procurement Program in Support of TSS/DD/P," SECRET.

This liaison was begun in FY 1955 and was successful from the start in improving procurement planning, developing new sources of procurement, inspection responsibilities, and the evaluation of performance by the contractor. Similarly, a liaison officer assigned to work with the Industrial Contract Audit Branch of the Office of the Comptroller helped improve relationships and secured better coordination of operations between the offices mutually concerned, in contract settlements.^{1/}

Plans to further simplify the organization of the Procurement Division into branches; Purchases and Contracts,^{2/} were prepared during Fiscal Year 1956, but the actual organization change was not made until the following Fiscal Year.

Real Estate and Construction Division

At the start of this reporting period, Real Estate and Construction functions were performed by a division under the Office of General Services, DD/A. The total

^{1/} Memo of Understanding between OL; Comptroller; Auditor in Chief and General Counsel, approved 26 October 1954, CONFIDENTIAL.

^{2/} Memo to Management Staff, approved by DD/A, 22 February 1956, SECRET.

number of employees (8) were divided into: the Office of the Chief; an Acquisition Branch; and a Construction Engineering Branch.

In Fiscal Year 1952, the primary function of the Division was to provide for the real estate and construction needs of the Agency. For buildings in the departmental area the space and maintenance functions were obtained through Public Buildings Services/GSA, and [] safehouse functions were a function of an office directly under the DD/A.

On 1 July 1952, the Real Estate and Construction Division, OGS (DD/A), was concerned with a total of 1,054,720 sq. ft. of office and special purpose space outside the departmental area. There were no verified records available from which any significant conclusions could be drawn as to Agency real property holdings abroad.

The Real Estate and Construction Division, OGS (DD/A) (exclusive of space utilization and acquisition in departmental area) was transferred to the Procurement and Supply Office on 20 August 1952.^{1/} On 15 September

^{1/} CIA Notice [] dated 19 August 1952, SECRET.

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1952, the Table of Organization of the Division was increased to positions which were divided as follows: ^{1/} Office of the Chief; Acquisition Branch; Construction Engineering Branch; and the Utilities Engineering Branch. The following day (16 September 1952), the Safehouse Procurement Office with T/O and personnel (3) were transferred from the Office of the DD/A to the Real Estate and Construction Office, P&SO (DD/A), ^{2/} becoming the Safehouse Branch of that Division.

In February 1954, the Space, Maintenance and Facilities Division of the Office of General Services, DD/A, was transferred to the Real Estate and Construction Division of the Logistics Office (DD/A) ^{3/} became the Space, Maintenance and Facilities Branch of that Division. Forty positions were transferred by this action, together with their commensurate functional duties.

During the reporting period, the Real Estate and Construction Division supervised or controlled major

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- 1/ Memo from Assistant Director, Personnel, dated 4 November 1952, approved by the DD/A, SECRET.
2/ Memo from DD/A, dated 22 September 1952, SECRET.
3/ CIA Notice dated 8 February 1954, SECRET.

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construction programs at:

[REDACTED]

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[REDACTED]

The one major policy change formulated by the Division during the period concerned the provision of quarters overseas. As of 1 July 1952, the Agency's policy, with respect to the provision of quarters overseas, was in accord with the standardized Government allowances. On

1/

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[REDACTED]

Before the end of the period, the Real Estate and Construction Division was responsible for world-wide Agency real estate requirements through either policy guidance or direct supervision, as well as for the compilation of real estate holdings

[REDACTED]

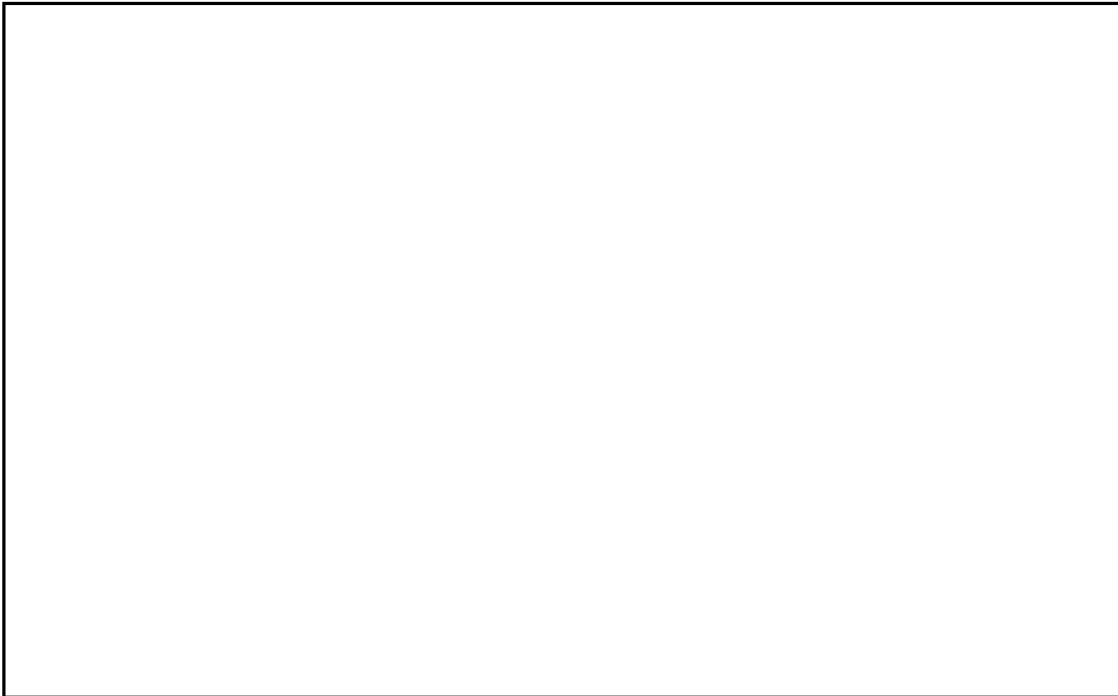
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1/ CIA Notice [REDACTED] dated 5 December 1952, SECRET.

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As a result, on 31 December 1956, in the departmental area, the Division was concerned with a total of 1,486,450 sq. ft. of office and special purpose space, and a total of 390,934 sq. ft. of space outside the departmental area.

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Supply Division

At the start of this period, the Supply Division was the largest of the two functional elements of the Procurement and Supply Office, DD/A. Two supply depot

* Space statistics available only for major Stations.

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Because of this increase in warehouse operations and daily transactions, it also became necessary to convert from a manual system of maintaining stock records to a machine system. In October 1952, the Supply Division

1/ Memo approved by DD/A on 23 May 1952, SECRET.

2/ PRC Action No. 50-53, dated 5 September 1952, SECRET.

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began the conversion of its stock records in order to utilize Agency electric accounting machines.^{1/} To accomplish the conversion, it was also necessary to change the Agency cataloging and property identification basis into an eleven digit Agency stock numbering system.

By February 1953, this time-saving change-over had been accomplished, and in May 1953, in conjunction with the Office of the Comptroller, a system was instituted for the financial accounting for property. All inventory assets were capitalized at this time, and subsequent property documents were processed to reflect dollar value of property transactions by categories. This action had not been possible under the old manual stock record system. At the completion of this costing action in July 1953, the total dollar value of on-hand inventory assets was

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The difficulties of operating from multiple locations in the departmental area were being compounded as the volume of supply actions grew, and at the end of Fiscal Year 1953,

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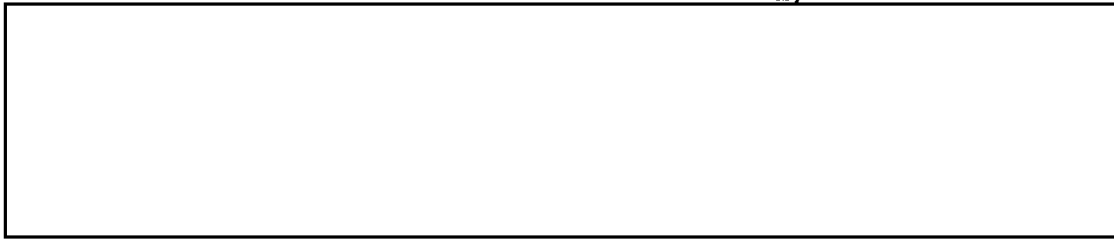
1/ CIA Notice No. dated 12 May 1952, RESTRICTED.

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At the same time (late in FY 1953) the Supply Division was reorganized in connection with the changes made in revamping the Procurement and Supply Office into the Logistics Office.^{2/} At the completion of these changes, the Supply Division was composed of: the Office of the Chief; a Facilities Staff; Supply Control Branch; Catalog Branch; Ordinance Inspection Branch;



The only major change was the addition of a Catalog Branch to develop and maintain an Agency Supply Catalog.

In order to clarify and standardize Agency logistics procedures, which varied with the policy and procedure

1/ PRC Action, DD/A 92-51 approved 4 May 1951, CONFIDENTIAL, and GSA space assignment, dated 23 May 1953.

2/  dated 20 March 1953, SECRET.

3/  SECRET. Discontinued in 1957.

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[redacted] series of Agency Regulations were published. The first ten (10) of these regarding supply procedures were published and distributed during October 1953.^{1/} To assist the operational activities in adapting their procedures to these new regulations, a Task Group of logistics personnel was sent on a 6 months TDY, beginning in October 1953, to install field property accounting procedures in the FE, WE, SE, and NEA areas. FE area action was undertaken by Office of Logistics personnel assigned to

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[redacted] WH area action was not completed since the bulk of materiel was on a consolidated Memorandum Receipt basis.

The vexing problem of providing immediate service to operational personnel when small amounts of equipment were needed was solved in March 1954, by establishing an "Operational Supply Room" in one of the centrally located departmental buildings.^{2/} Authorized by [redacted]

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[redacted] this room issued equipment on a Memorandum Receipt basis to personnel who needed the materiel for short

^{1/} See Tab "F"

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^{2/} CIA [redacted] dated 15 March 1954, SECRET.

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periods of time for operational use, including TDY trips overseas.

In July 1954 the Supply Division was reorganized to separate line and staff functions and to improve coordination of efforts in furnishing materiel support and to develop additional supply regulatory issuances.^{1/} At the completion of this reorganization, the Division was composed of: the Office of the Chief; a Control Staff; Storage Operations Branch; Supply Operations Branch; Ordnance Branch; Identification and Cataloging

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During September 1954, eight more regulations in the series dealing with supply were published and distributed. These regulations prescribed the approved policy on various supply subjects for guidance of all concerned. In October of that year, covering "Boards of Survey" was also published. This regulation provided for the establishment of Boards of

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^{1/} Management Staff Study, dated 30 June 1954, approved by DD/A 23 July 1954, SECRET.

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Survey and prescribed policies and procedures to be followed in investigating and reporting on the status or condition of property which had been lost to use by the Agency.

In November of 1954, the format of the Agency Supply Catalog was changed from electric accounting machine listings to a Flex-o-pring operation. This change improved the readability and facilitated changes in the catalog. Simultaneously, with this change, Agency stock numbers and nomenclature were converted to a system compatible with the Federal Cataloging Program.

Beginning in June 1955, a series of handbooks were published for the guidance of field and headquarters elements in correct supply procedures. The first of these, dated 15 June 1955, was [redacted]

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[redacted] SECRET. The second, dated 18 July 1955, was [redacted] "Preparation and Submission of Requisitions", SECRET for the guidance of Headquarters requisitioning elements in the correct manner of preparation and submission of requisitions. The third, dated 8 September 1955, was [redacted]

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for the use of field station which were operating as accountable installations. The fourth, to be issued during this period, was "Property Accounting Procedures for Headquarters Controlled Activities", SECRET dated 26 September 1955. Other handbooks to complete the guidance spectrum envisaged were in the process of preparation during this period but were not yet finalized for publication and distribution.

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Almost at the end of this period, a minor reorganization was accomplished in June 1956 by the creation of an Inspection and Inventory Staff with some of the elements and functions of the Supply Operations Branch.^{1/} The newly created I&I Staff was assigned the responsibility to take stock inventories of materiel assets and accomplish the required adjustment paperwork. This Staff was also given the additional function and responsibility of performing technical review of supply activities and of providing assistance, when requested, to

^{1/} Memo to Chief, Management Staff, dated 16 April 1956, SECRET.

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field stations in the application of approved concepts of property accountability and responsibility.

25X1A The expanding scope of Supply Division operations
25X1A can perhaps best be realized in terms of the growth in the total dollar value of Agency stocks of materiel during the period under study. From a total dollar value of [] at the close of FY 1953, total stocks rose to [] at the end of 1956.^{1/}

Transportation Division

Fiscal Year 1953 was a period of transition in the performance of Agency transportation functions. As of July 1952, these functions were centered primarily with in the Office of General Services, DD/A. Commencing in August of 1952, with the transfer of [] travel and shipping positions from the Office of General Services (DD/A) to the Procurement and Supply Office (DD/A)^{2/} the gradual transfer of most transportation functions was accomplished during FY 1953.

^{1/} See Tab "d"

^{2/} CIA Notice No. [] dated 5 August 1952, SECRET and [] dated 8 February 1954, SECRET.

25X1 The following functions were shifted from OGS (DD/A) to the P&SO (DD/A) during this period: movement of Agency cargo and employees' household effects; travel processing for employees and their dependents; Agency motor freight (truck) operations; operation of the [] and headquarters vehicle maintenance; and the processing of Agency vehicles including delivery to ports for overseas shipments.

With the change of the Procurement and Supply Office (DD/A), to the Logistics Office (DD/A), in March 1953,^{1/} these activities were made the responsibility of a newly created Transportation Division. Operation of the headquarters motor pool (including the shuttle bus system) remained as a function of the Office of General Services (DD/A) at this time.

During Fiscal Year 1953 the Transportation Division attempted to improve their service to the operational activities. Procedures were established to forecast cargo transportation requirements in order to advise the Army and Air Force of future requirements expected

25X1 1/ [] dated 20 March 1953,
SECRET.

to be levied upon them. Rate tables were developed and published to aid Agency components in making realistic estimates of anticipated transportation charges. A scheduled truck run was established between the Washing-

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for the shipment of general cargo, household goods, baggage and privately-owned automobiles to and from all parts of the world.

Fiscal Year 1954 completed formation of the Transportation Division of the Logistics Office as the central transportation activity for the Agency. The function of providing vehicular support in the Headquarters area remained split until November 1953, with truck transportation and vehicle maintenance as a function of the

Logistics Office, while the shuttle bus service and motor pool operation continued under the Office of General Services (DD/A).

At that time (November 1953), all functions pertaining to vehicular support were transferred to the Logistics Office and became part of the Transportation Division of that office.^{1/} The motor pool operation at that time was inefficient since the majority of chauffeurs and sedans were not pooled but were permanently assigned to and dispatched by individual Agency components. When this function was assigned to the Transportation Division, the majority of chauffeur driven sedans were withdrawn from assignment to individual components and placed under control of the motor pool. This represented a major step toward providing adequate vehicular support for widely dispersed Agency components.

The function of processing employees and their dependents preparatory to official travel was transferred during FY 1954 from the Transportation Division to the

^{1/} CIA Notice dated 1 December 1954, CONFIDENTIAL.

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Central Processing Branch, Office of Personnel.^{1/} This function was transferred to provide within the Central Processing Branch a central location where employees would receive complete guidance and processing with regard to transportation, financial security and personal matters incident to their projected travel. Concurrent with this transfer of function, the Chief of Logistics delegated authority to the Central Processing Branch to incur expenses in connection with its transportation function. Technical guidance and staff supervision over this activity, however, was retained by the Transportation Division of the Logistics Office.

The compilation of statistical data relating to transportation activities was initiated during FY 1954, and has continued since that date as a basis for internal analysis of operations.^{2/}

Other accomplishments of procedural significance during FY 1954 were: the utilization of [] [] for incoming as well as outgoing shipments of Agency cargo to the field; and the completion

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^{1/} Memo from Management Officer approved by DD/A September 1953, SECRET and O&M Survey Report, dated 7 July 1953, SECRET.

^{2/} See Tab "E".

of arrangements for the use of [] when
required for Agency cargo shipments. The total on-duty
personnel strength of the Division at the end of FY
1954 was []

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At the beginning of FY 1955 the organization of the
Transportation Division was comprised of the following
elements:^{1/} the Office of the Chief; Administrative
Staff; Planning and Control Staff; and The Cargo, High-
way, and Passenger Movement Branches.

With the resolution of organizational problems,
the Division began to assume more of its staff and
technical responsibilities by having policy established
and appropriate regulations published. A program
of regulation development [] had been in
existence for some time to define logistics policies
and procedures. During Fiscal Year 1955 ten regulations
were issued, dealing with transportation matters.^{2/}
The Division developed and coordinated these regulations
for approval and publication.

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1/ Management Staff Study of Logistics Office, dated
30 June 1954, approved by DD/A, 23 July 1954, SECRET.

2/ See Tab "F".

A great deal of progress was made by the Division in FY 1955 toward furnishing transportation services to the Agency in the most economical and efficient fashion. An interim procedure was established for Division review of all requests for procurement, reassignment and disposal of Agency motor vehicles on a world-wide basis. Contracts were completed with three packing and storage companies in the headquarters area for processing or storing employees' effects.

As a result of studies and negotiations with commercial air carriers, the Division was instrumental in obtaining a change to the International Air Transport Association (IATA) resolution on unaccompanied baggage. This change allowed air carriers to accept unaccompanied baggage between certain points in the Far East and the West Coast at a 50 percent reduction from normal air rates. The change became effective 4 February 1955. It is estimated that annual savings to the Agency from this ruling alone exceeds \$75,000.

Fiscal Year 1956 was highlighted by inauguration of the Table of Vehicular Allowances (TVA) program on a world-wide basis. This program was designed to provide the Agency with an administrative control mechanism

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for management of motor vehicle transportation in compliance with applicable legislation. Prior to publication of [redacted] (which authorized the TVA Program), ^{1/} there was virtually no control over the allocation of vehicles nor were accurate records maintained concerning Agency-owned vehicles in the U.S. or overseas.

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Field trips by various officers during FY 1954 had disclosed that there were deficiencies in the Agency motor vehicle support program, and that vehicle strength could be substantially reduced without adversely affecting operations.

At the direction of the Deputy Director (Support), two Transportation Officers were sent to the field on a world-wide TDY trip to assist field stations in developing realistic vehicle requirements.

The immediate direct benefit of this was extremely significant. The Agency's vehicular requirements were reduced by 245 vehicles, at a saving to the Agency in equipment investment of approximately \$500,000. There

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^{1/} CIA [redacted] dated 5 April 1955 and [redacted]
[redacted] dated 6 April 1955, both SECRET.

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are, however, continuing benefits being realized as a result of the TVA program. First, the program provides a means whereby the Agency complies with applicable legislation pertaining to Government-owned motor vehicles. Second, the Agency has been able to develop accurate vehicle records which reflect the current status, location and intended use of each vehicle. Third, it has provided a mechanism whereby a vehicle, once justified for a specific purpose, may be replaced when necessary without further TVA justification, and fourth, it has provided the means whereby Chiefs of Stations may acquire or dispose of station vehicles under a delegation of authority.

In spite of the impressive accomplishments and increasing workload faced by the Division during the 1953-1956 period, no increases in personnel were required, the total on-duty strength actually declined slightly from the on-duty at the end of 1956.

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SECRET


PRINTING SERVICES DIVISION - OPERATIONS

<u>Period</u>	<u>Impressions (Ea)</u>	<u>Photo Prints (Ea)</u>	<u>Micro Film (Ft)</u>
FY 1953	100,000,000	2,525,000	950,000
FY 1954	119,509,152	2,618,349	955,521
FY 1955	139,894,344	2,750,607	726,339
FY 1956	147,595,353	3,164,468	803,030
7/1/56 to 12/31/56	74,000,000	1,600,000	400,000

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SECRET

PROCUREMENT ACTIONS

<u>Period</u>	<u>NUMBER OF ACTIONS</u>		<u>AMOUNT</u>	
	<u>Purchases</u>	<u>Contracts</u>	<u>Purchases</u>	<u>Contracts</u>
FY 1953	15,013	643		
FY 1954	13,724	660		
FY 1955	11,829	731		
FY 1956	13,184	819		
7/1/56 to 12/31/56	6,766	296		

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<u>Period</u>	<u>SUPPLY OPERATIONS</u>			<u>Dollar Value of Inventories</u>	
	<u>Requisitions Processed</u>	<u>Line Items Processed</u>	<u>Tons Rec'd And Shipped</u>	<u>On Hand</u>	<u>In Use</u>
FY 1953	---	---	---	---	---
FY 1954	18,749	74,077			
FY 1955	17,500	90,169			
FY 1956	18,920	106,665			
7/1/56 to 12/31/56	8,524	41,103			

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Next 4 Page(s) In Document Exempt

S E C R E T

CIA SUPPORT FUNCTIONS:
ORGANIZATION AND ACCOMPLISHMENT OF THE DAA/DDS GROUP,
1953-1956

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by [] DCI/HS

CHAPTER V. SECURITY CONTROLS 1953-1956^{1/}

Security considerations continued to permeate the entire work of the Central Intelligence Agency. It was axiomatic that CIA's intelligence, operational, and support activities had to be planned, developed and executed in accordance with sound security doctrines and procedures. The statutory responsibility of the Director of Central Intelligence was unchanged with respect to "protecting intelligence sources and methods from unauthorized disclosures."^{2/} All parts of the Agency had to continue to operate on the assumption that the Agency was the first priority target for every other intelligence agency in the world. They also had to assume that some penetration might be made and their guard could never be let down.^{3/}

^{1/} This chapter was drafted by [] in April 1960. 25X1A

^{2/} National Security Act of 1947, Section 102. (d)(3). This responsibility was interpreted by National Security Council Intelligence Directive No. 11 of January 6, 1950, SECRET, which was superseded by NSCID No. 1, 21 April 1958, revised 15 September 1958, SECRET.

^{3/} Director of Security, Notes on Briefing of CIA Security Officers, used 4 August 1956, 3 November 1956 and 7 May 1957, SECRET, in OS files.

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During the period top officials of the Agency continued to stress the responsibilities of individual employees in the field of security. Shortly after becoming Director of Central Intelligence, Mr. Dulles issued a notice to all employees which concluded: "It cannot be stated too strongly that the work of this Agency must always rest upon a foundation of security consciousness in each and every one of us."^{1/} As Acting Director of Central Intelligence, Lieutenant General Cabell sent out in 1956 a notice to all employees which discussed the "need to know" principle and called to the attention of supervisors their continuing responsibility to remind personnel of the problem of developing security consciousness.^{2/} The Director of Security pointed out that each employee of the Agency had to consider himself at all times a "security officer" of the organization and as such had to adopt an ever-present and realistic security attitude toward every task and responsibility. He added that the

25X1A ^{1/} CIA [redacted] 28 February 1953, Security Bulletin, RESTRICTED.

25X1A ^{2/} CIA [redacted] 13 October 1956, Employee Responsibilities in the Field of Security, CONFIDENTIAL.

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strength of all that was done in every component of intelligence was only as strong as the weakest security link.^{1/} Experience showed that every single employee was a target. An attack might be made on a messenger, a Chief of Office, a chauffeur, a file clerk, an analyst, or an agent abroad.^{2/} The principle of awareness had to be observed constantly. The opposition was continuously trying by means of drink, flattery, leading questions, goading, guile, pressure, or other methods to get CIA employees or agents to talk out of turn or to be careless regarding classified materials. All of these approaches were tried by hostile forces during the period.^{3/}

The purpose of security controls was to keep the opposition from obtaining information regarding the Agency's sources, methods, plans, and output. The only way in which the opposition could obtain such information

^{1/} Office of Training, Agency Orientation Course Program, 7 May 1954, CONFIDENTIAL, Speaker on Security, Col. Sheffield Edwards.

^{2/} Director of Security, Notes on Briefing of CIA Security Officers, loc. cit.

^{3/} Ibid.

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was through what CIA employees said, wrote or did. Security controls consisting of secrecy agreements, building guards, identifying badge requirements, procedures for supervising visitors, regulations pertaining to the safeguarding and storage of classified matter, strict requirements of security clearance for all employees, agents and contacts, regulations governing the outside activities of employees, inspections of buildings, offices and areas, and other devices were constantly being reviewed in order to improve their effectiveness in safeguarding intelligence information against unauthorized disclosure.

The responsibility for taking the necessary action in disciplining employees for breaches of security regulations remained with the supervisors. In that sense, security continued to be regarded as a command function and supervisory responsibility which, however, had to be carried out in collaboration with and under the technical direction and staff guidance of the Office of Security.^{1/}

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^{1/} CIA [redacted] 15 July 1955, SECURITY OFFICERS, CONFIDENTIAL, and [redacted] 20 March 1957, Compliance with Security Regulations, CONFIDENTIAL.

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Operating officials were also responsible for taking positive steps to prevent security lapses. Projects had to be based upon advance planning on how to lessen the dangers of a penetration or a leak of information.^{1/}

At the beginning of the period, operating officials were assisted in carrying out their security responsibilities by part-time security officers chosen from within their own offices. In 1953, three offices, the Office of Training, the Office of Current Intelligence, and the Office of Logistics, appointed full-time career security officers. This practice spread to a number of other offices. In 1955 an Agency regulation was issued which redefined the selection and functions of security officers throughout headquarters and [redacted] field installations.^{2/} 25X1A

Three categories of security officers were mentioned: (1) Career Security Officers whose career service was security and who were assigned by the Director of Security to other elements of the Agency for full-time security duty;

^{1/} Director of Security, Notes on Briefing of CIA Security Officers, loc. cit.

^{2/} CIA [redacted] cited above.

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(2) Area Security Officers whose career service was other than security and who were designated by operating official, with the concurrence of the Director of Security, for security duties in addition to their regular duties; and (3) Assistant Security Officers who might be either "career" or "area" officers. By the end of the period there were full-time career security officers in twenty-five components of the Agency in the United States. While most of these were in headquarters, there were such officers in

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In addition to the Office of Security there were a number of offices under DD/S which continued to have specialized security responsibilities. While all of these offices were subject to the Agency security regulations and looked to the Office of Security for advice and guidance on their special security problems, some of them ran more or less independent security systems which fitted their individual needs. The Office of Communications continued to maintain its own security system which was designed to protect the physical and transmission security of Agency communications. It was responsible for maintaining cryptographic codes and for giving training in

cryptography.^{1/} While at one time the Audit Staff was under the Security Office, during the four years under consideration the safeguarding of the security of budget and accounting operations at the Bureau of the Budget and the Congressional level was largely in the hands of the Comptroller and the top officials of the Agency. On the other hand, the Office of Logistics worked very closely with the Office of Security in setting up procedures to protect the security of industrial plants patronized by the Agency, the security of the [] procure- 25X1C
ment program, the security of Agency warehouses, and the required [] in purchases made. The 25X1A
Office of Security also maintained close liaison with the Office of Training in solving problems of security indoctrination.

During the period the offices under DD/I continued to have special responsibilities for safeguarding the security of classified information. The Office of Collection and Dissemination remained close to being

1/ See pp. 502-504.

the central point for the external dissemination of CIA-produced intelligence reports and for the internal circulation of incoming intelligence reports collected from overt and covert sources by CIA and by the departmental intelligence agencies.^{1/} Dissemination involved controls to insure that the distribution of information was limited to those cleared personnel in the Government's security organization who needed to have the information. The Office of Collection and Dissemination acquired a new responsibility after the White House issued an Executive Order in November 1953 on Safeguarding Official Information.^{2/} A meeting composed of representatives of all offices of the Agency was held on the implementation of this Executive Order under the guidance of the Security Office. It was the consensus of this meeting that with a few modifications in CIA security practices, the provisions of the Executive

25X1A ^{1/} CIA [redacted] 7 April 1952, Dissemination of CIA-Produced Intelligence and Information, SECRET, and No. [redacted] 7 April 1952, Procedures for same, SECRET. Exceptions to the general rule of central distribution were ORR maps, OSI atomic energy reports, and certain special OCI reports. See pp.

^{2/} Executive Order No. 10501, 24 November 1953.

Order could be successfully carried out.^{1/} A CIA Notice was issued shortly which changed the classification categories to agree with those in the Order and which established under the Assistant Director for Collection and Dissemination a Classification Control Officer who was made responsible for the Agency classification control system.^{2/} Pursuant to the Order, this Notice provided a mechanism for reviewing and downgrading classified material. The Director of Security assisted in the classification control program with advice and guidance, with help in the conduct of training and orientation, and with aid in an inspection system to insure that the provisions of the Executive Order were carried out.

The responsibility for the security of clandestine operations remained with the DD/P who had his own series of

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1/ Memorandum for DCI from Acting DD/A, 20 November 1953, Consideration by IAC on 24 November 1953 of Executive Order No. 10501, CONFIDENTIAL, in O/DCI/ER.

2/ CIA 27 November 1953. Classification of Documents, SECRET, and 28 January 1955, Classification of Official Information and Material, CONFIDENTIAL.

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whose circulation was restricted on a need to know basis. Under the DD/P the chiefs of station continued to be responsible for the security of overseas installations and operations.^{1/} The Office of Security gave support and guidance to the chiefs of station. Senior officials of the Office of Security made annual trips to each major area in order to furnish advice on technical security matters. The Office of Security also assigned professional Career Security Officers to foreign areas where they were used by chiefs of station to maintain security.^{2/} The security officer of the [redacted] provided security guidance for stations in Europe and the security officer [redacted] did the same for stations in the Far East.

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^{1/} This responsibility was very generally mentioned in CIA Regulation [redacted] 1 April 1951, RESTRICTED, and it was much more fully stated in CIA [redacted]

[redacted]
the security problems of DD/P, see pp. 481-485.

^{2/} In April 1959, there were [redacted] professionals and 6 clerical employees overseas who looked to Office of Security for career guidance and support. See Report of Office of Security on Program for Greater Efficiency in CIA, April 1959, SECRET.

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Career Security Officers.^{1/} In all areas each base was required to submit a monthly report on security matters and needs which covered such subjects as additional personnel required for security controls, safes and equipment needed, and problems of physical and personnel security.

Mission and Organization of Office of Security
1953-1956

No substantial change was made during the period in the mission and functions of the Office of Security.^{2/} The Director of Security continued to be charged with the preparation and execution of the Agency's security program,

^{1/} CIA Estimate of Requirements Fiscal Year 1957, Bureau of the Budget Submission, 30 September 1955, SECRET, in Records Center Job 58-437.

^{2/} From July 1, 1947 until the early part of 1953 the office was officially known as the Inspection and Security Office (I & S). It was then renamed the Security Office (SO) until March 26, 1955 when it was renamed the Office of Security (OS), a name it held for the balance of the period. The name, Security Office, first appeared in CIA [redacted] 20 March 1953, Security Office, SECRET, and the name, Office of Security, was first used in CIA [redacted] 26 March 1955, Organization, SECRET. A full statement of functions may be found in Management Staff, Management Study of the Organization and Staffing of the Security Office, 4 March 1955, SECRET, in MS files.

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and with the performance of security inspection functions. His office set security standards and helped check whether the standards were being followed. To accomplish its mission, the Office of Security recommended security policies, established security procedures, established safeguards aimed at preventing penetration of Agency activities by unauthorized individuals, investigated personnel for employment, assignment, or association with the Agency, investigated reports of violations of security policies or regulations, furnished security advice and guidance to Agency employees, and conducted certain activities pertaining to the overall alien program. While most of these activities were of a staff character, the Director of Security had line action power in the matter of personnel clearances of all individuals used by the Agency except clandestine agents used by DD/P. He could turn down an applicant on security grounds and an appeal to the DCI was the only recourse which could change his decision.

In charge of the Office of Security during the entire period was Col. Sheffield Edwards, whose title was Assistant Deputy (Inspection and Security) under DD/A from January 19, 1951 until March 20, 1953 when it was

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changed to Director of Security.^{1/} His principal Deputy during this time was [REDACTED]

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Liaison with other agencies on certain security matters continued to be a function of the Office of Security. In the course of its own investigations and operations, the Agency added to its extensive file of materials bearing on the security of individuals and organizations both here and abroad. These materials were increasingly consulted by other agencies making name checks for employment or operational purposes. The requests by other agencies for CIA record checks rose from 21,740 for Fiscal Year 1953 to 28,506 for Fiscal Year 1956.^{2/} On a reciprocal basis, the Office of Security continued to check the records of other agencies, especially those of the Department of State, the armed forces, the Federal Bureau of Investigation, the Civil

^{1/} CIA [REDACTED] January 1951, SECRET, and CIA [REDACTED] 20 March 1953, Organization, SECRET. Col. Edwards was assigned to CIG in 1946. When CIG became CIA in 1947, he continued to be in charge of the security programs. He retired voluntarily from active military service on November 1, 1953.

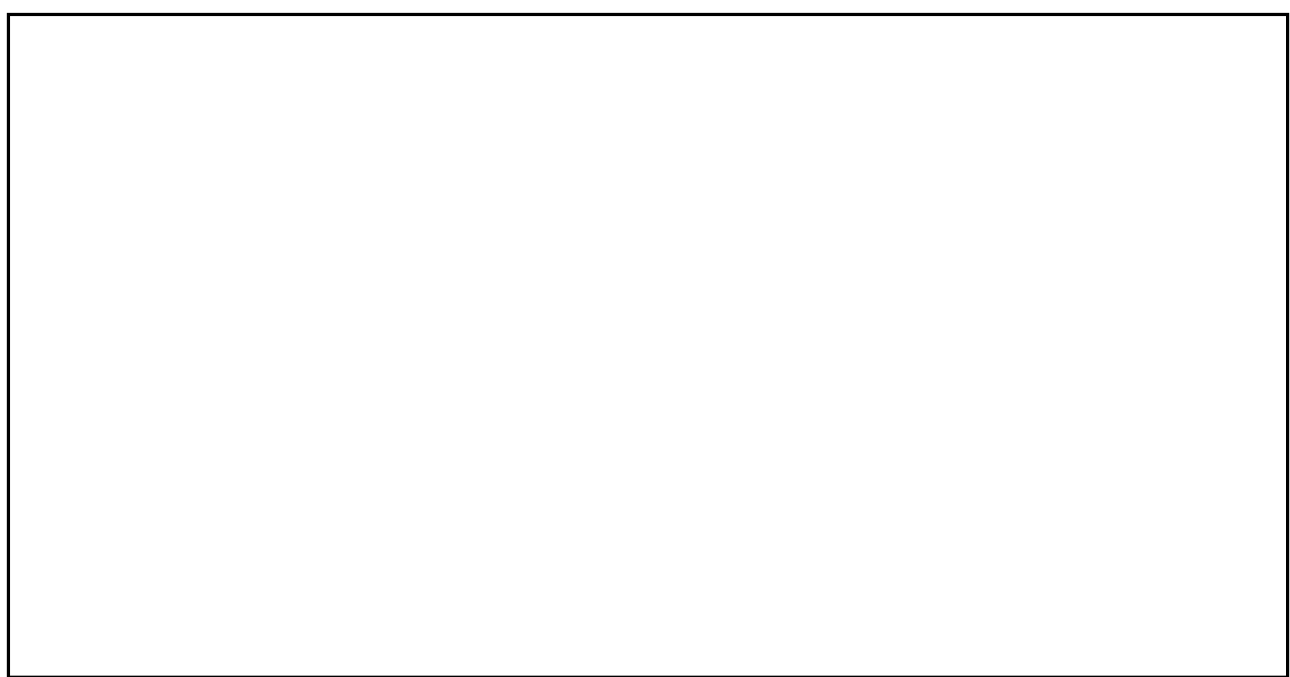
^{2/} Office of Security, Office of Security History (1953-1956), SECRET, furnished Historical Staff, 16 March 1960, Tables.

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Service Commission, and the House Committee on Un-American Activities.^{1/} Special relations were also maintained with such agencies as the Atomic Energy Commission.^{2/} In connection with its physical security program, the Office of Security worked closely with the Bureau of Standards in developing security equipment and it had dealings with General Services Administration regarding the guards needed for the many CIA buildings.^{3/} In connection with the alien affairs program, the Office of Security had contacts with the and with the agencies concerned with immigration in its various phases.^{4/}

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In addition, the Office of Security controlled the level of oral disclosure of CIA security information to accredited representatives of other agencies.^{1/}

A reorganization of the Office of Security took place in December 1954. This reorganization followed an inspection which was conducted by the staff of the Inspector General.^{2/} Suggestions made by the Inspector General were adopted in the reorganization, a principal feature of which was the creation of two additional Deputies to the Director of Security, each responsible for specific operational areas of the Office which had already been defined.^{3/} The new Deputy Director for Personnel and Physical Support was made responsible for overt and semi-covert matters and the new Deputy Director for Investigations and Operational Support was made responsible for covert matters and field investigations. The two new Deputy Directors took over the work of two Division

^{1/} The workload of these liaison cases increased from 6,888 for Fiscal Year 1955 to 7,536 for Fiscal Year 1956. See Office of Security History (1953-1956), loc. cit., Tables.

^{2/} Office of Security, History of the Office of Security, March 1952-June 1955, SECRET, submitted to Historical Staff, 14 June 1955, in O/DCI/HS.

^{3/} Ibid.

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Chiefs who had been in charge of substantially the same matters.^{1/} This change was supported by the Management Staff whose study of the office was approved by DD/S on March 25, 1955.^{2/} The avowed purpose of the change was to reduce the span of control exercised by the Director of Security. It was contended by the Management Staff that the Director of Security could delegate more to a deputy than he could to a division chief. The Management Staff, on the basis of informal follow-up inquiries, claimed that the reorganization enabled the Director of Security to delegate operating authority to a greater extent and considerably eased the burden of detail he had been carrying.^{3/}

The reorganization also brought the shifting of the location and level of some of the functions of the Office of Security. The old Security Division was divided into two parts with the former Physical Security Branch

^{1/} The two new deputies were put in supergrade positions (GS-16).

^{2/} Management Staff, Management Study of the Organization and Staffing of the Security Office, 4 March 1955, SECRET, in MS files.

^{3/} Management Staff, Chief, O&M Staff, DD/S Area, Accomplishments, 7 September 1955, SECRET, in MS files.

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becoming the Physical Security Division and the remaining parts becoming the Personnel Security Division. Both of these new divisions were placed under the supervision of the new Deputy Director for Personnel and Physical Security Support. The new Security Support Division consisted of the old Special Security Division less the

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offices. This new division and the offices were placed under the new Deputy Director for Investigations and Operational Support.

The old Security Control Staff was eliminated, its policy functions going to a new Policy Staff and its employee activities functions going to the new Personnel Security Division. The Inspection Division, formerly identified as a line element, was redesignated the Inspection Staff.^{1/} The avowed purpose of these changes was the clarification of functions, the elimination of line activities at the staff level, and the raising of functions to their proper level.^{2/}

^{1/} In 1956 the Inspection Staff functions were transferred for the most part to the Physical Security Division. One professional was kept to make special studies for the Director of Security.

^{2/} Management Staff, Accomplishments, DD/A Area, Calendar Year 1954, SECRET, in MS files.

The new Policy Staff established at the time of the December 1954 reorganization was concerned with overall Agency security policy, including the formulation of security regulations and the review of proposed Agency regulations from the security standpoint. It represented the Agency on the State-Defense Military Information Control Committee which was concerned with the release and exchange of classified information.^{1/} It took over from the Office of the Director of Security the Agency emergency planning function which had been in the Office of Security since August 1953.^{2/} It continued as the OS emergency planner after the Agency emergency planning functions had been transferred to the DD/S in 1955.^{3/} In its role as Senior Support Planner, the Staff reviewed and commented with respect to security matters on war planning documents initiated by DD/P.

1/ Memorandum for DS from Chief, Inspection Staff/OS, 19 February 1958, Records Survey, Office of Security, SECRET, in OS files.

25X1A 2/ CIA [redacted] 20 August 1953, Emergency Plans, SECRET, and [redacted] 26 May 1954, CIA Emergency Security Patrol, CONFIDENTIAL.

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25X1A 3/ CIA [redacted] 28 April 1955, Assignments to Key Positions, Office of DD/S, SECRET.

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It gave security advice concerning the dissemination of CIA intelligence reports to other Government agencies and to foreign governments, and concerning the appearance of CIA employees before loyalty and security board hearings. It participated as member on two U.S. teams surveying the security programs of the [redacted]

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[redacted] and it gave security advice on the appointment of [redacted]

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[redacted]^{1/}

The Security Research Staff was internally reorganized in order to improve its effectiveness in obtaining and evaluating information which could be used to prevent, detect and prevent any penetration of CIA by foreign intelligence organizations or by any domestic organization whose activities might be inimical to the United States.^{2/}

^{1/} Office of Comptroller, CIA Estimate of Requirements Fiscal Year 1957, Bureau of the Budget Submission, 30 September 1955, SECRET, in Records Center Job 58-437.

^{2/} The External Branch was made responsible for security research activities outside of the United States while the Internal Branch was responsible for the same activities in Headquarters and elsewhere within the United States. The Research Branch was concerned with a highly sensitive program. See Management Staff, Management Study of the Organization and Staffing of the Security Office, 4 March 1955, SECRET.

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Following this reorganization, the Staff continued to maintain liaison with security research elements of other agencies and to coordinate its own research efforts with those of the Personnel Security Division, Security Support Division and CI Staff. It continued research in penetration patterns and added several thousand names of subversive individuals to the Reference Index each year.^{1/} It resolved several false allegations and attempts at smears and black propaganda against Agency personnel by disgruntled emigre groups and the like. It was involved with the FBI in a major espionage case, regarding which it engaged in extensive correspondence and conducted

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to Agency personnel and operations. It also took the necessary steps to block the intensified efforts by Soviet Intelligence Services to penetrate the Agency through blackmail, bribery, or cultivation.^{2/}

^{1/} Office of Comptroller, CIA Estimate of Requirements Fiscal Years 1957 and 1958, Bureau of the Budget Submissions, 30 September 1955 and 30 September 1956, SECRET in Records Center Jobs 58-437 and 59-417.

^{2/} Office of Security History (1953-1956), 16 March 1960, SECRET, and Report of Office of Security on Program for Greater Efficiency in CIA, April 1959, SECRET, in O/DCI/HS files.

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Personnel Security Activities

The Office of Security continued to engage in a variety of personnel security activities. It made employment clearances of various sorts of persons under consideration as overt or semi-covert staff employees, contract employees, consultants, independent contractors, General Services Administration guards, General Services Administration char force and maintenance personnel, employees of contracting firms performing services for the Agency, new building construction employees, and covert security clearances of staff agents, career agents, and employees of proprietary organizations.^{1/} During the period, the responsibility for operational approval of clandestine agents abroad remained with CI Staff/DD/P, but the Office of Security continued to have the responsibility to make a recommendation for or against the utilization of an individual in

1/ Management Staff, Management Study of the Organization and Staffing of the Security Office, 4 March 1955, SECRET, in MS files and Report of Office of Security on Program for Greater Efficiency in CIA, April 1959, SECRET, in OS files. The Personnel Security Division had charge of clearances of overt and semi-covert personnel and the Security Support Division had charge of clearances of covert personnel. During the period, each of these two divisions had their own investigative files.

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this category.^{1/} The Office of Security also conducted control clearances of employees on duty who were being considered for reassignment and transfer, for official travel, [REDACTED]

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[REDACTED] for work on Special Intelligence, or for assignment as cryptographers or top secret control officers. Reinvestigation of employee security was made on a routine basis or for cause. Personnel security clearances were also made for contacts with sources of foreign intelligence information and for liaison with other agencies. The alien affairs program was still another personnel security activity. It was

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Personnel security clearances or approvals involved

^{1/} Office of Comptroller, CIA Organizational Charts and Functional Statements for Fiscal Year 1957, Bureau of the Budget Submission, 30 September 1955, SECRET, p. 28, in Records Center Job 58-437 and Report of Office of Security on Program for Greater Efficiency in CIA, loc. cit.

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varying procedures. In the case of top secret clearance for applicants, a pre-check of information in the

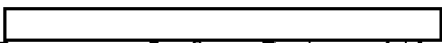


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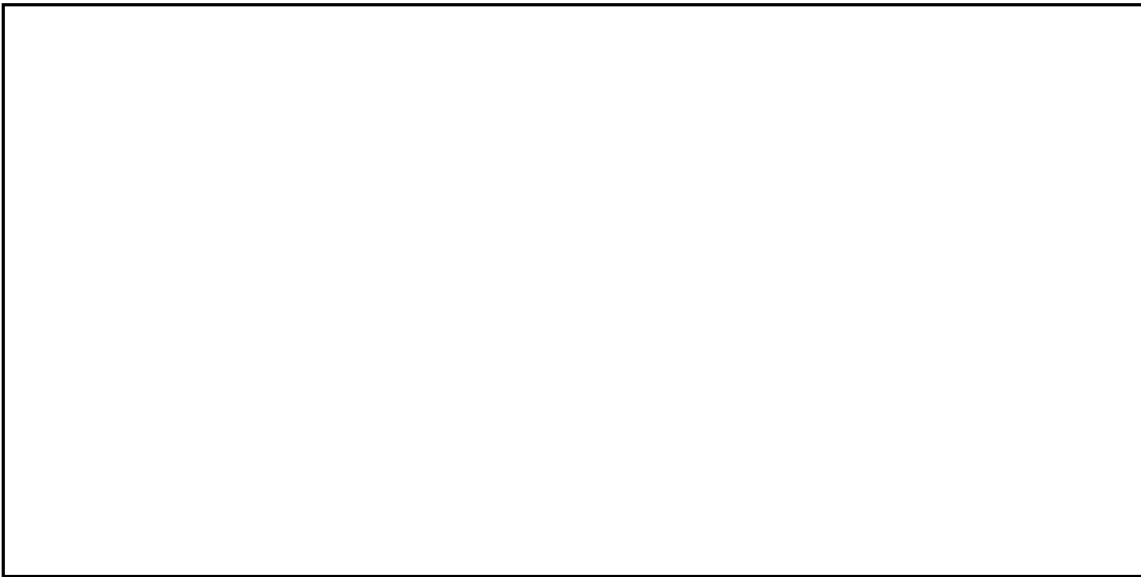
interview. All the facts in the case were summarized, evaluated, and a recommendation was made as to whether the applicant should be approved.^{1/} As indicated above, the Director of Security, except in cases of clandestine agents, made final determinations of disapprovals for security reasons of employment or retention in employment subject to an appeal to the DCI. In covert clearances, the emphasis was on the individual's use by the Agency rather than his background or citizenship. Investigative coverage of aliens abroad varied with operational conditions and availability of information. In case of a very sensitive project or a prominent individual, the normal extensive inquiry was not possible.



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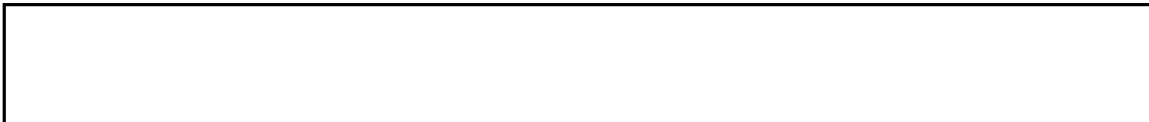
1/ CIA  15 November 1954, Clearance of Personnel for Duty with CIA, SECRET.

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During the period various amendments to the Immigration and Naturalization Laws of the United States brought new tasks and opportunities to the Agency which continued to use sparingly its own statutory authority to facilitate

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contained in the Immigration and Nationality Act of 1952,

1/ The functions of the Agency in the field of Alien affairs were redefined by CIA [redacted] 26 January 1954, Alien Affairs, SECRET. Section 8 of the CIA Act of 1949 authorized the DCI, with the concurrence of the Attorney General and the Commissioner of Immigration and Naturalization to effect entry into the United States of not to exceed

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History (1953-1956), loc. cit.

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The Office of Security continued to make practically all of its own field security investigations in the United States, using its own staff of investigators. While there was a dip in the middle of the period, there were over [] investigations for clearances completed in the first and fourth fiscal years of the period.^{1/} The [] offices were manned by full-time investigators. The number of [] positions used rose from [] for Fiscal Year 1953 to [] for Fiscal Year 1956.^{2/} These investi-

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[] was made in the investigative pool arrangement whereby some [] positions were not assigned [] but used in places where the need was greatest.

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The field investigative techniques of the Office of Security were improved during the period by gradually expanding the confidential correspondent program. The

^{1/} Office of Security History (1953-1956), loc. cit., Tables.

^{2/} Office of Comptroller, CIA Estimate of Requirements for Fiscal Years 1955 and 1958, Bureau of the Budget Submissions, SECRET, in Records Center Jobs 58-436 and 59-417.

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As a sensitive Agency, CIA already had well developed personnel security procedures when the White House issued Executive Order on Security Requirements for Government Employment in April 1953.^{2/} The Director of Security took the position that CIA criteria were in accord with and exceeded the requirements of this Order.^{3/} Additional work, however, was imposed on the Office of Security by the requirement that the Civil Service Commission be furnished with information appropriate for the establishment and maintenance of the security-investigation index and by the provisions for preparing

^{1/} Office of Security History (1953-1956), loc. cit.

^{2/} Executive Order No. 10450, 27 April 1953, CFR 1949-1953, pp. 936-40.

^{3/} Report of Office of Security on Program for Greater Efficiency in CIA, loc. cit.

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cases for Security Hearing Board consideration.^{1/} Under the new Order, all cases adjudicated under the earlier Executive Order,^{2/} had to be readjudicated to determine whether they met the requirements of the new Order. The Office of the General Counsel ruled that a review by the Office of Security constituted the readjudication required by the new Order. On June 4, 1954 this review was effected and each applicable file was documented to show that it had been adjudicated. While the number of cases was small, a case might take several months to prepare because of the quasi-legal nature of the document.^{3/}

A development during the period 1953-1956 was the gradual expansion of the reinvestigation program. Prior to the period the heavy work load involved in clearing

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1/ CIA [redacted] 27 May 1953, revised 18 January 1954, revised 19 July 1955, Regulations under Executive Order No. 10450 Relating to Security Requirements for Employment in CIA, originally classified SECRET.

2/ Executive Order No. 9835, 21 March 1947, 3 CFR 627.

3/ Office of Security History (1953-1956), loc. cit. The number of cases involved were for Fiscal Year 1954, 9 with board and 11 without board; for Fiscal Year 1955, 2 with board and 10 without board; and for Fiscal Year 1956, 10 with board and 12 without board.

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applicants did not leave much of any time for a reinvestigation program. In 1953, however, the Office of Security restated the need for expanding this program. It called attention to the principle of sound security that no person is ever fully cleared for all time.^{1/} USCIB regulations required at this time some reinvestigation at five year intervals of all persons cleared for Special Intelligence.^{2/} CIA inherited from predecessor agencies certain employees who were initially cleared on a basis that was later considered substandard. The Office of Security felt in 1953 that it should augment these cases.^{3/} In 1955 an additional incentive for expanding the reinvestigation program came when the Task Force on Intelligence Activities under General Clark recommended rechecking the security status of all personnel engaged in intelligence activities at periodic intervals not to exceed five years in any individual case.^{4/}

^{1/} Office of Comptroller, Topics to be Discussed in the Budget Hearings, 20 October 1953, SECRET, in Bureau of the Budget Submission Material Fiscal Year 1955, SECRET, in Records Center Job 58-436.

^{2/} Ibid.

^{3/} Ibid.

^{4/} Commission on Organization of the Executive Branch of the Government, A Report to Congress on Intelligence Activities, June 1955, p. 74.

During the first two years of the period, rein-
vestigation was based on the review of case files during
the normal course of operations of the Office of Security.

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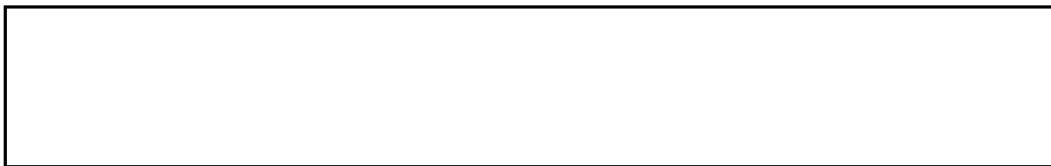
In view of the numerous reasons for reviewing security
files during routine security procedures, it was stated
by the Office of Security in 1955 that practically all
security files were reviewed at least once every five
years, and many files were reviewed much more often
than that.^{1/}

In 1955 the Office of Security augmented in a number
of ways its reinvestigation program. It obtained from
the Office of Personnel a listing of all staff employees
by EOD date and as the investigative work load permitted,

^{1/} Memorandum to DCI from DS, 17 March 1955, Reinvesti-
gation Program, CONFIDENTIAL, in O/DCI/ER.

it reviewed the oldest cases requiring reinvestigation.

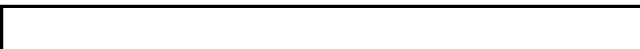
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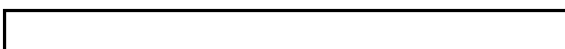
Director of Security.^{1/} A small number of investigations made by the FBI were also included in the program.

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These arose under one of the Executive Orders concerning loyalty or security or under the Atomic Energy Act or Mutual Security Act if an employee was to receive a "Q" clearance or was to be



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Except for the need for periodic reinvestigations and the need to reduce backlogs in making clearance checks, the Clark Committee on Intelligence Activities found in 1955 the policies and procedures to give assurance of security of personnel within the Intelligence community were generally adequate.^{3/}

^{1/} Ibid.

^{2/} Office of Security History (1953-1956), loc. cit.
In calendar years, routine reinvestigations numbered 153 for 1955 and 181 for 1956, special reinvestigations numbered 316 for 1955 and 238 for 1956; FBI investigations under Atomic Energy Act numbered 48 for 1953, 47 for 1954, 80 for 1955, and 114 for 1956.

^{3/} Commission on Organization of the Executive Branch of the Government. A Report to the Congress on Intelligence Activities, June 1955, pp. 52, 73-74.

Physical Security Activities

The Office of Security continued to provide numerous and varied services concerning the physical safeguarding and security of Agency materials, buildings, installations and personnel. It developed and maintained techniques for the protection of classified information and the prevention of physical penetration of Agency activities by unauthorized

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mechanisms. It also supervised the building guards, provided receptionists and control procedures for visitors entering CIA buildings, issued and controlled identification badges of employees, and investigated cases of security violations.^{1/}

^{1/} In 1953, the physical security activities were being carried out by the Physical Security Branch of the Security Division. In the reorganization of December 1954, this Branch became the Physical Security Division with three branches, a Survey Branch, a Technical Branch, and a Building Security Branch. Management Staff, Management Study of the Organization and Staffing of the Security Office, 4 March 1955, SECRET, in MS files. On functions and accomplishments, see also Office of Comptroller, CIA Estimate of Requirements Fiscal Year 1955, 1956, 1957, 1958, Bureau of the Budget Submissions, SECRET, in Records Center Jobs 58-436, 58-437, and 59-417.

Operating statistics for some of the day to day measures taken to assure the physical security of Agency premises and activities show varying tendencies. The available figures refer to such diverse subjects as people, cases and things and they are hard to interpret.^{1/} Some of the figures show an upward trend and others a levelling off or downward trend. During the four fiscal years of the period 1953-1956, the number of building guards was increased in order to protect a larger number of installations. During the same time, the number of security problems handled annually by night security officers increased from 4,914 to 11,918.^{2/} In another category, the classified waste destroyed annually increased from 494 tons to 866 tons.^{3/} On the other hand,

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^{1/} Office of Security, Office of Security History (1953-1956), Tables, loc. cit.

^{2/} Among the possible explanations of this increase might be mentioned the larger number of guards to supervise, more inspections, and more problems with safe equipment. There was not an increased number of security violations reported for Fiscal Year 1956.

^{3/} The Physical Security Division supervised the collection and destruction of classified waste.

25X9 the number of persons processed for identification
dropped from [] and the number of visitors
processed dropped from 110,076 to 102,233.^{1/} The number
of safe combinations changed each year was in excess of
7,000 with a peak of 8,125 for Fiscal Year 1955 and a
low of 7,262 for Fiscal Year 1956.

In connection with the reorganization of 1954, the
responsibility of the Physical Security Division of the
Office of Security for the conduct of physical security

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[]
the Physical Security Division took over from the
Inspection Staff the conduct of overseas physical
security surveys. During the period, special studies
were made of clearance problems, mail and courier
procedures, and handling and storage of monies (United
States and foreign) in CIA.

^{1/} During Fiscal Year 1954 only [] persons were
processed for identification and the number of
visitors processed was 82,453 for Fiscal Year 1955.

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During the period, the Physical Security Division of the Office of Security continued to conduct research on equipment needed in the physical security field. Such research was conducted by the Division itself, as well as in conjunction with the Bureau of Standards. The increase in restricted and secure areas for special projects made necessary the study of alarm systems. Tests were made of new alarm systems, such as the ultrasonic and capacitance types. Based upon experience with these alarm systems, new alarm requirements were recommended for certain Agency and industrial secure areas.^{1/}

In 1956 a more formal mechanism was established by the Government to look into the field of security equipment, namely, the Federal Committee on Security Equipment. The chairmanship of this Committee was held by the General Services Administration and the following agencies were also represented: the Department of State, the Atomic Energy Commission, the Department of Defense, the Central Intelligence Agency, and the Bureau of Standards. The functions of this Committee were to

^{1/} Office of Security, Office of Security History (1953-1956), loc. cit.

review all security equipment in use in the Government, including safes, locks, padlocks, and alarm systems. The CIA representative to the Committee was nominated from the Physical Security Division. By virtue of membership on the Committee, the Office of Security stated it was able to draw upon the combined resources of all members in keeping abreast of the latest developments in the security equipment field.^{1/}

The Physical Security Division continued to be responsible for safety programs throughout the Agency. It initiated a testing program in shops, warehouses, motor generating houses, and other places for toxic fumes, flammable and explosive vapors, electrical defects, proper lighting and air velocity. Some unsafe conditions were discovered and remedied. In 1954 a Safety Poster Program was initiated in order to bring more forcefully to the attention of all Agency personnel the every day hazards in working conditions. In the following year a training program in the use of fire fighting equipment was started for the Agency personnel associated with the building emergency plans for fire fighting and civil defense.

1/ Ibid.

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The issuance and control of Agency Firearms Credentials within the United States for use of couriers and the protection of classified defense information in accordance with the provisions of the Central Intelligence Act of 1949 continued to be a responsibility of the Office of Security. In August 1955 the revision of the Agency regulation governing this activity established a CIA Firearms Control Officer in the Physical Security Division as the Agency authority for the issuance of any weapons for other than research and evaluation within continental United States. ^{1/} The Office of Security aided the Office of Training in giving instruction in the use of firearms and it provided advice and guidance to the Clandestine Services in their use of firearms for research and development and for operational purposes overseas. ^{2/}

- 25X1A ^{1/} CIA [redacted] 2 August 1955, Authorization and Control of Firearms Issued for the Protection of Classified Documents and Sensitive Materials, CONFIDENTIAL. This Regulation rescinded [redacted] No. [redacted]
- 25X1A
- 25X1A ^{2/} CIA [redacted] 18 June 1956, Authorization and Control of Firearms Issued for Training, Research, and Operational Purposes, SECRET. This rescinded Paragraph 1b of [redacted] 19 January, 1953, SECRET.
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The number of security violations investigated during Fiscal Year 1953 was 758. During the following fiscal year it was 793 and during the next fiscal year 759. During Fiscal Year 1956, however, the number dropped to 421.^{1/} According to the Director of Security, there were fewer serious violations as the bulk of the employees had matured and had become more aware of the need for physical security.^{2/} While some of the temporary buildings used by the Agency were of flimsy materials, the whole system of guards, badges, safes, security procedures, inspections, and security indoctrination provided protection against penetration by hostile elements.

Operational Security Support Activities

In addition to clearance cases for employment, the Office of Security continued to furnish security support in cases involving special inquiries conducted within the

1/ Office of Security, Office of Security History (1953-1956), loc. cit.

2/ Memorandum for the Record prepared by Historical Staff, 23 October 1958. Interview with Col. Sheffield Edwards, Director of Security, regarding History of Office of Security, 1953-1956, SECRET, in O/DCI/HS files.

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the Agency. The support ranged from initial security planning through the development and mounting of projects to their completion. It included such activities as:

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Requests of the Office of Security for operational support increased from 1,027 for Fiscal Year 1953 to 5,096 for Fiscal Year 1956.^{1/} Many key Agency projects were involved in these requests. In 1954, the Office of Security was called upon to provide security planning and personnel for a highly sensitive project, then known as AQUATONE. This function included the recruitment

^{1/} Office of Security, Office of Security History (1953-1956), Tables, loc. cit.

and training in security techniques of a large number of personnel, in addition to the processing of a high volume of clearance requests and miscellaneous support requirements. Also in 1954, the Office devoted a large proportion of its time and assets to a highly sensitive project called PBSUCCESS. The project called for the provision of escort for the air movement of sensitive materials and other investigative and support functions. The Office also conducted an increasing number of custodial cases, including some involving important defectors.^{1/}

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The [] program was expanded during the period and control over it was consolidated in the

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Office of Security. In 1952 some of the operating divisions of DD/P had [] of their own and the

Office of Security was just starting its own []

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program on an informal basis. In May 1954, a CIA

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Regulation gave the Office of Security overall responsibility

for the operation of the [] program, which included

the establishment, servicing and maintenance of all CIA

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[]

^{1/} Ibid.

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25X1 [redacted] or by individuals cleared and recruited
within an approved operating project for that purpose.^{1/}

25X1C The number [redacted] supervised by the Office of
Security increased from around [redacted] in 25X1C
1956.^{2/} This increase came partly from the establishment

25X1C of new [redacted] and partly from the transfer of

25X1C [redacted] that had been operated by DD/P units.

The responsibilities of the Office of Security in connection with the cover support program were more clearly differentiated during the period from those of the Central Cover Division, DD/P. In February 1953 the Office of Security on its own initiative established a Cover Branch within the Special Security Division. At that time, the Branch was not accorded official recognition by the Agency issuance machinery and its personnel were

25X1 ^{1/} CIA [redacted] 18 May 1954, [redacted] 25X1C
SECRET.

25X1C ^{2/} Office of Comptroller, CIA Estimate of Requirements
Fiscal Year 1956, Bureau of the Budget Submission, 15
September 1954, SECRET, in Records Center Job 58-436, p.
G-8-9, states that in accordance with Agency directives,
the Special Security Division provided [redacted] 25X1C
for all components of CIA, establishing and servicing [redacted]
[redacted] which represented an increase in excess of
25X1C 100% over the previous year. This would mean that there
25X1C were around [redacted] as of the end of Fiscal Year
25X1C 1953. The figure for [redacted] under Office of Security
in 1956 is taken from Office of Security, Office of Security
History (1953-1956), loc. cit.

S E C R E T

assigned from other parts of the Division. The Branch's mission, as it was broadly stated in the Division's Headquarters Manual, included responsibility for the development and implementation of overall official cover plans for personnel and activities of the Agency. The Management Staff, in its 1955 Report on the Office of Security, stated that the Branch's mission, as described in the Manual, overlapped the mission of the Central Cover Division of DD/P. It recommended a statement of mission which limited the role of the Office of Security in cover support matters mainly to advice, guidance, and special studies. The Office of Security discontinued the development and maintenance of Agency-wide cover plans. Cover plans regarding its own personnel and advisory functions regarding cover matters were assigned to a

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1/ Management Staff, Management Study of the Organization and Staffing of the Security Office, 4 March 1955, approved by DD/S, 25 March 1955, SECRET, in MS files.

Staffing

25X9 The number of actual positions used by the Office of Security rose from [] for Fiscal Year 1953 to [] for Fiscal Year 1956, an increase of [] positions, almost one-half of which were in the [] offices.^{1/} A part of this increase was endorsed by the Management Staff which made a study of the staffing of the Office of Security during Fiscal Year 1955. The Management Staff said it based its endorsement on an examination of known or estimated workload figures which showed a need for personnel increases.^{2/} Operating statistics for the entire period cited above in various places showed an even or declining workload for certain activities and an increased workload for others. The Office of Security stated that during the period its work requirements increased, particularly in the operational support field.^{3/}

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1/ Figures from CIA Estimate of Requirements for Fiscal Years 1955, 1956, 1957 and 1958, Bureau of the Budget Submissions, SECRET, in Records Center Jobs 58-436, 58-437, and 59-417.

2/ Management Staff, Management Study of the Organization and Staffing of the Security Office, 4 March 1955, SECRET, in MS files.

3/ Office of Security, Office of Security History (1953-1956), loc. cit.

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The basic requirements for professional security officers included a college degree and usually prior investigative experience. Officers were recruited with investigative experience in such agencies as United States Secret Service, Immigration and Naturalization Service, Counter Intelligence Corps, FBI, Office of Naval Intelligence, Civil Service Commission, Department of State, various state and local police organizations, and commercial investigative companies.^{1/} Some officers had law degrees and others had engineering degrees.

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To meet its own requirements and the requirements of [redacted] installations for security officers, the Office of Security organized a number of specialized courses of training in cooperation with the Office of

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[redacted] special agents, on duties of field security officers, and on technical duties of special agents.

The Office of Security conformed to the provisions of the career service system as it developed. A Career

^{1/} Report of Office of Security on Program for Greater Efficiency in CIA, April 1959, SECRET.

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Service Board for employees with security as a career designation was established in September 1952.^{1/} As the Agency practices improved regarding fitness reports, competitive promotions, rotation, and career planning, so did those of the Office of Security.

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^{1/} I&SO [] 10 September 1952, SECRET,
in Office of Security Files.

S E C R E T

CIA SUPPORT FUNCTIONS:
ORGANIZATION AND ACCOMPLISHMENT OF THE DAA/DDS GROUP,
1953-1956

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by DCI/HS

CHAPTER VI. COMMUNICATIONS SUPPORT ACTIVITIES^{1/}

Both the overt and covert activities of CIA continued to require elaborate communications support on a world-wide basis. On the one hand the Agency had to maintain a complicated communications system for the overt monitoring of foreign broadcasts, and on the other, it had to furnish communications support to clandestine activities abroad that included the gathering of intelligence by electronic means, the furnishing of sending and receiving equipment to secret agents in denied areas, the provision of facilities for keeping in touch with such agents, and the design, procurement, operation and maintenance of a communications network for the transmission of classified information between headquarters and the many field installations.^{2/}

^{1/} This chapter was drafted by in July 1960.

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^{2/} Draft of Opening Remarks of the Director of Central Intelligence to the House Appropriations Committee, 10 March 1955, SECRET, in Office of Comptroller, 1956 Congressional Material, in Records Center Job 58-436.

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Complex security measures continued to be necessary to assure that the covert information received by various means did not fall into the wrong hands. The Agency continued to review its communications security procedures and practices, including those regarding pouching, cryptography, clearance and training of cryptographers, physical security of crypto areas, and the rules for the handling of cables.^{1/} Continuous research was directed toward developing improved, smaller, faster, and more powerful communications equipment, in order to assure that the most advanced and secure transmissions were used.

CIA and Other Agencies in Communications Field

The Agency continued to cooperate with other United States government agencies in the communications field. The DCI remained the permanent Chairman of the United States Communications Intelligence Board, which, under the National Security Council, was responsible for the coordination of the interests and requirements of the Intelligence agencies for communications intelligence.

^{1/} A cable was defined as "a classified encrypted communication originated by a CIA station and transmitted by electrical means via channels authorized by CIA to one or more other CIA Stations." CIA [redacted] [redacted] 25 June 1954, Communications, SECRET.

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This body was designated the national policy body for "the collection (observation and recording), and the technical processing for subsequent intelligence purposes, of information derived from foreign, non-communications, electromagnetic radiations emanating from other than atomic detonation or radioactive sources."^{1/}

It was composed of representatives of the Departments of State, the Army, the Navy, and the Air Force, and CIA.^{2/} During the period, its effectiveness was hindered by the requirement that decisions had to be unanimous. The DCI could take a USCIB issue to the NSC but he had to go through a Special Committee composed of the Secretary of State and the Secretary of Defense who had to act personally. It was very difficult to get these secretaries together. Toward the end of the period, the Killian Board adopted the position that compartmentation was interfering with the overall communications intelligence job.^{3/}

^{1/} NSCID No. 17, "Electronic Intelligence" (ELINT)
Approved 16 May 1955, SECRET.

^{2/} NSCID No. 9, Communications Intelligence, 1 July 1948,
SECRET, LIMITED DISTRIBUTION

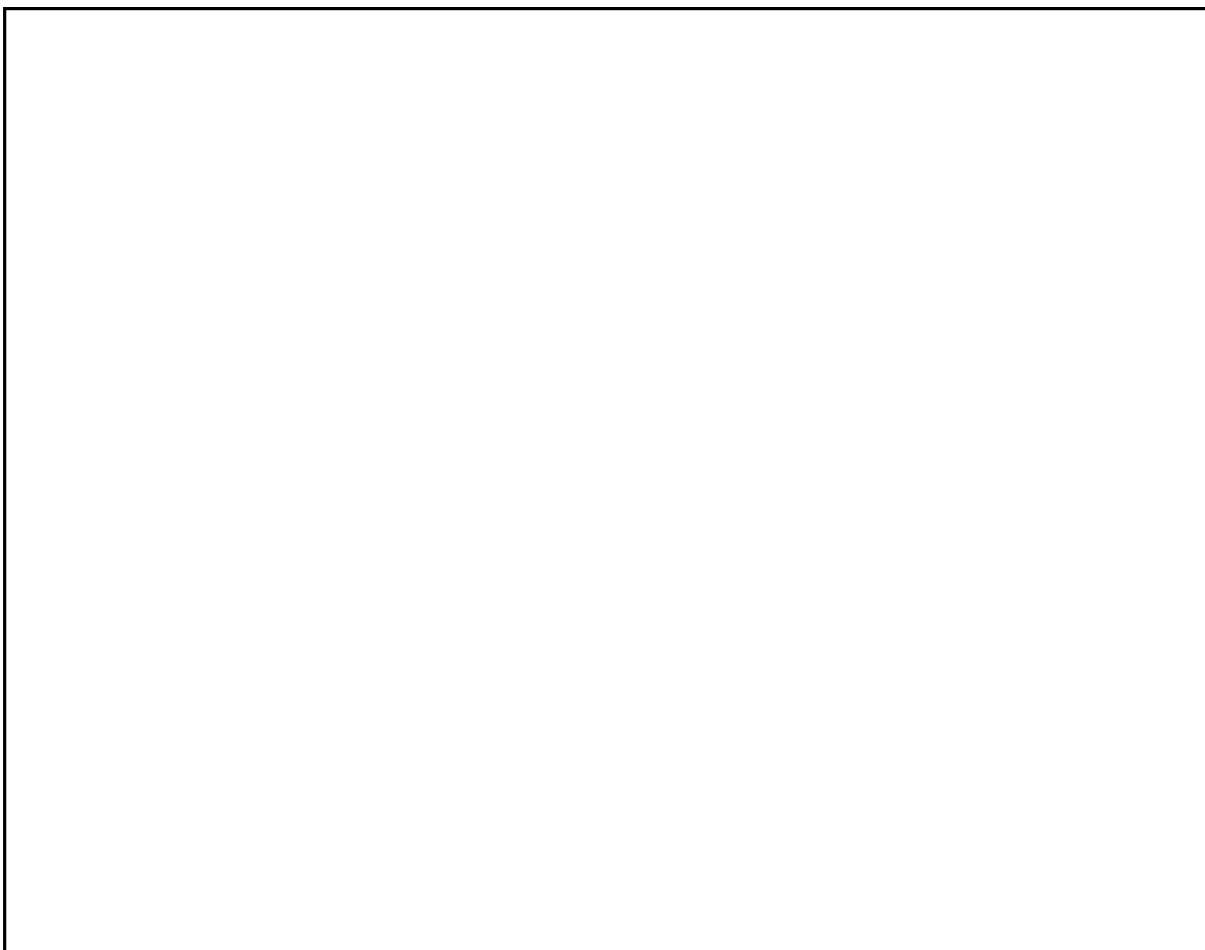
^{3/} Memorandum for the Record prepared by Historical Staff,
23 July 1958, Conversation with [redacted] O/DDCI,
regarding Revised NSCID's, SECRET, in O/DCI/HS files.

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CIA was represented on a number of interdepartmental boards and committees that were concerned with international communications. The Office of Communications had alternate members on the Telecommunications Advisory Board and the

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- 1/ Memorandum for DCI from Director of Communications, 6 January 1956, Anti-Jamming Training Exercises, SECRET, in O/DCI/ER.
 - 2/ Memorandum for DDCI, through DD/S, from Chief, Management Staff, 24 March 1956, Pouch Service Transit Delays, SECRET, in O/DCI/ER.

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Telecommunications Planning Committee sponsored by the Office of Defense Mobilization and it had members on the Technical Panel on International Broadcasting and the Committee on Broadcasting and Television sponsored by the Operations Coordinating Board.^{1/}

The security of transmission of classified communications, with the exception of some agent circuits, continued to be dependent on cryptographic systems and devices which were either furnished to the Agency or tested for it by NSA. The Office of Communications did some work on cipher devices, but primary support was received from NSA. The Office of Communications Security Division had to procure cipher devices from NSA on a semi-annual basis and to see that these materials were securely stored and shipped to properly cleared communications personnel.

Communications Systems Within CIA

The responsibility for furnishing communications support to the various missions of CIA remained scattered among different parts of the Agency during the period. While the Office of Communications continued to serve as the major support office for classified electronic

^{1/} Office of Communications Order No. 21-56, 1 May 1956, Special Assistant for Inter and Intra Agency Liaison, SECRET, in OC files.

telecommunications between headquarters and the overseas field stations, it did not have jurisdiction over the following: distribution of classified cables within headquarters; unclassified electrical communications between the Foreign Broadcast Information Division, Office of Operations, and the [redacted] classified electrical communications between Contact Division, Office of Operations, and the OO [redacted] field offices; classified electrical communications for all special projects specifically excepted by the Director; teletype intelligence disseminations to other United States government agencies; and pouch services.^{1/}

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The Cable Secretariat in the Office of the Director handled the distribution of cables within Headquarters, the FBID operated its own communications network, the Contact Division operated its own [redacted] teletypewriter communications network, the Office of Collection and Dissemination operated its own facsimile equipment, and the RI of DD/P operated the pouch service. The operation and control of secret electronic equipments remained with

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^{1/} CIA [redacted] 25 June 1954, revised 12 March 1955, 25 June 1955, SECRET.

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the Technical Services Staff, DD/P, and the Office of Logistics continued to procure telephone service and teletypewriter circuits in the United States through the telephone company.^{1/}

The Cable Secretariat remained in the Office of the Director of Central Intelligence throughout the period. Its position was not affected by the changes made in the location of the Office of Communications. It continued to review and distribute within CIA headquarters all classified incoming and outgoing CIA cables, insuring that the originating office had secured the personal approval of the Director on all outgoing cables involving questions of national policy and that all intelligence items contained in cables were transmitted to O/DD/I. The responsibility regarding intelligence items and DD/I was made more explicit during the period than it was at the beginning.^{2/} Determination of the action staff, division or office was made on the basis of

25X1A ^{1/} CIA Regulation [redacted] 30 June 1953, Communications, SECRET.

25X1A ^{2/} [redacted] 5 August 1952, Cable Secretariat and Message Center, SECRET, appointing [redacted] 25X1A
25X1A [redacted] as Cable Secretary. CIA [redacted], 25X1A
20 March 1953, Organization, Office of the Director,

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subjective requirements and on the basis of approved action indicators. Normally, cables were distributed to the appropriate area division for action. During other than normal working hours, the Cable Secretariat Duty Officer, functioning concurrently as the Clandestine Services Duty Officer, notified an appropriate officer in the action addressee unit upon receipt of cables appearing to warrant after-hours action.^{1/}

The workload of the Cable Secretariat increased substantially during the period. The average number of cables processed monthly by the Cable Secretariat rose from 11,900 for Fiscal Year 1954 to 16,200 for Fiscal

SECRET, shows the Cable Secretariat under the Executive Assistant to the Director. The same Regulation, revision of 18 January 1954, states the functions of the Cable Secretariat. The same regulation, Change 1, 2 July 1954, adds the part on all intelligence items to be transmitted to DD/I. An earlier discussion of this is in Memorandum for Mr. [redacted] from Deputy, Cable Secretary, 2 July 1953, Responsibility of Cable Secretary for Furnishing DD/I All Intelligence Items contained in Cables, SECRET, in O/DCI/ER. On the beginnings of the Cable Secretariat in 1952, see Topics to be Discussed, Bureau of the Budget Hearings, 20 October 1953, SECRET, in 1955 Bureau of the Budget Submission Material, in Records Center Job 58-436.

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1/ CIA [redacted] 25 June 1954, Communications, SECRET.

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Year 1956.^{1/} From 6 to 8 percent of these were briefed and specially processed for the Director.^{2/} In 1955 work simplification studies were made of the procedures of the Cable Secretariat.^{3/} Following these studies, a procedure was instituted for controlling the flow of cables within the Cable Secretariat. This control furnished the processing status of each cable at all times and provided the mechanics of ensuring that every cable recorded was processed without loss or delay. This procedure improved the over-all average speed of service and eliminated undue delay on individual cables.^{4/} Other studies of the procedures of the Secretariat were under way as the period came to an end.

^{1/} Memorandum for Comptroller, through DD/S, from Executive Assistant to DCI, 2 September 1955, Cable Secretariat Budget, SECRET, in O/DCI/ER and Office of Comptroller, CIA Estimate of Requirements Fiscal Year 1958, Bureau of the Budget Submission, 30 September, 1956, SECRET, p. A-1-2, in Records Center Job 59-417.

25X1A ^{2/} Memorandum for [] from Cable Secretary, 6 June 1955, Report of Message Center Operations 1-31 May 1955, SECRET, in O/DCI/ER.

^{3/} Ibid., Tab B, Cable Secretariat Work Simplification Program, 12 May 1955, SECRET.

^{4/} Office of Comptroller, op. cit., p. A-1-3.

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The question of the relation of the Cable Secretariat in the Office of the Director to the Signal Center of the Office of Communications again came up during the period. The Inspector General recommended in 1956 that the DCI approve the consolidation of the Signal Center and the Agency Cable Secretariat but no action was taken on this proposal.^{1/} Apparently, the original argument that the signing of outgoing cables and the assignment of action responsibility on incoming cables was a command function prevailed. In addition, the Office of Communications refused to concur in this recommendation.^{2/} The continued separation of the two units meant that an important factor in communications security, namely, the distribution of cables, remained outside the purview of the Office of Communications.

1/ Memorandum for DCI from IG, 11 January 1956, TS 143157, Survey of the Office of Communications, DD/S, recommendation No. 22.

2/ Memorandum for the Record, 21 July 1960, Conversation with Mr. [redacted] O/D/CO, Regarding History of Office of Communications, SECRET, in HS files.

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Activities of the Office of Communications

The Office of Communications continued to establish and operate signal centers, radio stations and related electronic communications facilities, including emergency facilities as required, for the purpose of receiving, transmitting, and cryptographically processing that part of the Agency's communications traffic within its jurisdiction. It negotiated with other Government agencies and with privately owned companies for communications facilities.

The provision of workable staff communications support by the Office of Communications required widespread cooperation throughout the Agency particularly in the DD/P complex which originated 94 percent of traffic.^{1/} With the constantly increasing classified cable traffic, there was danger that the communications facilities would become overloaded. While during the period the Office of Communications met every requirement imposed upon it for moving cable traffic, toward the end of the period

^{1/} The term "staff communications" was defined as the handling of Agency operational and administrative cable traffic, as opposed to agent communications, between Agency foreign installations and Headquarters.

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the communications system was so saturated with traffic that, when emergencies arose in particular areas, the communicators were able to meet them only through excessive overtime, temporary duty, and other emergency measures.^{1/} An examination of Agency cables made for the DCI indicated that the Agency was risking sacrificing the expeditious handling of important traffic because of the large volume of unnecessarily long operational or intelligence cables and routine administrative cables on items where speed in transmission was not essential. A continuous campaign was waged during the period to keep cable traffic down to manageable proportions. The Director asserted that better and more advance planning in the personnel, logistics, finance, and general support field would permit a greater volume of that traffic to be transmitted by dispatch. Originating officers were reminded of their responsibility for determining the necessity for using cable communications. They had to decide that the subject matter of the message was of such urgency that it could not reach the addressee in time for action if forwarded by pouch. If a cable was

^{1/} For discussion of volume of traffic and overtime, see below, p. 521.

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deemed necessary, originators were urged to keep the number of character groups to a minimum and to use a short cable giving the essential elements of information and followed by a dispatch expanding on the cable.^{1/}

In connection with his survey of the Office of Communications in 1955, the Inspector General felt that the over-extension of the communications system called for immediate remedies. He recommended greater use of "Deferred" precedence in sending cables, drastic steps to reduce week-end peaks in cable traffic, elimination of "telecon" conferences, greater use of pouch services, creation of a required training course in cable writing and procedures, reduction in number of releasing officers, discontinuance of transmission of material for which the operational need could not be clearly demonstrated, and if these remedies did not effect a substantial reduction in traffic, he recommended

^{1/} CIA [redacted]
 25 June 1954, Basic Cable Policy, SECRET; [redacted]
 25X1A [redacted], 15 October 1954 and Change 2,
 1 June 1955, SECRET; [redacted]
 12 August 1954, SECRET [redacted]
 10 June 1957, SECRET. The Inspector General also
 commented extensively on the overloading of the
 communications network. See Memorandum for DCI
 from IG, 11 January 1956, TS 143157, Survey of the
 Office of Communications, DD/S.

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that the DCI should direct a flat 25 percent reduction in the amount of cable traffic accepted for processing by the Washington and field Signal Centers. Cable traffic in excess of this volume would require the personal approval of a Chief of Station or a CS senior staff or division chief.^{1/} Efforts were made to implement most of these recommendations but the volume of cable traffic continued to increase.^{2/}

Communications Security Activities

The Office of Communications was directed to "establish, supervise, and regulate communications practices of the Agency under concepts and policies designed to safeguard these practices with adequate security standards."^{3/} In the discharge of this responsibility, the Office of Security had to cooperate closely with other agencies in the communications field and with other parts of CIA. It has been pointed out above that CIA depended largely upon

1/ Memorandum for DCI from IG, 11 January 1956, TS 143157.

2/ On volume of cable traffic, see below, p. 522.

3/ CIA Regulation 18 January 1954, SECRET.

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25X1 [redacted] many of these criteria were modified in their application. The Office of Communications revised its "Staff Communications Security" guide during the period to improve communications security by closer adherence to cover Agency formats. The product of staff communicators was spot checked daily in the Washington Signal Center against criteria in the guide. Cipher machines were converted to more secure operation to improve circuit efficiency and communication security. The Office also originated new cryptographic systems for generation of key text and different methods of deriving key material.^{1/}

In furnishing logistics support to its communications security operations, the Office of Communications had to procure, store, issue, ship and keep records on mechanical cipher devices. During the period the Office developed more efficient procedures for using tabulating equipment to produce cryptographic circuitry reports and it continued to improve methods for concealing and storing cryptographic keying material.^{2/}

^{1/} Office of Comptroller, Estimate of Requirements Fiscal Year 1958, 30 September 1956, Bureau of the Budget Submission, SECRET, in Records Center Job 59-417.

^{2/} Ibid.

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Support for Clandestine Activities

Communications support for clandestine operations continued to be an important function of the Office of Communications. While the actual requirements for clandestine electronic communications during the period were far less than the capabilities of the Office, the Office did not retreat to a position of passively retaining the talent but assiduously developed new equipment and strove for more secure and simplified operating principles and procedures.

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Successful clandestine communications depended upon the training of both staff and agent personnel in secure and proficient operating techniques. During the period a knowledge of code and radio telegraphy continued to be necessary. The Office of Communications maintained a cadre of staff communicators who were proficient in the art of telegraphy. The Director of Communications wanted to encourage his radio operators to keep up their skills by amateur sending and receiving but during the period the Office of Security would not approve this proposal.^{1/}

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The Office of Communications was also active in all phases of caching agent sets, signal plans, and ciphers,

^{1/} Shortly after the end of the period this proposal was approved by the Office of Security.

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were necessary since technical collection could not
replace conventional-type FI operations in [redacted]

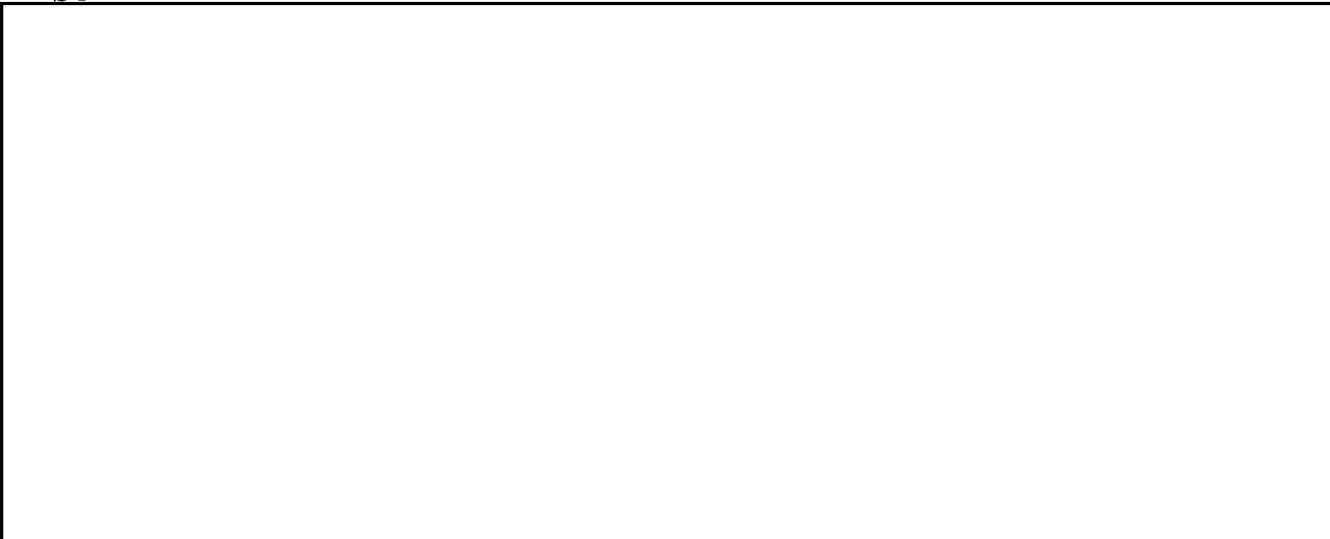
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[redacted] and other places.^{1/}

During the period the Office of Communications made a number of important contributions to the development of the technical aspects of clandestine radio broadcasting which were of importance both to covert intelligence activities and to cold war operations. The problem of opposition jamming of CIA sponsored broadcasts was a serious one during the period. The Office of Communications

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^{1/} Office of Comptroller, Memorandum for the Record by DD/S, 6 December 1956, Subject: Fiscal Year 1958 Bureau of the Budget Allowances, SECRET, in Bureau of Budget Allowances FY 1958 Budget, in Records Center Job 59-417.

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Communications Support for Emergencies

In addition to operating a communications network for carrying on the Agency's business in the field, the Office of Communications had to be ready to furnish substitute communications facilities when the ordinary channels broke down. This responsibility involved maintaining standby facilities at the Agency's Emergency Site outside the Washington metropolitan area, stockpiling facilities at various key points throughout the world, and planning for emergency facilities in case of hot war.

During a number of international crises that occurred in widely scattered points during the period, CIA's emergency facilities furnished the only means for transmitting United States Government traffic.^{1/} Thus, during

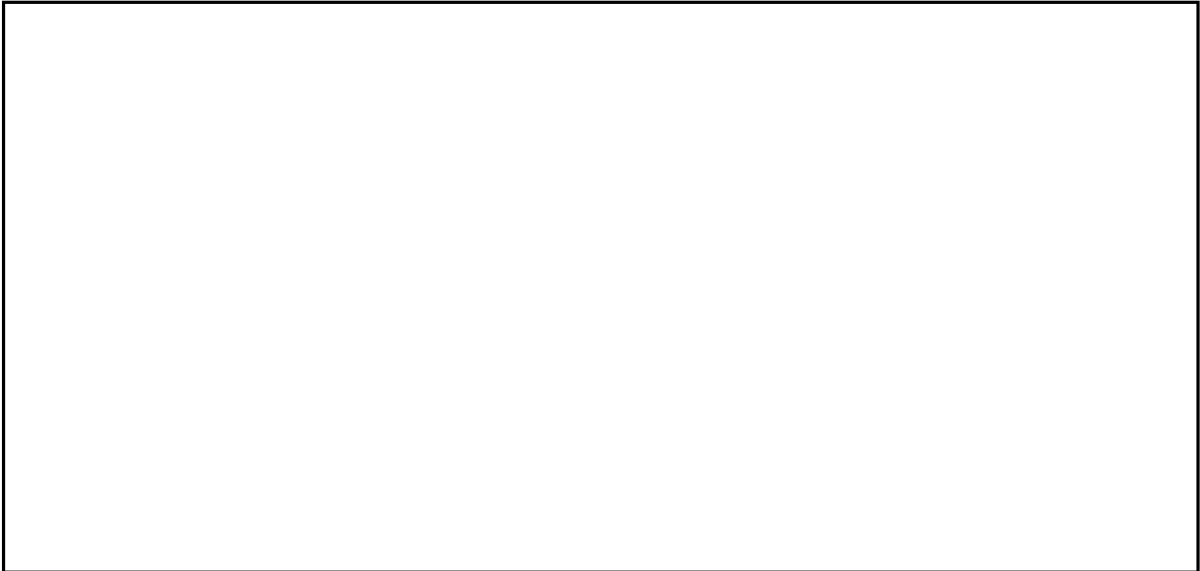
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^{1/} Memorandum for DCI from Director of Communications, 25 October 1956, Subject: Status of CIA Communications Capabilities in Satellite Countries, SECRET, in O/DCI/ER.

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In support of the Agency's war planning mission, the Office of Communications continued to take the leading part in Headquarters and Field planning for communications facilities that might be needed in case of war. It continued to maintain a modern up-to-date and well



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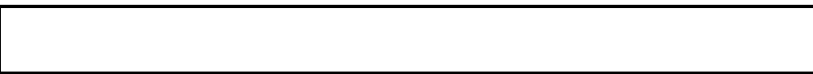
East. Reliable agent equipment was developed and produced, agents were trained and provided with equipment and signal

1/ Memorandum for DCI from Director of Communications, 24 May 1957, Subject: Proposed Amendment of Communications Act to Provide Reciprocity, SECRET, in O/DCI/ER.



Supplemental Programs

The Office of Communications continued to be responsible for implementing supplemental programs concerned with sensitive special communications projects.^{1/} During the last two years of the period the supplemental programs were considerably expanded, greatly increasing the demands on the Office of Communications for electronic engineering skills and for moving cable traffic. The Office provided



for the development of special equipment, and for the necessary work prior to the initiation of procurement orders for such equipment.^{2/} In his survey of the Office of Communications

^{1/} Office of Communications Order No. 22-53, 2 November 1953, Establishment of Engineering Functions and Duty Assignments, SECRET, mentioned radio electronic intelligence support activities of the Division.

^{2/} Office of Comptroller, Bureau of the Budget Hearings on Fiscal Year 1958 Budget, 26 October 1956, SECRET, in Records Center Job 59-417. Office of Communications Order No. 8-54, 21 May 1954, SECRET, Supplemental Programs Division, in OC files.

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made in 1955, the IG expressed concern about the overburdening of the Office by special projects. He recommended that the DCI direct that no further support commitments be accepted by the O/C unless it could provide the support required without deterioration of the Agency staff communications system.^{1/}

Communications Research and Development Activities

The Office of Communications Research and Development Production Review Board continued to review, approve and establish research requirements in the Agency's communications field.^{2/} All projects and contracts with outside firms required the specific written approval of this Board. Once the need for a particular piece of communications equipment was established and approved by the Board, the following steps were taken: (1) Preparation of technical specifications; (2) Presentation of specifications to the

^{1/} Memorandum for DCI from IG, 11 January 1956, TS 143157.

^{2/} Office of Communications Order No. 21-53, 12 October 1953, and Order No. 10-56, 1 March 1956, SECRET. The Board was composed of: Deputy Director, OC, Chief, Engineering Division, Chief, R&D Branch, Chief, SPD, Chief, O&T Division and Chief, P&P Staff.

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Office of Logistics with suggestions as to appropriate firms if an outside contract was involved; (3) Signing of a contract with the outside firm and the preparation of a developmental model which was then tested by the Office of Communications Laboratory for its performance versus contract specifications, and by the Operations and Training Division for its operational performance. Subsequent reports prepared by the Laboratory and the O&T Division were then submitted to the Board which authorized funds for further large scale production, or in the case of Laboratory Development, the Board authorized production on a specific and limited scale. The Inspector General found this method of handling the research and development activities efficient, economical and expeditious.^{1/}

The Office of Communications had its own Research and Development Laboratory which was responsible for the conduct of applied research and development of communications equipment designed for the highly specialized needs of the Agency which could not, for reasons of sensitivity or economy, be assigned to outside contractors, including,

^{1/} Memorandum for DCI from IG, 11 January 1956, Survey of the Office of Communications, DD/S, TS 143157.

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in addition, the testing and evaluation of United States and foreign communications equipment procured by the Office of Communications for appraisal of its application to the Agency's needs.



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1/ Ibid.

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Among problems facing the Office of Communications in its administration of its research and development activities during the period three were prominently mentioned by the Inspector General in his 1956 report. One involved the difficulties and delays caused by the physical separation of the Laboratory from Headquarters engineers. A second problem was the difficulty encountered in recruiting qualified and technically trained professional personnel for employment in research and development activities. It was hard to compete with private industry for the services of the college trained professional personnel needed at the grade levels then authorized for the Laboratory. Higher grades were recommended. A third problem was the unsatisfactory liaison with the Office of Logistics. The Inspector General recommended that the Engineering Division provide the Director of Communications and the DD/S with a specific and detailed case history reflecting the lack of support and general difficulties encountered in the relationships between the Engineering Division and the Office of Logistics so that appropriate resolution might be effected in the interest of over-all Agency operating efficiency.^{1/} By the end of

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^{1/} Memorandum for DCI, from IG, 11 January 1956, Survey of the Office of Communications, DD/S, TS 143157.

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the period, improvements were made in the grade structure and difficulties involving the Office of Logistics had been largely solved.^{1/}

Organization and Management of Communications Activities

During the period, the location of the Office of Communications within the CIA organizational structure was changed once. At the beginning of the period the Office of Communications was attached to the Office of the Director of Central Intelligence.^{2/} There was logic in this since the Office of Communications was engaged in a variety of activities, including operational, logistical, engineering, training, security and intelligence activities

25X1A ^{1/} Memorandum for the Record, 21 July 1960, Conversation with [redacted] OC, regarding History of OC, 1953-1956, SECRET, in HS files.

25X1A ^{2/} As of June 1952 the Office of Communications was located in the DD/P complex. See CIA [redacted] 19 June 1952, CIA Career Service Program, SECRET, Schedule B, Rotation Loan Shots. The location of the Office of Communications in O/DCI was officially recognized in CIA Regulation No. [redacted], 20 March 1953, SECRET. According to Office of Communications personnel, the Office had been in O/DCI actually since August 1952. See Memorandum for the Record, 23 June 1960, Conversation with Mr. [redacted] Office of Communications, regarding History of Office of Communications, 1953-1956, SECRET, in OC files.

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in the communications field. In practice, however, the Director did not have time to supervise operating offices. At the time that the 1955 reorganization was being considered, the Inspector General recommended that both the Office of Communications and the Office of Training, which was also at that time attached to the Office of the Director, be reassigned to the newly named DD/S group. The Director agreed to this and the change became official on February 3, 1955.^{1/}

The Director of Communications said that he found his new location in the DD/S group satisfactory. He discovered that being part of DD/S facilitated coordination with other support elements. He was thankful to be briefed by DD/S on meetings of DCI's Deputies. The new arrangement did not change the practice of DDCI calling the Director of Communications directly when the occasion arose.^{2/}

During the period, the Office of Communications maintained continuity in its key personnel. [REDACTED] 25X1A

25X1A 1/ CIA [REDACTED], 3 February 1955, SECRET.

25X1A 2/ Memorandum for the Record, 30 October 1958, Interview with [REDACTED] Director of Communications, regarding History of Office of Communications, 1953-1956, SECRET, in O/DCI/HS files.

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25X1A [redacted] Air Force retired, originally appointed head of the Office in 1951 under the title Assistant Director for Communications, served continuously throughout the period and beyond, his title changing to Director of Communications on February 16, 1955.^{1/} [redacted] 25X1A

25X1A was [redacted] who served under the title first of Deputy Assistant Director for Communications (1951-1955) and then of Deputy Director of Communications (February 1955-April 1956). On May 1, 1956, [redacted] was designated 25X1A

25X1A by [redacted]^{2/}

The organization of the Office of Communications remained fairly stable during the period. In January 1953 the Headquarters organization was composed of three functional divisions: Operations, Engineering, Security; three staffs; Plans and Policy, Administration, and Supplementary Activities, the Signal Center, and the Office of the Director. In May 1954 the Supplementary Activities

25X1A 1/ CIA [redacted] 16 February 1955, SECRET
25X1A and the earlier [redacted], 10 September 1951, SECRET.

25X1A 2/ CIA [redacted], 1 May 1956, SECRET.

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Staff became the Supplementary Programs Division.^{1/} The
foreign Field was divided into seven areas known as



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While the main structure of the organization of the Office of Communications changed little, there was some internal rearrangement of functions. In March 1954 certain logistics functions that had been lodged with the Administrative Staff were transferred to the Materiel Support Branch of the Engineering Division.^{3/} The technical character of the supply requirements was given as the explanation for this transfer.^{4/} In August 1956 certain personnel and fiscal functions that had been decentralized were brought together and placed in the

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- ^{1/} Office of Communications Order No. 8-54, 21 May 1954, SECRET, Supplemental Programs Division, in OC files.
- ^{2/} Office of Communications Memorandum No. 32-56, 5 July 1956, SECRET, Personnel Ceiling, lists all organization units as of that date.
- ^{3/} Office of Communications Memorandum No. 4-54, 22 March 1954, SECRET, Organization Changes, in OC files.
- ^{4/} Memorandum for DCI from IG, 11 January 1956, Survey of the Office of Communications, DD/S, TS 143157.

Administrative Staff in accordance with recommendations made by the Inspector General.^{1/}

25X9 The number of civilian employees on duty in the Office of Communications increased from around [] as of Decem- 25X9
ber 31, 1952 to [] as of January 31, 1957.^{2/} The civilian ceiling established by the DD/S was [] as 25X9
of the end of Fiscal Year 1956.^{3/} The increase of on duty strength during the period was distributed as follows: [] additional Departmental positions, [] 25X9
25X1A additional [] positions, and [] additional 25X9
Overseas positions. At the end of the period roughly one half of the positions were located overseas.^{4/} Nearly one-third of all positions were established for supplementary programs.

The Office of Communications justified each increase in its ceiling strength on the basis of increased workload

1/ Ibid. and Office of Communications Memorandum No. 34-56, 29 August 1956, SECRET, Statement of Mission and Functions, OC, Administrative Staff, in OC files.

2/ Office of Personnel, Survey Task Force Black Book, 5 February 1955, SECRET, and Office of Comptroller, Congressional Budget 1958, 1 February 1957, SECRET.

3/ OC Memorandum No. 32-56, 5 July 1956, SECRET, Personnel Ceiling, in OC files.

4/ Office of Comptroller, Bureau of Budget Submissions for FY's 1955-1958, SECRET.

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and new responsibilities imposed by special projects. While the actual communications workload in terms of millions of character groups encrypted, sent and decrypted for a given period was measurable, the research and development work performed by the Office was very difficult to measure. The measurable workload for headquarters,

25X1A area signal centers, and all field stations increased from [] character groups (a group = five characters) 25X1A for the year 1953 to [] character groups for the year 1956.^{1/} This was an overall increase of 42 percent

which was the same percentage increase as for personnel on duty. The Office of Communications was able to take on additional duties with no proportionate increase in personnel since the changeover from manual to machine crypt systems in many signal centers greatly increased efficiency. The record would be more striking if it had not been for extensive coverage requirements imposed on the Office of Communications by some of the new and out of the way field stations. Some station chiefs wanted code clerks to be available in case they might want to

^{1/} Office of Communications, Cable Traffic Groups, 1953-1956, SECRET.

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send some cables. The actual traffic handled by such stations might be very light. Coverage depended upon the wishes of the station chief and the exigencies of the situation. If it looked as though an emergency might arise, a station chief would demand coverage. Extensive coverage would naturally increase the manhours needed to handle a given traffic load.

Of all the offices within the Support Group, the Office of Communications had the highest ratio of overtime and holiday pay in relation to regular pay. For Fiscal Year 1956 nearly 9 percent was added to Regular Pay by overtime and holiday service.^{1/} Holiday pay was normal for an office which operated twenty-four hours a day, 365 days a year, but the greater overtime pay was the result of the overloading of the communications network discussed above and the need to meet emergencies with the staff available.^{2/} Since the Office of Communications had the reputation of being a "will do" office, it had to rely upon overtime when the regular staff could not move an

^{1/} Office of Comptroller, Estimate of Requirements Fiscal Year 1958, Bureau of the Budget Submission, 30 September 1956, SECRET, in Records Center Job 59-417.

^{2/} See above, p. 500.

extra heavy burden of traffic in its usual expeditious fashion.

The Office of Communications was a pioneer in the development of a CIA career Service. It took the lead in working out the mechanics for assignment, rotation between headquarters and field, training and promotion of those who wanted to make a career of communications. The CIA Career Council decreed that the Career Service Board of the Office of Communications would be the pattern for the Career Service Boards of other parts of the Agency. The Inspector General found in 1956 evidence to indicate that the personnel policies which guided the Office of Communications through the years were surpassed by no other Agency component.^{1/}

In conducting its personnel management program, the Office of Communications continued to have favorable and unfavorable factors to deal with. A favorable factor was that the responsibilities of the Office were based on a tangible and measurable commodity--the ability of a person to perform the duties of a communicator. The communicator

^{1/} Memorandum for DCI from IG, 11 January 1956, Survey of the Office of Communications, DD/S, TS 143157.

could be judged on the product produced, could be given specific directions to increase his proficiency, and could use his talent as both a vocation and an avocation. Unfavorable considerations were the innate and frustrating characteristics of communications support to clandestine activity. The communicator had to remain at his post until such time as all messages filed for transmission had actually been dispatched. He was more likely to be stationed at a hardship post than was any other type of Agency employee. In addition, the fact that he was a communicator worked to his disadvantage from the point of view of advancement to over-all positions of responsibility in the Agency. Despite these disadvantages, the morale of the personnel of the Office of Communications was regarded as high. Senior personnel had largely "come up through the ranks."

By a number of its own issuances, the Office of Communications made clear to its own personnel the philosophy and principles of the Career Service Program. All Field communications areas, three of the four Headquarters divisions (Supplemental Program Division being the exception) and the Administrative Staff had career review boards which made recommendations to two Office of Communications

career boards on all personnel actions involving promotion at all grades and inter-office transfers at Grade GS-9 and above. The transfer approval within a staff or division was delegated to the division or staff concerned, subject to administrative action, for personnel holding Grades GS-9 through GS-12. Referral to the Career Service Board was made only when a policy question was involved. The Career Service Board was established at the office level and was authorized to make recommendations to the Director of Communications on proposed personnel actions of all employees up to Grade GS-12 with a special ad hoc committee called the Senior Officers Review Panel which had recommending authority to the Director on personnel actions of all employees graded at GS-13 and above.^{1/}

During the period the mechanics for assignment and rotation in the Office of Communications were better established. The rotation rule was two years in headquarters and then two years abroad. Thus, the electronics engineer who had been chief of communications in the [] 25X1A

[] was brought back after two years to be Chief of

^{1/} Office of Communications Memorandum No. 16-54, 16 December 1954, Career Service, SECRET, and Office of Communications Order No. 3-55, 5 January 1955, Communications Career Service, SECRET, in OC files.

Special Projects. The top level employees, GS-14 and above, were regarded as generalists in communications and were subject to assignment anywhere they were needed. The Career Service Board was anxious to broaden the experience of promising young men. It took pains to see that outstanding cryptographers were given opportunities to learn other skills.

25X1A The Inspector General, after his staff had interviewed some employees of the Office of Communications, found the responsiveness of these employees to questions concerning their career service program extremely gratifying. "Knowledge of the program was expressed, a high degree of interest was shown and a belief in its efficacy and fairness was almost universally indicated."^{1/}

In cooperation with the Office of Personnel, the Office of Communications also made an initial installation of the new manpower control system which provided for an annual review of manpower ceiling and for distinction between staffing and development complements and limited and flexible positions.^{2/}

^{1/} Memorandum for DCI from IG, 11 January 1956, Survey of the Office of Communications, DD/S, TS 143157.

^{2/} Office of Communications, Staffing/Development Complement Concept for Manpower Control, Initial Installation, 1955, SECRET, copy in HS files.

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The Office of Communications expanded the scope of its training activities during the period in order to keep pace with technological developments. A radio operator had to have advanced technical training in how to operate the more complex electrical equipment which the Office installed during the period. Training also had to keep up with advances in cryptographic equipment.

Training in communications techniques continued to be a responsibility of the Operations and Training Division of the Office of Communications. [REDACTED]

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[REDACTED] Communications training unit [REDACTED] provided internal training for Office of Communications employees, and provided instructors for agent communications training and a minimal cryptographic training of selected DD/P personnel. The total number of students handled by the

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[REDACTED] Training Staff averaged approximately [REDACTED] each month and usually included Office of Communications "returnees" receiving refresher training. The Training Staff also administered the Correspondence Communications Training Program available to Office of Communications personnel overseas through an arrangement with a private engineering institute. These activities were carried on in cooperation

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