

SECRET

19 July 1951

MEMORANDUM FOR: []
SUBJECT: Survey of Project DTPILLAR

During the recent survey of the above captioned project by [] or the project at San Francisco was reviewed by the writer. Since the time allotted for this examination was very limited, only a cursory review could be made. In addition it should be noted that the review had to be done in such a manner as not to unnecessarily arouse the suspicion of the unwitting employees on the premises. Based upon this review the following observations were made:

1. Organization

The structure of the organization has been planned well and the several activity breakdowns generally defined with individual branch functions delimited. This included an organizational chart together with the written functions of the respective branches spelling out the responsibilities of those branches. This had been reduced to an organization chart which shows clearly a picture of the organization. The one weakness noted here was the absence of personnel to fill a majority of the responsible positions. In some cases the potential branch chief had not been selected. In other cases, a person had been selected but a clearance had not been received which retarded hiring or proper use of the potential branch chief. However, the subordinates were being hired who then would not have proper direction. It should be noted that office bulletins or directives had not been issued covering matters of hours of work, vacation allowances and various other matters for the attention of the employees. This matter was called to the attention of the appropriate vice president in charge who advised that these factors would be developed immediately and made a part of the employees manual.

2. Status and Nature of Office Work

a. Office Records and Reports

At this early stage operations had not developed to the point where it was possible to make a

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satisfactory review beyond those incidental to financial and general office routine. The finance records appeared to be in excellent condition and no unusual expenditures were noted. Files on general correspondence were under adequate control and properly secured. To date it appears that only two basic reports are prepared, one is a monthly financial statement and the other a substantive progress report. No attempt will be made here to evaluate the substantive progress report since that is outside the scope of this office. However, the financial report is adequate for the present needs of operations. A re-examination of reports to Headquarters and for office use should be followed closely as operations develop in order that programs, target dates, progress and expenditures can be properly evaluated.

b. Office Forms

A good start has been made in the preparation of office forms particularly those applying to personnel clearances and the accounting procedures and general personnel activities. The other operations in the office had not developed to the point where need for standard forms was necessary.

c. Handling of Mail

The handling of mail is divided into two basic forms - overt and covert. The overt mail is delivered to the office by the mailman and left at the desk of the recipient. The covert mail is received through an appropriate mail box which is attended by a fully cleared employee. The covert mail is delivered to the office manager who records and distributes it according to branch needs and need to know of the cleared personnel involved. Overt mail is also processed through the office manager.

d. Filing

The filing is under the supervision of the office manager, a fully cleared employee. The central files are secured in a separate room under the protection of three combination lock fireproof safes and a burglar-alarm system. Chief consideration here, beyond the security factor however, is the actual handling of the filing work with particular

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emphasis placed on its accomplishment and its effectiveness. The covert mail is handled entirely by cleared personnel and generally under appropriate control. Exceptions are covered in the report on security. The overt filing was not examined. In addition to the central file room, each branch chief has in his custody a three combination lock fireproof safe where materials are stored. While the system appears adequate at this time and satisfactory in its operation, such things as the type and use of the material handled, the nature and size of the enterprise and the peculiarities of the operation which will necessarily influence the makeup of the filing system and may have to be adjusted as needs arise.

e. Telephone Service

The telephone service is adequately secured and protected by a system installed with the approval of the Security Office and affords as much security as can be obtained for this type of communication equipment under present operating conditions.

f. Physical Facilities

The present office location is a temporary one and therefore will be considered only in that light. The office is located in a central business district in a two story building which is in excellent condition. All offices are located on the same floor. The clerical personnel are generally situated in the central part with the main offices in individual rooms surrounding the central group. The building is not protected by a guard but adequate protective devices have been installed for security purposes. It does not present an expensive front and therefore is in keeping with the type of organization and its stated mission. The general appearance is one of neatness and orderly operation. The furniture is not expensive in appearance but is adequate. From outward appearances one is impressed by the industriousness of the employees and the general appearance of the office. Immediately upon entering the quarters occupied by Committee for a Free Asia, Inc., there is a reception room and telephone switchboard. The receptionist at that location is a very pleasant and well groomed young lady whose performance is commendable.

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g. Office Conditions

The general working conditions in the office, from a physical standpoint, are excellent. The lighting is very good and the basic types of artificial lighting are quite satisfactory. Ventilation is good and other necessary facilities for proper working conditions appear to be in order.

h. Office Equipment

Office equipment, other than the necessary furniture, is limited to typewriters, adding machines, and a mailing machine. Expenditures for this equipment appear to be reasonable for present operations. The only questionable item noted was the purchase of twenty three combination lock filing cabinets. However, it was reported that it was necessary to purchase these cabinets in a group lot in order to obtain an appropriate discount on the purchase. Under the circumstances this purchase therefore did not appear unreasonable. It should be noted that a substantial discount was obtained on all furniture and equipment purchases.

i. Personnel Relations

In any discussion of personnel management it must be remembered that effective personnel relations must (1) have the backing of top management, (2) be constant in its approach and (3) keep the human element in mind. These general principles and guides can be considered but the actual application depends upon the individual situation, particularly as it applies to personalities. This latter factor predominates in the review of the GFA office, since a very definite personality clash existed among the Vice President for Administration, the Chairman of the Board of Directors and certain personnel within the immediate office. This was reflected in testimony obtained from various personnel including the Chairman of the Board, the President and the Vice President in question, Mr. Edward Kennedy. Since Mr. Kennedy is no longer with the organization, it appears that the largest obstacle to good personnel relations has been removed. This reported condition was in the nature of an undercurrent rather than any open conflict up to the time of the examination of the office and therefore was not generally noticeable throughout the office.

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(1) Selection of Personnel

The selection of personnel was progressing at a very satisfactory pace, particularly those for the unmitting positions. The selection of cleared personnel of necessity was progressing at a much slower rate. The caliber of the personnel employed in general was high. It was not possible during this review to make an analysis and study of office jobs or individual performance. This should be done at a later date.

(2) Training of Personnel

There was no program for training of office personnel other than on the job training since none of the jobs were specialized to the point where such training was necessary. The persons employed to date possess the qualifications necessary for the respective jobs. The training of personnel should be considered at a later date.

j. Office Safety

The reviewing officer did not have an opportunity to review this particular factor, particularly as it applies to liability for accidents, etc.

k. Managerial Control of Office Output

As of the date of the survey, neither the administrative nor the substantive programs were spelled out in other than general form. The specifics had not been developed or spelled out. As set out above, office time standards, office manuals, budget controls, and other procedural matters had not been established. Both the vice president for administration and the president, Mr. George Greene, were requested to prepare such programs in terms of budget requirements together with target dates so that the expenditures and progress could be adequately reviewed by the Board of Directors and Headquarters.

l. Security

The security and cover status of CFA are generally

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covered in another portion of the report of this trip.

3. Conclusion

Generally speaking, the fundamental considerations of the office organization and management of CFA were satisfactory for the length of time that the organization has been in operation. However, the review revealed numerous factors which needed immediate attention. While there is no attempt to minimize or excuse the absence of certain factors or the very limited development of others, the absence of qualified and fully cleared personnel has hampered adequate coverage on these delinquent points during this formative period in the development of the committee. However, periodic examination of the points set out above should be effected to determine the extent to which administrative management and control is being exercised.

[]
Executive Assistant, SP

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