Approved For Release 2008/12/30 : CIA-RDP80B01676R000300070018-5

[redacted]

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5 JUN 1964

25 YEAR RE-REVIEW

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Inspector General Survey of the Office of Personnel - Identification and Disposition of Problem Personnel

REFERENCE : DDCI Memorandum of 30 May 1964, Subject: CIA Personnel Evaluation Board

1. This memorandum is for information only. In the course of our recently completed survey of the Office of Personnel we came across a number of cases relating to the identification and reporting of problem personnel, which clearly demonstrate that these people continue to present a serious threat to the security and the sound management of the Agency.

2. We also became aware of several current personnel cases in which the responsible Career Service failed to comply adequately with the provisions of [redacted] (Integration of Employee Information Influencing Personnel Actions). Some of these people have since been separated and other cases are being resolved with the active participation of the Office of Personnel. Our principal cause of concern from the inspection point of view is that these cases were permitted to reach a point where they could have seriously embarrassed the Agency before being brought to the attention of the Director of Personnel.

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3. Another disturbing area of problem personnel relates to alcoholism. The Office of Personnel has made a commendable effort to identify employees who are confirmed alcoholics or possible alcoholics. Many of these people are employees of long standing. There is no way of knowing with certainty how many problem drinkers remain to be identified.

4. These problems were the subject of extended discussions with the Director of Personnel and the Deputy Director for Support during the course of the survey, and no further action is recommended

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at the present time in view of your approval of the new Personnel Evaluation Board (Tab A), which affords an improved mechanism to surface and resolve these problem cases and insure that they are followed up on by the Director of Personnel and within the responsible Career Service.

J. S. Earman
Inspector General

Attachment: Tab A

cc: Deputy Director for Support
✓D/BPAM, return to IG

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TAB A

30 May 1964

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Director of Finance
Director of Personnel
Director of Security
Chief, Medical Staff
General Counsel

SUBJECT : CIA Personnel Evaluation Board

1. I have determined that the existing Agency Disposition Board, which for a period of years has advised the Director of Personnel with respect to certain suitability cases, should be replaced with a Board having greater scope in the matter of advising on questions of suitability for Agency employment. The new Board is to be called the CIA Personnel Evaluation Board and will be composed of the following:

Chairman	:	Director of Personnel
Permanent Members:		Director of Security Chief, Medical Staff
Temporary Members:		The Head of the Career Service having jurisdiction over the employee, or the former's designee The Chief of the employee's Office or Division, as appropriate
Advisors	:	General Counsel Director of Finance

The Personnel Evaluation Board shall meet on the call of the Chairman. The Chief, Special Activities Staff, Office of Personnel will be the Executive Secretary of the Board.

GROUP 1
Excluded from automatic downgrading and declassification

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2. The Director of Personnel may refer cases involving a question of suitability for Agency employment to the CIA Personnel Evaluation Board for consideration and advice. In evaluating such cases the Board will be guided by the provisions of [redacted] Employee Conduct, and other Agency issuances relating to employee conduct and suitability. The Board shall endeavor to achieve a reasonable degree of uniformity in the application of Agency suitability standards and also a reasonable consistency in the handling of such cases. It is emphasized that the Board is not intended to relieve Agency supervisors of their inherent supervisory responsibility for evaluating either the work performance or on-the-job behavior of their employees, but is intended to advise the Director of Personnel in the matter of resolving questions of off-the-job conduct and general suitability, for which supervisors cannot usually be held accountable.

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3. In order that the Personnel Evaluation Board may function as intended, it is essential that the Director of Personnel be informed of all employee cases in which there is any question of the individual's suitability for continued Agency employment so that, if he deems it appropriate, he may refer such cases for consideration by the Board. Consequently, each of the addressees are directed to bring to the attention of the Director of Personnel (with concurrent notification on an Eyes Only basis to the Deputy Director concerned if not originated by him) any such cases of which they are aware or which may come to their attention. Illustrative of such cases are those involving the excessive consumption of alcohol, cases of excessive or unmanageable private indebtedness, cases of poor or undependable attendance, cases involving unusual family or marital difficulties, cases of immoral behavior, and cases involving unusual personal behavior of such a nature as to raise a reasonable doubt as to the employee's mental or physical health.

4. In the course of its review of cases which may be referred to it by the Director of Personnel, the Personnel Evaluation Board shall be attentive to instances of supervisory failure, especially failure to report a problem situation or to take such timely and effective disciplinary action as may lie within the authority of the responsible supervisor. If in the opinion of the Director of Personnel such action is warranted, reports and recommendations for corrective action shall be forwarded to me.

/s/

Marshall S. Carter
Lieutenant General, USA
Deputy Director

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64-3930/4

MEMORANDUM FOR: Director of Personnel

THROUGH : Deputy Director for Support

SUBJECT : Supplementary Suggestions Resulting from I.G. Survey of the Office of Personnel

1. Attached is a memorandum containing suggestions on a number of points resulting from our survey of the Office of Personnel. None of these involves important policy decisions and they were therefore not made as formal recommendations in our survey report.

2. We believe they are important enough to bring to your attention, however, to complete the record.

J. S. Earman
Inspector General

Attachment a/s

cc: DDS

O/IG [redacted] 2 June 64 25X1

Distribution:
Original & 1 - Addressee
1 - DDS
✓1 - IG Subject
1 - IG Chrono
1 - [redacted] Chrono 25X1

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Dispersal of Office of Personnel Components

1. The location of several Office of Personnel components in [redacted] 25X1 for inefficiency and many lost man-hours in travel to Headquarters. We realize that there is no easy solution for the space problem. The location of these Personnel units not only places these offices of common concern outside the mainstream of Agency business but we estimate that the loss in efficiency is equivalent to five full time ceiling positions. If and when the space situation eases, consideration should be given to relocating some of these components in the Headquarters building.

Personnel Recruitment Division

2. Where there is more than one recruiter in a field office, one man should be placed in charge, rather than have each report separately to Headquarters as is now the case.

3. Recruiters need more information about the Career Officer Trainee Program. This should be provided to them as soon as the program is established and qualifications are agreed upon.

4. The wording on the door of the [redacted] recruiting 25X1 office should be changed. It now reads "U.S. Government Special Representative." Instead, the names of the field recruiters should be on the door as is the case at most other field offices.

5. The Office of Research and Reports believes it should be permitted to send its own officers to universities in the fall of each year to contact prospective candidates, provided such visits are coordinated with the Office of Personnel. We see no objection to this, and suggest that CRR be permitted to do so.

Clandestine Services Personnel Division (CSPD)

6. We believe that [redacted] should include cognizance 25X1 of officer personnel in grades GS-7 to GS-11, rather than GS-9 to GS-11; and that Branch D ought to include all clerical and administrative personnel, regardless of grade. The current limitation at GS-8 is artificial.

7. CSPD lacks space in which to talk privately with returnees and others about many personal problems. It is recommended that adequate space for such discussions be arranged.

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Benefits and Services Division

8. There is overlap of authority and jurisdiction in the functions of the Executive Secretary [redacted] and the Recorder [redacted] of the Merit and Honor Awards Committee. This has resulted in confusion in arrangements for awards presentations. It is recommended that the Director of Personnel clarify the respective responsibilities of these two people. 25X1 25X1

9. We believe that the Honor and Merit Awards Program is underused as a recognition and incentive tool. There is some tendency to use some of the awards as recognition for "long and faithful service" rather than for outstanding service. Some people who in our opinion deserve awards, such as the pilots who regularly risk their lives flying unarmed planes into Laos, do not seem to be recommended. It is recommended that the Director of Personnel speak on this subject at a Senior Staff meeting, and urge fuller use of the program.

10. There is too little privacy in the Benefits and Counselling Branch and the Personnel Operations Division, where very personal discussions take place. It is recommended that adequate facilities for such discussions be arranged.

Fitness Reports

11. There is still misunderstanding in at least two offices (OCR and ORR) on the meaning of the terms adequate and proficient as fitness report ratings. It is suggested that the Director of Personnel clarify this situation, so that all raters will have a common understanding of the meaning of these terms.

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