

SECURITY CLASSIFICATION (if any)

~~SECRET~~ *File*

# DISPOSITION FORM

FILE NO.	SUBJECT <b>Digest of Staff Conference, 16 March 1954</b>		
TO: Chiefs of Offices and Staff Divisions	FROM: C/S	DATE: 18 March 1954	COMMENT NO. 1

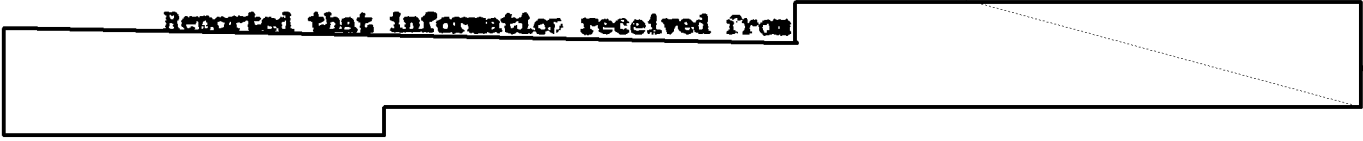
### 1. RESEARCH AND DEVELOPMENT

Announced that a recent reorganization of R/D provided that the function of instrument repair be on an Office level. This new operating level should ensure better repair of existing equipment and considerably reduce the requirement for procuring certain new items.

EO 3.3(h)(2)  
PL 86-36/50 USC 3605

### 2. ADJUTANT GENERAL

Reported that information received from



### 3. COMMUNICATION SECURITY

a. Informed that personnel of the three Services, who have just completed training in the AFSAY D-804, have been returned to their parent Service to perform the fixed-plant wire service test phase of this program.

b. Advised that it has been necessary to operate, as an interim measure pending receipt of an additional DONNA tape tester from R/D, a third shift in the Crypto-Engineering Division to enable C/SEC to remain abreast of their increased eight-inch tape production.

### 4. DEPUTY CHIEF OF STAFF

Made reference to certain outstanding USCIB papers which will receive a vote of approval from NSA: (1) a revision to the US/UK agreement; (2) classification of traffic from the stations; (3) how we (NSA) operate our COMINT liaison. A fourth paper, requiring a vote sheet, which covers "requirements" will have to be considered further before a positive decision can be made.

EO 3.3(h)(2)  
PL 86-36/50 USC 3605

### 5. TRAINING

Remarked that the last "crash" SUCO instruction program, scheduled for completion in six weeks, is under way and all further training on this equipment should be in Service hands.

### 6. HEADQUARTERS COMMANDANT

Reported that NSA has negotiated with a private concern to perform all of the air conditioning maintenance within NSA from April through October at a cost

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of \$33,000. (Capt. Goodwin remarked that if the operation was a success, it would save the price of the contract in the first month.)

7. DIRECTOR

Pointed out the seriousness of over-promotion of civilian personnel, the responsibility of every supervisor to evaluate properly the performance of their employees before recommending promotion; and the urgent need for an immediate study, Agency-wide, to determine the proper standards to be observed in the hiring, dismissing, evaluating, and promoting of civilian personnel who are pursuing a career with the Agency.

The Director stated, "A recent briefing with PERS indicated that about 900 people in the Agency out of 6237 hadn't been promoted for a period beyond the average time in grade. Two conclusions may be drawn from such a statistical study. One, the supervisors themselves are not up to snuff; or two, the people have not measured up to the hoped for ability from the time they were hired. These facts in turn require two courses of action. One, we have to be sure that your next lower echelon is competent and that he has the good of both the Agency and the employee constantly in mind; two, he has to have the courage of his convictions and no longer give satisfactory ratings to people who are in effect not satisfactory.

"Everybody has his top at which he is the most efficient. You promote him a little too much and his efficiency decreases considerably.

"If I go out and hire good, capable, loyal citizens, I have to guarantee that, so long as my economic structure permits, I will treat them equitably in the pursuit of their careers. We must keep this in mind, and those people who have been in grade a long time because they have reached their limit must be kept separate from those who have been neglected in promoting our personnel.

"It behooves us to continue the statistical studies that PERS has begun as this is the first time that we are beginning to know where we stand in this situation. The more our employment pattern becomes stabilized, the more it behooves us to study the situation, to establish reasonable terms of reference to guide all of the supervisors -- the people who come into contact with the employees."

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