

J. R. M. - 2
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 Allen
 4 April 1953 J

PERSON, SEC, THE

c/s

A New Employee's Impressions

1. I believe you have all had an opportunity to read the attached memorandum. While I do not entirely agree with all of Mr. Lewis's conclusions, I am sure that you will agree with me that there is a great deal of room for improvement in handling newly acquired personnel and particularly those at the higher levels.
2. I feel that we must review our procedures relative to the acquisition and processing of new personnel to eliminate those undesirable points which Mr. Lewis has raised and to insure that in the future our new employees come to us with a feeling of warmth and welcome.
3. If you will read this memorandum again carefully, I believe that you will conclude that many of the impressions Mr. Lewis gained were due to misunderstandings of what was being done and, in some instances, why it was being done. I realize that until security clearance and indoctrination is given, there will be many unanswered questions in the mind of the new employee. Some of these will be odious, some perhaps even terrifying. It is our job to see that these are eliminated as far as possible and that those which cannot be eliminated are explained in as clear and full language as we are able to use, consistent with security.
4. It occurs to me that we might develop a small booklet which we can give to new employees as soon as their preliminary interview have been completed and they are accepted for further processing. Obviously, it is not necessary to do this to all applicants inasmuch as there is no reason to provide this type of information to applicants who have failed our initial interviews. Such a booklet, in my opinion, might well serve to bridge that period when an employee is not an employee, when he is subjected to many things he does not understand, and, most important of all, when he is formulating his first impressions of a new organization of which he is about to become (he hopes) a valued part.
5. Please give this entire matter your careful scrutiny. I will appreciate your discussing the matter collectively with a view toward developing an SOP which will effectively accomplish what I have outlined above.

J. R. M. - 2
 ALFRED R. NANCY
 Colonel, US Army
 Chief of Staff

cc: Mr. Friedman ✓
 Dr. Kullback