

NATIONAL SECURITY AGENCY
Washington 25, D. C.

NSA REGULATION
NUMBER 11-5

28 December 1954

EFFECTIVE UNTIL 1 DECEMBER 1955 UNLESS SOONER
RESCINDED OR SUPERSEDED

NATIONAL SECURITY AGENCY PERSONNEL DEVELOPMENT BOARD

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SECTION I - SUPERSESSSION

This Regulation supersedes NSA Regulation Number 11-5, dated 7 July 1954.

SECTION II - GENERAL

This Regulation establishes the mission, structure, and function of the National Security Agency (NSA) Personnel Development Board, hereinafter called the Board.

SECTION III - MISSION

The mission of the Board is to provide top-level management guidance to the NSA Personnel Development Program and to provide for the orderly study, development, and consideration of programs falling within this area.

SECTION IV - STRUCTURE AND MEMBERSHIP

1. The Board will be composed of the Chairman and eight voting members. The Board will be organized as follows:

- a. Chairman - Chief of Staff

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b. Voting Members

- (1) Deputy Director - PROD
- (2) Assistant Director - R/D
- (3) Deputy Director - COMSEC
- (4) Special Assistant to the Director
- (5) Inspector General
- (6) Chief, Personnel Division
- (7) Chief, Training Division
- (8) Chief, Office of Collection

2. Membership of the Board will be designated by NSA General Order.

3. The Chairman of the Board will establish Personnel, Training, and Operations committees as permanent working committees and ad hoc and joint committees as necessary to give proper consideration to matters before the Board.

4. Recommendations before the Board will be presented to the Director upon approval by a majority vote of the Board. Balloting on matters before the Board will be conducted in the following manner:

- a. Each member of the Board will exercise one vote.
- b. The Chairman of the Board will vote only in event of a tie.

5. Alternates of voting members will be designated by NSA General Order. Members are responsible for the briefing of their alternates.

6. The Chairman of the Board will appoint an Executive Secretary to serve the Board without vote.

7. In addition to the Chairman, the eight voting members, and the Executive Secretary, additional personnel may be invited by the Chairman to attend meetings to serve in an advisory capacity as specific agenda items dictate.

SECTION V - FUNCTIONS

1. The Board is responsible to the Director for:

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- a. Recommending long-range objectives for the NSA Personnel Development Program and evaluating existing programs within this area.
 - b. Recommending the establishment of specific programs within the area of personnel development.
 - c. Reviewing all proposals for personnel development programs originating apart from the Board and recommending appropriate action to the Director.
 - d. Reviewing, evaluating and recommending action in respect to the procedures utilized for the implementation of executive-level personnel development programs.
 - e. Reviewing, evaluating and recommending action in respect to the procedures utilized in the implementation of the NSA Intern Program.
 - f. Recommending to the Director, nominees for participation in the Fellowship Program, the Advanced University Study Program, the University Executive Development Programs, the National War College, the Industrial College of the Armed Forces, the Armed Forces Staff College and other long-term training programs.
 - g. Recommending job rotation of executive-level personnel for development purposes.
 - h. Reviewing, evaluating and recommending final approval of development programs proposed for individuals at the executive level.
2. Committees of the Board are established to provide a mechanism through which the Board may:
- a. Accomplish the detailed study and research required in the execution of its functions.
 - b. Direct the preparation of complete and formalized reports and recommendations pertaining to projects before the Board.
 - c. Obtain the specialized technical knowledge essential to the successful accomplishment of its mission.
 - d. Obtain the relevant facts and reactions of operating personnel with regard to the proposals before the Board.
3. Committees of the Board share specific responsibility with the Board as a whole for the generation of ideas pertinent to the field of personnel development and relating to their specialized interest areas.

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They should be particularly on the alert to report to the Board developments in this area derived from contact with non-Agency sources, such as professional societies, other government agencies, and private industry.

4. The permanent committees are assigned the following specific responsibilities.

a. The Personnel Committee is responsible for:

- (1) The research, development and presentation of reports and recommendations pertaining to ideas and projects falling within the field of personnel management and administration and such other projects as may be assigned by the Chairman
- (2) The review of qualifications of candidates nominated for special development and training programs and the presentation to the Board of recommendations pertaining to such matters.
- (3) The review, jointly with the Training and Operations Committees, of executive rotation programs and the recommendation to the Board of specific job rotations for development purposes.

b. The Training Committee is responsible for:

- (1) The research, development and presentation of reports and recommendations pertaining to ideas and projects falling within the field of training and such other projects as may be assigned by the Chairman.
- (2) The conduct of evaluation studies of existing development programs and the presentation to the Board of recommendations pertaining thereto.
- (3) The review and evaluation of individual executive development programs and the presentation to the Board of recommendations for approval or modification thereto

c. The Operations Committee is responsible for:

- (1) The recommendation of development programs made necessary by operating requirements

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- (2) The analysis and recommendations prepared within the Board with respect to their probable impact upon, and significance to the operating activities of the Agency.
- (3) The review, jointly with the Personnel and Training Committees, of the executive rotation program and the recommendation to the Board of specific job rotations for development purposes.

5. Joint and ad hoc committees established by the Chairman to consider specific projects carry the same responsibility for research, development, and presentation of reports and recommendations as do the permanent committees.

6. The Executive Secretary is responsible to the Chairman of the Board for.

- a. The preparation and coordination of the agenda for each meeting of the Board.
- b. Distribution of pertinent material to be presented to the Board prior to the Board meeting.
- c. Coordination of projects assigned to more than one committee or assigned to joint and ad hoc committees.
- d. The follow-up to insure that committees will meet deadlines established for reports or assigned projects.
- e. Keeping the Chairman continuously advised on current developments in matters of interest to the Board in the field of personnel development.
- f. Providing secretarial and reporting services pertaining to the operations of the Board.

SECTION VI - PROCEDURE

- 1. The Board shall meet the second Thursday of each month at 1330 and at the call of the Chairman.
- 2. At its meetings, the Board will formally consider only those matters scheduled on the agenda for that meeting. Each item included on the agenda will be documented by adequate written material which will be distributed by the Executive Secretary at least five working days prior to the meeting.

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3. The agenda for each meeting follow the general outline set forth below:

a. The primary items of business before the Board will be the presentation of reports and recommendations due from the several committees of the Board. The Board will consider each project to be reported in the following manner:

- (1) Presentation of the report and recommendations by the responsible committee.
- (2) Discussion by Board members.
- (3) Proposal of amendments to the report or recommendations, or for further development of the project, by members of the Board.
- (4) Vote on each amendment in turn.
- (5) Vote on the report and recommendations as amended.

b. The secondary items of business before the Board will be the presentation of proposals for the establishment of projects for study by the Board. Each such proposal on the agenda will be considered in the same general manner as outlined under paragraph a above.

c. The balance of the Board meetings will be devoted to open discussion of matters of general interest to the Board.

4. The Chairman of the Board will assign approved projects and due dates for reports and recommendations to appropriate committees. Assignments will be made along the lines of functional responsibility outlined in Section V. Joint and ad hoc committees will be established under the chairmanship of a voting member of the Board or a chairman of a permanent committee. Ad hoc committees may include membership from among any Agency employees.

5. All matters to be considered by the Board will be handled on a project basis. This method will insure that adequate research and study are given to all projects before the Board and will afford each member of the Board a full understanding of the problem prior to voting on specific recommendations. For an outline of the method of operation, see Appendix B, attached.

6. The agenda of the Board meeting will be established by the Executive Secretary upon approval of the Chairman.

a. Consideration of project reports and recommendations will be scheduled in accordance with the previously established due date.

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b. Proposals for projects to be considered by the Board will be scheduled upon receipt from the originating member of a written general outline of the project, its scope, and its objectives and any other pertinent material for distribution to Board members.

c. Recurring requirements on the Board for recommendations of nominees for participation in various programs, and similar matters will be scheduled as projects by the Executive Secretary upon approval of the Chairman.

7. Recommendations and amendments thereto approved by the Board will be consolidated by the responsible committee and forwarded to the Chairman for presentation to the Director.

8. The Chairman of the Board may establish additional projects during the period between Board meetings wherein he may deem such matters to be of urgent and vital interest to the Board.

9. Members of the Board serving as chairman of a permanent, ad hoc, or joint committee of the Board will have access to all facilities and records of the Agency necessary to the conduct of a project assigned such committee.

SECTION VII - SUPERVISION

Supervision for the implementation of the policy established hereto is the responsibility of the Chief, Training Division.

BY COMMAND OF LIEUTENANT GENERAL CANINE:

L. H. FROST
Rear Admiral, U. S. Navy
Chief of Staff

OFFICIAL:

E. M. Gibson

E. M. GIBSON
Lt Colonel, AGC
Acting Adjutant General

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