

DIGEST OF THE DIRECTOR'S
STAFF CONFERENCE
1 MARCH 1955

TO: Chiefs of Offices and Staff Divisions

FROM: Deputy Chief of Staff/Administration

1. DCS/A

Reminded the Staff and Division Chiefs that we are only slightly more than half way through our Red Cross Drive. Some units have done exceptionally well; others are lagging and will need an energetic finish if we are to meet our goal. To date, standings are as follows:

P/P	completed its goal		
SCHOOL	"	"	"
PERS	1/4 of assigned goal		
TNG	1/2	"	"
LOG	1/3	"	"
R/D	1/4+	"	"
COMSEC	1/3+	"	"
LIB	1/4	"	"
SEC	1/5	"	"
PROD	1/2	"	"
Fort Meade	1/2	"	"

PROD and Fort Meade are doing an exceptionally fine job. Those units that are of grave concern are R/D, COMSEC, AG, COM. R/D and COMSEC have large numbers of personnel and must meet their assigned quotas if our drive is to be successful. During this week, all personnel will have a pay day. On 28 February, the Army and Navy had a pay day. 3 March will be pay day for all Civilian personnel; 4 March will be pay day for all Air Force personnel. THIS IS THE CRITICAL WEEK. Your active personal participation with your Drive Captains and Keymen will make this a successful drive.

Enlisted personnel have been advised that they will be asked to contribute at their place of work only, and not at their barracks.

2. DD/PROD

a. Concerning the Red Cross Drive, PROD is making a fine showing with 731 contributions to date, averaging \$2.54 per person contributing. With additional pay days this week, it is felt that PROD will go well over the quota established.

b. Expressed concern with present telephone facilities between AHS and Fort Meade. The results of a recent study indicate that an average delay of three to four hours is experienced.

3. LOGISTICS

Announced a Supply Conference for RPO's and certain other supply personnel will be conducted 7 and 8 March:

7 March, NSS, Room 202, Building 2, 1030 hours
8 March, AHS, Room 117, HQ Building, 1030 hours

"We would appreciate the cognizance of the Staff here so that the appropriate level people will attend this conference."

4. TRAINING

Announced that the Agency has been awarded one space for the Industrial War College on a permanent basis and one space on a competitive basis.

5. SUPPORT GROUP

Announced that additional personnel have been acquired for custodial services. Nineteen custodial personnel are now working at Fort Meade on the cleaning force.

5. DIRECTOR

"I would like to revert to our position of three years ago. In order to get things rolling the way I desired, we centralized a good many responsibilities by removing these responsibilities from the outlying 'bureau chiefs.' This was not an unusual procedure. Organizational-wise, when you have something that you are particularly interested in, the fastest way to get it rolling is to take it under your own wing where you can support it by staffing it.

"We took over a tremendous number of things here in the front office in order to get them going. Some of these things we have given back; further decentralization will follow. We are trying to decentralize our COMINT operations world wide. I am no great believer in centralization for centralization's sake. I believe very deeply that we must have a combination of centralization and decentralization based on a pure efficiency yardstick.

"I am not altogether happy with some of these things. By and large, operations won't run of their own accord. They are run by individuals and you are responsible for keeping your finger on the pulse of your operations.

"Now we have some rather definite long-range plans, and in a good deal of this decentralization, as I have said, some of our experiences have not been too happy. One of the reasons that I have these Tuesday

morning conferences is to indoctrinate each and every one of you with my particular philosophy of management. I am, to a certain extent, a perfectionist. I am also a realist; and I am willing to agree that since we have to carry out our operations with individuals we often settle for something less than perfection.

"When we move into our new building, we are going to be involved in a good deal more decentralization; however, I will not tolerate any reduction in efficiency. This means that a considerable number of 'bureau heads' must take an active interest in a good many more things than some of you are taking now. We may have to come back to some more centralized methodology; however, I don't want to do that. Whether or not we can do this decentralization will depend on whether or not we can indoctrinate our 'bureau chiefs' and I am talking about the hierarchy with the philosophy of operations, which is a reasonable facsimile of what I am talking about here in this room.

"A tremendous amount of our management controls could go back to some of the 'bureaus.' I would like to send some of these controls back, but I don't have any intention of sending them back without more than reasonable assurance they will work. The only way I can tell the difference between two operations, one centralized and the other decentralized, is to evaluate. The man down the chain of command must be able to say 'No' and the man above him must be able to say 'No' with the same amount of finesse, but still say 'No.' If you can do this, you are ready. One of the easiest things to say is 'Yes.' You learn in executive development to say 'No' and make the guy like it, but to say 'No' whether he likes it or not. I see some evidence of this around here but you still have a long way to go."

"We deal with individuals, no two are alike; some develop rapidly, others at a slower pace. I think we have a tendency to be over-patient with those who are not capable. Some people will develop rapidly; some slowly, but everyone has his time. Everyone is entitled to his chance if you have the time to give him. Some of us will hold on to an individual long after we are convinced he is not the man for the job. This is a tendency of all executives who have any concern for their own ability to train subordinates.

"No one has an a priori right to continue to work in a specific place. This is not a new philosophy with me. I have called this to your attention many times and shall continue to do so until I am satisfied with your rate of improvement. There are periods when we drift along for months without reassigning or terminating people. I see some improvement, but it's far too little. You need more 'iron' in your souls to help you make up your minds.

"We operate a world-wide organization; the first echelons of both sides of our mission are a good long way from us. Too often we make decisions here based on what we would like without giving theoretical

consideration to how these will affect the over-all operation. Having come up through the military yourselves, you should make a very definite point of educating yourselves and put yourselves in the position of the man who has to carry out your instructions. You, who know the problems, must educate those who are unfamiliar with the problems. Now I am very concerned with this point. We very often find ourselves in difficulty with the Services; this is our fault. It is a result of our inability or complete failure to place ourselves in the position of the people who must carry out orders.

"I shall continue to tell you 'how' when and where I think the 'how' is necessary for interrelated operations. In such operations that have a bearing on other operations, I think we can very largely leave the 'how' to the fellow who is going to do the job."

Eugene J. Cogan
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