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DIGEST OF THE DIRECTOR'S
STAFF CONFERENCE

17 FEB. 1955

TO: Chiefs of Offices and Staff Divisions
FROM: Deputy Chief of Staff/Administration

1. VICE DIRECTOR

a. Reminded the Staff that the NSA 1955 Red Cross Drive begins this week. Everyone in the Agency should be given the opportunity to contribute, according to his means.

b. Requested Staff and Division Chiefs to determine who the personnel are who had direct responsibility for the move to Fort Meade. Recognition of such efforts is imperative, and those responsible for forwarding these names must do so immediately.

2. DEPUTY DIRECTOR, PRODUCTION

Announced that NSA-062 and 063 Staff Divisions have been relocated in Wing 1, First Floor, B Building, AHS.

3. SCHOOL

Reported on the installation of additional printing facilities at the School to be utilized in relieving the overworked press-room of the AG.

4. PERSONNEL

Announced that the members of Personnel Interviewing Team will begin immediately interviewing personnel who will be involved in the move scheduled for June. These interviews are conducted as a service to all personnel whatever problems they may be concerned with.

5. DIRECTOR

a. "Gentlemen, apparently there are some misunderstandings around the Agency as to what I think. I am continually being harassed by members of the Staff to designate a job as a civilian or a military job, or they will argue with me about sending a civilian here or military there. Now as I have said many times over, this is a Military Agency. However, we are going to integrate the two, stir them up, and come up with a mixture. Wherever we have civilians in a section or branch, I am going to be sure that there are some civilians in the command structure at the top. In other words, I insist that the entire running of a soldier not be done by

civilians and the entire running of a civilian not be done by the military. I propose to keep it running that way.

"There used to be intolerance of civilians by the military, and intolerance of the military by civilians; this has improved materially. We are going to run this Agency with both civilian and military. It is going to continue to be a Military Agency, to operate under the Secretary of Defense, to operate as a part of the Defense Department."

b. "It seems that everyone is getting interested in personnel management. We have done a certain amount of training at the top, but we have not done enough at the intermediate level. This is something for the Personnel Development Board to work on."

c. "In conclusion, I wish to remind you again I have no more people to give away. Every day someone comes in with a project that requires more people. You keep on dreaming up new things that you think will improve the efficiency of this outfit. But the only way that I can see that you are going to get things done is increase efficiency in our operations. What I am saying is that I am fresh out of people."


EUGENE J. COGAN
Major, USAF
Ex/Asst to the V/DIR

NOTE: The Director's Staff Conference will be held at NSS at 0830, 23 February, instead of at AHS as previously scheduled.