



The Petticoat Panel: A 1953 Study of the Role of Women in the CIA Career Service

An Intelligence Monograph



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THE PETTICOAT PANEL

**A 1953 STUDY
OF THE ROLE OF WOMEN
IN THE CIA'S CAREER SERVICE**

by Jacqueline R



CLASSIFICATION AND CONTROL OF INFORMATION

Foreword

Founded in 1974, the Center for the Study of Intelligence (CSI) was formed as a result of DCI James Schlesinger's desire to create within CIA an organization that could "think through the functions of intelligence and bring the best intellects available to bear on intelligence problems." Since then, CSI has attempted to document lessons-learned from past operations and analysis, to develop innovative solutions to today's intelligence challenges, and to explore the needs and expectations of intelligence customers.

Today, CSI has three core missions: to inform the decisions of key Agency leaders, to write the authoritative history of the CIA, and to enhance the public's understanding of the role of intelligence in national security. To support these activities, CSI publishes *Studies in Intelligence*, which since 1955 has covered historical, operational, doctrinal, and theoretical aspects of the practice of intelligence, as well as numerous books and monographs. CSI also regularly organizes classified and unclassified conferences and symposia that contribute to these three core missions. CSI contains the CIA History Staff and the CIA Museum; it also maintains the Historical Intelligence Collection in the CIA Library.

The author of this monograph, Jacqueline R

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THE PETTICOAT PANEL

A 1953 STUDY OF THE ROLE OF WOMEN IN THE CIA'S CAREER SERVICE

Prologue

No history of the Central Intelligence Agency (CIA) can be considered complete without properly placing the activities studied within the context of the time. The historian must take into account, for example, that early Cold War CIA operations were a direct outcrop of the attitudes and expectations of the policy makers of the 1950s, all of whom had been tempered by the Depression and World War II. Discussion of these defining factors is always useful—no matter how outmoded some historical attitudes might appear to today's audience—because lessons learned can be extrapolated for use in the future. Thus, for example, there is merit in studying the covert operations of the early 1950s, because covert operations of today's war against terrorism had their genesis in the operations of the past. (U)

In the same way, it is worthwhile to include in the annals of intelligence studies analyses of the changing ethos of the CIA and how this change has reflected the evolving mores of mainstream America. In recent years, emphasis has been placed upon the need for diversity in the work force. Current statistics indicate that while the optimum has yet to be reached, the ethnic and gender composition of today's CIA is far more diverse than that of the Agency in 1953. This change has been a long time coming, however, and arguably has occurred only because of federally mandated policy and legal pressure exerted by individuals who felt they were disenfranchised. Nevertheless, since the earliest days of the CIA, the organization's senior management—albeit traditionally a bastion of white males—has periodically addressed various aspects of the issue. It is worthwhile analyzing these occasional deliberations because the changing attitudes of the leadership of the CIA reflects and simultaneously influences the shifting focus of the work force itself. (U)

The 1953 women's panel is an early, if not the first, example of this organization's efforts to analyze the female component of its work force. The panel was mandated by the newly appointed Director of Central Intelligence (DCI) Allen W. Dulles and consequently, the role of women in CIA received the full (though somewhat fleeting) attention of the CIA leadership. The women chosen to serve on the panel were picked because they had worked for the CIA since its earliest days and thus had a good understanding of the business of intelligence. They were representatives of a relatively new phenomenon in the federal government—career women. Each had served in some capacity during World War II, that period when many American women first entered the work force. While some of the panelists had worked for the Office of Strategic Services (OSS) and simply transferred to the CIA when it was formed in 1947, others came from the outside civilian world. In a good reflection of the times, several of the panelists had lost their wartime jobs to returning male veterans. Rather than returning to traditional female professions, they gravitated towards the new espionage organization. In short, the panelists are excellent examples of the types of women hired by CIA at that time, a period when the ethos of the organization was first beginning to evolve. The panel's deliberations offer a fascinating window into 1953 attitudes toward women in the workplace. Although it took decades for full fruition, the seeds of today's diversity were first nurtured by this 1953 panel. (U)

THE PETTICOAT PANEL

On May 8, 1953, shortly after Allen W. Dulles was sworn in as the fifth Director of Central Intelligence, he addressed a group of Agency personnel at the Tenth Agency Orientation Course. Pledging to do everything he could to develop CIA as a career service, Dulles said he would "devote the balance of my time to doing what I can to build up the Agency's esprit de corps, its morale, its effectiveness, and its place in the government of the United States." Following his brief introductory remarks, Dulles opened the floor, wryly noting that he had been told that much of the audience had come "to fire" questions at him. The subsequent question and answer session covered a broad range of issues, many of which are as relevant today as they were in 1953. Topics included not only queries about personnel and training matters, but also discussions on the role of the relatively new agency within the US government. Several audience members posited whether there would be a permanent need for the CIA, particularly if, as one interlocutor phrased it, "the USSR had a modified change of heart and began to behave itself." Another questioned the necessity for a separate CIA paramilitary force, while others expressed concern about the potential for the politicization of Agency analysis—Dulles stated he was adamantly opposed to the latter. During the wide-ranging discussion period, several women audience members—or "wise gals" as a senior member of management later called them—raised a series of questions about the role, if any, of women in the CIA. They asked: "(1) Why are women hired at a lower grade than men? (2) Do you

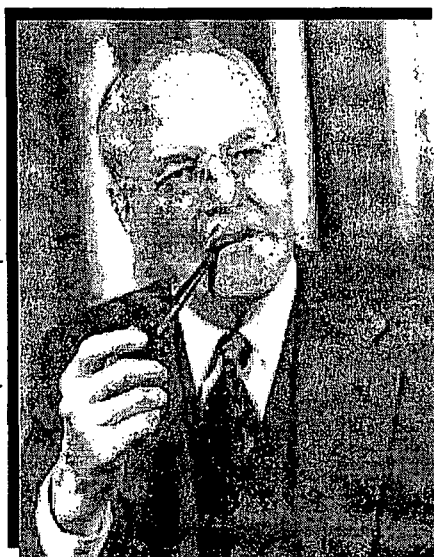
think that women are given sufficient recognition in the Central Intelligence Agency? (3) And as the new Director of CIA, are you going to do something about the professional discrimination against women?"¹ (U)

Dulles responded to the women by saying that he would ask the Inspector General (IG) to study their questions on the alleged gender disparities in grade

levels; he would also request a report on professional discrimination against women. As for the query about the degree of recognition for women, Dulles ruefully acknowledged that he was inclined to agree that women were not sufficiently recognized, although he added: "I think women have a very high place in this work, and if there is discrimination, we're going to see that it's stopped."² (U)

Thus was the impetus for the formation of the task force—subsequently known as the "The Petticoat Panel"—which produced the first-known study of the status of women in the CIA. Less than three months after the DCI's remarks, the

panel of thirteen primary and nine alternate members—all women—was appointed. By November of 1953 the panel had submitted to the CIA's Career Services Board (CSB) an extensive report titled



"I think women have a very high place in this work, and if there is discrimination, we're going to see that it's stopped." — Allen W. Dulles, Director of Central Intelligence, 8 May 1953.

¹ CIA Office of Training Bulletin, Number 7, 30 June 1953, Matthew Baird, Director of Training. Subject: "Remarks of Allen W. Dulles," with attachment "Remarks of Allen W. Dulles at the Tenth Agency Orientation Course," 8 May 1953.

The Bulletin stated "It is believed that Mr. Dulles' remarks and his answers to questions will be of general interest throughout the Agency and are attached hereto for the information and guidance of all concerned." (U)

² *Ibid.*, pp. 5-6. (U)

“

Quite a few [panel members] were multi-lingual, several had doctorates and/or masters degrees, all had histories of prior employment.

”

“Career Employment of Women in the Central Intelligence Agency.” The report systematically analyzed the situation within the Agency and included a statistical comparison between women professionals in the CIA and those employed by other federal agencies.³ (E)

FORMATION OF THE PANEL

It is clear from the record that it was Allen Dulles who personally mandated the IG to study the issue, perhaps—as one panel member suspected—because of the influence of his sister, Eleanor Dulles, who was then serving as an International Relations Officer at the Department of State. Lyman B. Kirkpatrick, Jr., the CIA IG at the time (Kirkpatrick was IG from 1953 to 1962), subsequently acknowledged to the Steering Group of the CIA Career Service Board that the questions at the May orientation course were “rather critical of our efforts in that particular direction.” Therefore, it was decided—after discussion with the DCI—to convene a panel of women employees. Kirkpatrick said there was an effort to identify representatives from “across the Board” although not every office was represented. The panel was charged “to study

³ The official title of the panel was “Career Service Board Panel on Women in CIA.” See Memorandum, Dorothy Knoelk, Chairman of the Women’s Panel to The Women’s Panel, Subject: “Miscellaneous Information,” 17 August 1953, [redacted]

(E). However, members of the Panel referred to it as the Petticoat Panel. See Memorandum, Dorothy Knoelk to Petticoat Panel, Subject: “Other significant findings on the subject of women’s status,” 20 April 1954, [redacted]

(U); and Mary Hutchison, interviews by [redacted] tape recording, Washington, DC, 6 August 2002 (E), and 13 November 2002 (U) [hereafter cited as Hutchison Interview].

the problems of professional and clerical advancement to determine for themselves whether they believe there is any discrimination as such against women for advancing” professionally.⁴ (E)

The panel was deliberately composed of women who had worked for several years in the new Agency and ranged from Grades GS-11 to GS-14 (at that time there were no female officers who had obtained the grade of GS-15 or higher). Several had been commissioned as military officers during World War II—one woman served as the WAC Staff Director for the entire Mediterranean Theater. Many had served in the precursor services of the Office of the Coordinator of Information (COI) and the OSS. Most were in their 30s and 40s, although the oldest panel member was born in 1893. Clear effort was made to include representatives from the Agency’s clerical corps. No woman case officer served on the panel, however, perhaps because of the rarity of such an officer. Panel members came from the northeast, south, or mid-western regions of the US. Some came from wealth, others did not: one woman’s father had been a bargeman on the Ohio River while another was the daughter of a general. About half were married, some were part of a tandem couple, at least one was a single mother, and several supported aging parents, a fact that prevented them from serving overseas. Quite a few were multi-lingual, several had doctorates and/or masters degrees, and all had histories of prior employment, ranging from being a stenographer in Salinas, Kansas, to an archeologist in Greece; from a teacher in a Tennessee mountain school, to a representative in the Vermont State Assembly.⁵ (S)

⁴ Hutchison Interview, Washington, DC, 13 November 2002 (U); William [redacted] Editor in Chief, “Foreign Relations of the United States 1952-1954, Volume VII, Germany and Austria”, Part I (Washington, US Government Printing Office, 1986), p. xiv. (E); “Transcript of Steering Group, CIA Career Service Board, 10 August 1953.” [redacted]

(E). See also “Transcript of Steering Group, CIA Career Service Board, 10 August 1953,” p. I and Minutes, “CIA Career Service Board Meeting, 27 July 1953,” [redacted]

⁵ See Appendix A for specifics on individual panel members as gathered from their personnel files. (E)

It is important to note that the women's panel was by no means the only CIA task force underway in 1953. The Agency had been in existence for fewer than six years and Agency leadership was still trying to lay the foundations for a permanent organization. During this same period, senior officers were grappling with the first systemization of a personnel system. Kirkpatrick's CSB Steering Group was in the process of devising an Agency-wide career service because CIA employees still had no permanent status and were not yet protected by US Civil Service regulations. A Legislative Task Force concurrently was preparing material to introduce legislation establishing a permanent Career Service. Moreover, because of concerns over the poor morale in the junior officer ranks, another panel was established that same summer to study the high attrition rate among junior officer trainees, or JOTs as they were called at that time. Work also was being completed on the first regulations to comprehensively address items such as life insurance, medical coverage, overseas allowances, dependent benefits and promotions. In fact, at the same steering group meeting where the formation of the Women's Panel was discussed, the group also debated the merits of re-instituting an Agency-wide promotion policy versus continuing the rather chaotic practice that allowed 23 different Career Service Boards to independently devise criteria for promotion. Finally, the Steering Group was deliberating the establishment of an Executive Inventory, which would contain the names of candidates deemed suitable to serve in senior Agency positions.⁶ (C)

⁶ Memorandum, Lyman B. Kirkpatrick, IG to Director of Central Intelligence, 20 April 1953, Subject: "Career Service Board," [redacted] In this Memo Kirkpatrick wrote "quite a few people recognize that CIA employees have no permanent status—we are not protected by Civil Service regulations and have no service of our own." See also, Minutes, "CIA Career Service Board Meeting, 27 July 1953," pp. 1-5; "Transcript of Steering Group, CIA Career Service Board, 10 August 1953;" and Memorandum for the Record, Subject: "Meeting of the Steering Group, CIA Career Service Board," on 10 August 1953, [redacted] (C)

“
Including the figures [statistics] in the final report would mean that the report could not be widely disseminated.... Unfortunately, this caveat ensured that few people in the Agency were aware of the panel and its findings.
”

PANEL DELIBERATIONS

On 31 July 1953, the IG opened the first meeting of the Women's Panel. The DCI came by briefly to talk with the group and agreed to discuss the panel's work on his upcoming trip overseas provided the panel prepared talking points. Dorothy Knoelk of the Office of Training was elected chairman while Bertha H. Bond, from the Personnel Office, was appointed group secretary. Ten women attended the first meeting—the panel size was later expanded to 13 members and nine alternates.⁷ (U)

By the second meeting, the group had run into its first obstacle: the Personnel Office refused to provide statistics on the grounds that such data was classified. Chairman Knoelk promptly called Kirkpatrick who agreed to take the problem up at the next meeting of the CSB Steering Group. On 10 August, Kirkpatrick noted to his committee members that while the total number of Agency employees was a fairly closely held figure, the women's panel still needed those figures for their study. Rather than actual figures, however, he suggested providing percentages. [redacted] Harold [redacted] M [redacted] AD/Communications, disagreed, saying "It seems to me they have been

⁷ Minutes of First Meeting, 31 July 1953, "Careers for Women Task Force," Prepared by Bertha H. Bond, Read and Approved 13 August 1953, [redacted] (U)



The Petticoat Panel met in Building "I," a temporary Agency building on the Washington, DC Mall.

sense of humor would permeate." She also said "the status of women in the Agency would not be overemphasized as a major problem in CIA." After much discussion, panel members decided they had a twofold mission: "first, to determine whether there is or has been discrimination against women in the Agency, and second, to make recommendations toward a program giving maximum opportunity for careers for women in the Agency." The panel was then broken down into four

approved to work in the Agency without restriction, and with due caution I don't see any reason why they shouldn't have" the full figures. George S. Meloon, Director, Personnel Office, noted that including the figures in the final report would mean that the report could not be widely disseminated. The group consequently agreed to provide the figures, but only under the proviso that the final report be closely held. Unfortunately, this caveat ensured that few people in the Agency were aware of the panel and its findings. Before continuing on to the next agenda item, Kirkpatrick added that the supervisor of one of the panel members had already complained to him that she was doing nothing but panel business. He observed that "maybe we will get a quite effective report." (S)⁸

With the statistical problem solved, the women's panel proceeded to get down to business. At the 5 August meeting, Chairman Knoelk reviewed the background of the panel and advised its members "to keep perspective so that a sense of balance and a

committees: one to study the problems of headquarters-based professional women; one to study the position of clerical personnel; one to study the general status of women in government and industry, and one to study problems in the field. (It was decided there was not enough time to send and receive input from the Field, so a contact point was identified for women employees returning from overseas assignments.)⁹ (S)

⁸ Meeting Transcript, CIA Career Service Board, "Transcript of Steering Group Meeting of 10 August, 1953," 10 August 1953, pp. 1-3, [redacted] (S)

"Transcript of Steering Group, Career Service Board," 10 August 1953, [redacted] (S)

[redacted] M [redacted] who oversaw CIA's Communications, was well thought of by his staff and known for taking care of his people. He started out as a World War I aviator and his secretary always warned people about driving with him since M [redacted] drove a car like he flew an airplane: right foot on the accelerator, left foot on the brake. Interview with panel member Adelaide Hawkins, by J. [redacted] R [redacted] tape-recorded Arlington, Virginia; 5 November 2002 [hereafter referred to as Hawkins interview]. (S)

⁹ Minutes of Third Meeting, Panel on Career Service for Women, 5 August 1953, [redacted] (S)

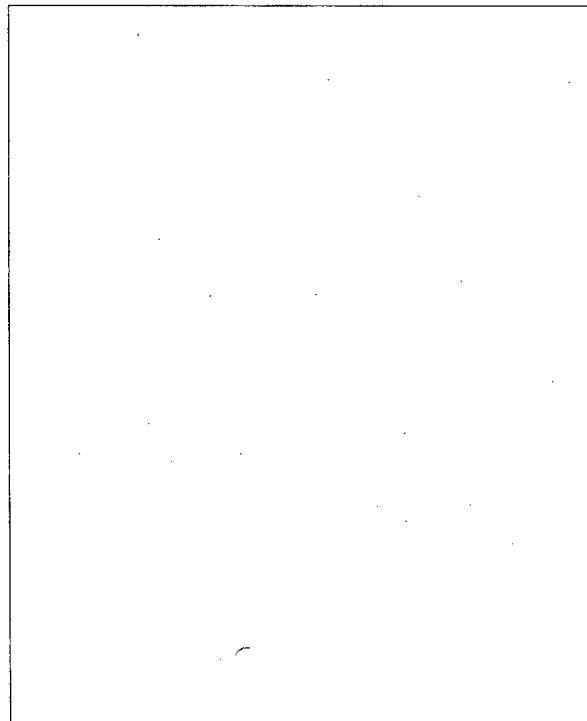
The fourth meeting on 13 August was attended by [redacted] "Rud" B [redacted], the Executive Secretary of the CIA CSB. B [redacted] informed the panel that all pertinent figures from the Personnel Office would be made available through the CSB. He reiterated, however, that the figures could only be used for panel purposes, and could not be disseminated throughout the Agency since the members of the Panel were not considered official representatives of their various components. He also suggested that the Panel should obtain prior approval from the CSB before it requested statistics from any individual Agency component. He added that his office had made a study in 1952 of all Agency jobs. This survey had determined that there were 520 recognizable and distinct jobs including executive, administrative, supervisory, and workers. There was no mechanism, however, to determine the complexity of jobs in CIA, which would complicate the panel's analysis of the differences between jobs held by women and men. During the same meeting, the representative of the clerical subcommittee noted that the question of discrimination for GS-5 grades and below in the clerical field was moot because women far outnumbered men in that category.¹⁰ (e)

By the time of the 20 August meeting, the panel had devised a schedule which would allow them to submit a final report by 1 October. The panel determined that the report should include studies covering positions already held by women,

¹⁰ Minutes for the Fourth Meeting, Panel on Career Service for Women, 13 August 1953 [redacted] (e). Per Hutchison Interview, 13 November, 2002. Boulton was an ornithologist who at one time, prior to joining the OSS, had been in charge of the University of Chicago's Museum of Birds. He was also an Africanist, and one of the first people to drive across the Sahara. [redacted]

[redacted] B [redacted] had a Georgetown house.

When a visitor commented that it seemed strange for an ornithologist to allow his Siamese cat Cleo free reign in the garden, B [redacted] said any bird killed by his cat was too stupid to live. (u)



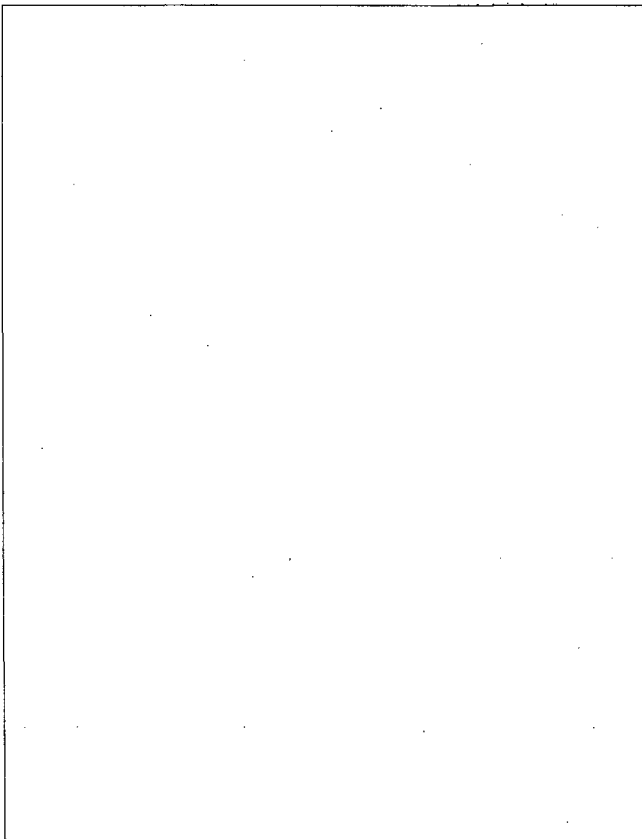
Want Ads in the 1950s typically specified Help Wanted—Male, or Help Wanted—Female. "Young," or as noted above, "Single," were also considered reasonable requirements.

positions thought to have greater potential for women, plus a "description of positions ill-fitted for women." The panel decided the final report also should contain an analysis of statements of bias, and an objective discussion of problem areas.¹¹ (e)

The panel sent an interim memorandum to the IG on 23 September 1953 in response to an IG query about the efficacy of having the Legislative Task Force address the issue of women. The memo noted that after several conferences with the Legislative Task Force, the consensus of the panel was that "no distinction should be made between men and women in legislation for a career service." Specifically, "We advise against any prohibition, in

¹¹ Committee Chairman's meeting, Panel on Career Service for Women, 20 August, 1953 [redacted]

(e)



This cartoon was found attached to the Panel's Official Report as retained in the official records.

the Agency Regulations or in law, of husband and wife career teams. Where such joint employment would not be in the interests of the Agency, necessary decisions should be left to the appropriate Agency officials." The panel urged "strongly that no specific percentage of career positions be allocated to women by the Director, and that the requirements for career service be based solely on the individual's qualifications." Finally, the group recommended "that promotions not be made on a percentage basis, sex-wise, but that these be based solely upon qualifications and the opportunities available."¹² (X)

¹² Memorandum, Chairman, Women's Panel on Career Service to CIA Inspector General, "Recommendations Regarding Legislation," 23 September 1953, [redacted]

The group appears to have dispersed once subcommittees were organized and assigned topics for study. Several members recall that, though they continued to work hard for their individual subcommittees, they had little if any contact with women who worked on other committees or who were from different Agency components—this was particularly true for personnel from the Deputy Directorate of Plans (DDP), the predecessor of today's Directorate of Operations. This lack of interaction was partly a function of geography. During the 1950s, Agency buildings were scattered throughout the Mall and all over downtown Washington, DC (classified mail was transferred by couriers on bicycles, according to one panel member whose son worked as a summer mail intern).

Panel meetings were normally held in Building "I," except for the first one, which was held in South Building so the DCI and IG could attend."¹³

PANEL FINDINGS AND RECOMMENDATIONS

The tone of the final report was set by its preface which noted that "although the last census reports 19 million working women in this country (an increase of 7 million since 1940), it has not been too many years ago that employment opportunities open to women were limited to teaching or to performing household services...As compared with other employers, this Agency has offered at least equivalent opportunities to career women. It has not, in common with other employers, taken full advantage of the womanpower resources available to it."¹⁴ (X)

¹³ Hutchison Interview, Washington, DC, 13 November 2002. (X); Hawkins Interview, Arlington, Virginia, 5 November 2002. (X); and "Transcript of CIA Career Service Board Meeting," 16th Meeting, Monday 23 November 1953, [redacted]

[redacted] with attached Memorandum, Dorothy Knock, Chairman, Panel on Career Service for Women to Chairman, CIA Career Service Board, Subject: "Report of the Panel on Career Service for Women," 16 November 1953. (X)

¹⁴ Report, Panel on Career Service for Women to CIA Career Service Board, "Career Employment of Women in the Central Intelligence Agency," November 1953, [redacted]

(X)

The panel determined that the objective of the report was for it to be the "basis for suggesting answers to the question: What are the career opportunities for women in the Central Intelligence Agency?" Occupations were divided into three categories:

"Professional," "Clerical" and "Intermediate," with the latter being defined as covering those positions which were not wholly professional nor clerical. The Committee on Professional Women, Overt Components, studied the employment of women in the Offices of the Deputy Director (Administration), Deputy Director (Intelligence), Director of Training and the Assistant Director for Communications; the

Committee on Professional Women, Covert Components, studied women both overseas and at Headquarters, and included an analysis of clerical and professional personnel. The Committee on Clerical Employees concentrated on clerical positions in headquarters, but also tried to highlight problems concerning both male and female clericals.¹⁵ (C)

The report stated that the median grade for CIA women was GS-5 whereas the median grade for CIA men was GS-9. Only 19% of the women in the Agency were in grades higher than GS-7 while 69% of its men were. No woman was higher than a grade of GS-14; 10% of all male employees were. Only 19% of the women at CIA were GS-11 or higher; 43% of its men were. (It is worth noting that on average CIA employees tended to be in higher grades than their counterparts in other federal agencies. In fact, 62% of the federal workforce

¹⁵ Ibid., pp. 1-2. (C)

The New York Times employment section reflects career opportunities available to women in the 1950s.

was in GS grades 1 through 5 in 1950, with only 11% in the top five grades. GS-3 was the most common grade.)¹⁶ (C)

In the overt components, women represented 21% of the [] employees who were in the 19 job categories that were considered professionals. They represented less than 21% of professional personnel in 12 of these categories. In all but one of the occupational categories analyzed, the highest grades held by women were one to four grades lower than those of their male colleagues. The report noted that no woman served in a senior executive post, that only a few occupied positions with line authority at the branch chief level, and that no women held a position higher than branch chief. Of the Agency's [] branch chiefs, only [] were women.¹⁷ (C)

¹⁶ Ibid., p. 2. (C) See also, Stephen Barr, "Federal Dairy," *The Washington Post*, 19 January 2003, Sec C, p. 2. (C)

¹⁷ Ibid., p. 3. Tab C, "Report of the Committee on Professional Women in the Overt Components of CIA," p. 5. (C)

“
**Women can't work under the
pressures of urgency and special
considerations inherent in much of
the Agency's work.**
”

The covert committee discovered that grade classifications in the “operations” category ranged from GS-5 to GS-17 for men and GS-5 to GS-14 for women. The number of women in the operations category was comparatively small, with women representing 25% of the total of [] professional operations personnel at Headquarters, and only 7% of the [] in the field. Two women operations officers had reached the grade of GS-14 (there were 5 GS-14 women in the entire DDP), one of whom was serving as a Deputy Chief of Station at the time of the writing of the report. There were two women Chiefs of Station, but they were assigned to smaller stations and therefore held lower grades. The proportion of DDP women in the executive support and administrative support categories was considerably smaller, whereas the groupings under analysis (information control, research, and reports) employed the largest number of women in the covert component of CIA: grade ranges in these categories were approximately equivalent for both men and women.

There were more men in GS-11 positions at Headquarters than any other grade, although there was considerable variance within individual DDP components (the majority of position slots ranged from GS-9 to GS-14). In the field, the largest component of men were GS-9s. The greatest concentration of women, however, was at the GS-5 level, whether in the field or at Headquarters, and whether in the professional or clerical category. The DDP's clerical force contained [] people, 88% of whom were women; women made up 60% of the [] strong

“Intermediate” rank. Only 18% of the [] professionals were women.

In another intriguing insight into 1950s gender attitudes, the panel concluded that the “assignment of women to field operations is limited by the necessity for CIA to conform to the customs and restrictions imposed by American organizations abroad which it uses for cover and support purposes.” At a later point the panel commented that “the statement is often made that American agencies will not accept women liaison officers.” The panelists also acknowledged that local attitudes sometimes precluded the assignment of women and there were situations where women might not have access to intelligence objectives. Finally, in areas where the emphasis was on paramilitary activities, the panel said few women were qualified—a curious statement given that several panel members were still active members of the military reserve.¹⁸ (C)

The report stated that of the approximately [] employees in the overt components, [] were clerical—and 86% of these were women. Seventy three percent of the “administrative assistant” and “clerical supervisor” categories were women. In positions involving what was then termed machine operations, women represented 58% of the operator group, but only 24% of the supervisor-planner group. Thirty one% of the [] employees holding “intermediate” positions were women, while 21% of the [] professional employees were women. In only two occupational sub-categories, editing and publishing and administrative support, was there any equality in the lowest grades held by both men and women. In all other cases, the lowest grades held by men were one to two grades higher than the lowest held by women. In two sub-fields, library and editing/publishing, the top grades for women were equal or greater than the top grade held by men. The panel regretted that there was little if any systematic effort to encourage people to move “from the clerical group to the intermediate group.... The natural desire of the office to retain a good clerical employee, particularly in view of the

¹⁸ *Ibid.*, pp. 3, 4, 5. Tab D, “Report of the Committee on Women in the Covert Offices of CIA,” pp., 6, 8, 9, 10 (C).

difficulties involved in getting a replacement, is understandable to the bystander but not particularly comforting to the clerk." (The concept of career planning had evidently not yet arrived.) The panel opined that this was a short-sighted view given that 25% of the Agency's clerical corps was composed of college graduates, and thus could be "the Agency's least expensive source for assistants and junior professionals."¹⁹ (C)

The report observed that a "variety of attitudes and subjective judgments entered into the final decision of an official responsible for the selection of personnel for initial appointment or subsequent promotions and reassignments.... This preference comes from a traditional attitude toward women which will be affected only through a slow evolution of sociological change." The panel then cited a list of what it referred to as "opinions expressed by Agency officials," and by those in industry and other government agencies. While any one of these comments would give pause today, they were considered the norm in 1953.

- "Women are not qualified to perform in those positions which they do not now occupy."
- "Women won't travel" and "men are necessary in Departmental jobs since they must be used as replacements for overseas personnel."
- "Women are more emotional and less objective in their approach to problems than men. They are not sufficiently aggressive."
- "Women can't work under the pressures of urgency and special considerations inherent in much of the Agency's work."

¹⁹ *Ibid.*, pp. 4-5. Tab E, "Report of the Committee on Clerical Employees in the Overt and Covert Offices of CIA," pp. 8; 9 (C).

“
Men dislike working under the supervision of women and are reluctant to accept them on an equal basis as professional associates.
”

- "Women are undesirable candidates for long-range employment because they frequently interrupt or terminate their employment for marriage or family reasons." (The panel admitted that "it is true that the employer cannot be sure that a woman employee will not elect to resign upon marriage, or to devote more time to her family, or that she will require a leave of absence... There is, however, no certainty that a man will remain permanently or even for a stated number of years.")
- "Men dislike working under the supervision of women and are reluctant to accept them on an equal basis as professional associates." (This latter statement is reflected in the performance appraisals of the period, as there was one category which asked the level of the ratee's supervisory competence "when immediate subordinates include members of the opposite sex.")
- "The economic responsibilities of women are not as great as those of men. Women should not be employed in higher paying positions and deprive men of those opportunities. Women should not be employed at all when men are in need of employment."²⁰ (C)

In short, "using the statistical data available and relying on the observations of its individual members during their association with the Agency, the

²⁰ *Ibid.*, pp. 5, 6, and 7. (C)

Panel concluded that except for a few rather narrow fields, career opportunities for women have been limited in the Agency in nearly every professional area." The following recommendations were consequently made:

1. The DCI should issue a policy statement to "encourage maximum utilization of women in the Agency."
2. The DDA should establish a procedure to review all recruitment requests which state that male applicants are wanted; and should adopt a corrective action when the preference is not justified.
3. Agency officials should be encouraged to use more women for positions in administrative support, analysis, liaison, training, legal work, operations, and translation.
4. More opportunity should be given to qualified women to advance into positions of executive responsibility at all grade levels.
5. A full-time counselor should be assigned to the Interim Assignment Branch in the Personnel Office.
6. Special attention should be given to clerical personnel by appointing a qualified person in each major component to deal with their problems.
7. Career opportunities for clerical personnel should be explored and publicized with each career service board having a member appointed to give special emphasis to career planning for clerical personnel.
8. Supervisory training should be required for all "supervisors towards (sic) improvement of management and morale in the Agency."²¹ (C)

²¹ *Ibid.*, p. 9. (C)

However, the panel did discover that—relatively speaking—the position of women at CIA in 1953 was better than at other federal agencies. Statistical findings based on 1952 data showed that women represented 39% of the staff employee [redacted] group in the CIA as compared with 25% of the rest of the Federal government and 30% of the total US employed population. (As a point of reference, in 2002 women made up 42.5% of the CIA's workforce). The average grade of women employed in CIA was higher than other Federal women employees, according to 1947 data. Although this latter fact was "not particularly surprising since the average grade for CIA employees was higher than for Federal agencies employing proportionately larger numbers of clerical and other lower graded personnel." A substantial proportion of CIA women employees earned more than \$3,000 per year (at that time, the entry level salary for a GS-3 was \$2,950), which placed them above the national average for employed women. Although, "it is pertinent to note that the salaries of women generally as compared with the salaries of men generally have lagged behind, even where both men and women are performing the same job."²² (S)

REACTION OF CAREER SERVICE BOARD

The attitudes of the CSB toward women personnel are clearly revealed in the verbatim minutes of the 23 November 1953 CSB, the meeting where the finalized report of the Women's Panel was first discussed by the senior staff of the Agency. (Needless to say, except for possibly the stenographer, no woman was present at the meeting, nor did any woman serve on the CSB.) The consensus of the Board was that while the report was excellent—although one member called it a "very feminine report"—the real problem lay in convincing supervisors that it was in their best interest to treat their employees fairly. That being said, budgetary constraints prevented the creation of specific career counselors for women and clerical staff as the report had recommended. Several members opined that the real problem was "this business about people getting

²² *Ibid.*, Tab A, "CIA Women Employees Compared With Other Women Employee Populations." (C); 2002 figures provided by HR/ [redacted] 19 December 2002. (S)

married and pregnant at your operational inconvenience". Richard Helms (Chief of Operations for the DDP at that time, and DCI from 1966 to 1973) said in his opinion he believed "that an able woman has had a damn good opportunity and very fair treatment in this Agency...far out of proportion to any other part of the Government to which I am aware." Nevertheless, he observed: "there is a constant inconvenience factor with a lot of them. You just get them to a point where they are about to blossom out to a GS-12, and they get married, go somewhere else, or something over which nobody has any control, and they are out of the running." As for complaints about discourtesy towards women, Helms countered with "How do you make a gentleman out of a boor overnight? I mean, if he is a boor he is going to be a boor to anybody." Rudyerd B [] acknowledged, however, that women were indeed several grades below men in what appeared to be comparable posts. John B [] Deputy Chief of the DDP's Political and Psychological Staff, added that in his opinion there was real discrimination against secretaries since even the finest could not look forward to being anything more than a GS-7.²³ (C)

As for the lack of advancement for college educated secretaries, Inspector General Lyman Kirkpatrick observed: "No supervisor in this Agency in his right mind is going to take a good stenographer or a damned good competent file clerk and say, well, just because you got your BA I don't think you ought to be doing that work, and we are going to make a Case Officer or Researcher out of you.... You just don't do it when you are short of clerical help." Helms interjected that there was also a problem in that a number of "college graduate women" thought they were qualified to do analysis on policy matters no matter that only two percent of the overall work force was involved in this type of work. Helms added: "nevertheless they sit there bound and determined that they are not going to do any work which might dirty their hands, might make them tired, or might be routine, and, so help me, the one thing in a workaday world that the woman is much better at than a man is maintaining a routine...it is just nonsense for these gals to come in here and think the

²³ "Transcript of CIA Career Service Board Meeting," 16th Meeting, 23 November 1953.



"It is just nonsense for these gals to come in here and think the Government is going to fall apart because their brains aren't going to be used to the maximum." — Richard Helms, DDP, Chief of Operations, later Director of Central Intelligence.

Government is going to fall apart because their brains aren't going to be used to the maximum." Kirkpatrick said he was amused to discover that the British had decided that it was not worth the trouble to deploy women to their field offices. Barring exceptional cases, they used women "almost solidly" for clerical, reports, and research work.²⁴ (C)

Kirkpatrick then asked if there was a well-respected woman of high grade in the Personnel office "to whom the women could take their gripes and who they feel would do something about them." One panel member observed there had been such a woman, but she had left to get married. Bertha Bond, the secretary of the Women's Panel, was then proposed. (It is not certain if Bond was actually appointed because her supervisor, Rudyerd B [] told the panel "I couldn't get along without her.")²⁵ (C)

²⁴ *Ibid.*, pp. 22-23. (C)

²⁵ *Ibid.*, p. 24. (C)



Matthew Baird, CIA Director of Training, held degrees from Princeton and Oxford, and established the first career-training program for entry-level officers.

The Board closed its discussion of the findings of the Women's Panel by allowing Colonel Matthew Baird, the CIA Director of Training, a final comment. He noted there was one forgotten group, and "that is the group that Frances Perkins²⁶ told me

three years ago to stay away from completely. She said, 'You will never get the best results out of women in the Agency or any other Government department as long as you continue to go after the age group from 21—in other words, the college graduate to 28. Don't hire a woman except between the ages of 28 and 35. When she is 28 she knows whether she is going to be in Government either as a married woman or whether she is not going to get married usually.' She said, 'You will waste money on training and recruiting the 21 to 30 year olds.'" Baird, in comment said, "I think that is something we might consider."²⁷ (C)

FORMAL RESPONSE TO WOMEN'S PANEL

The CSB discussed the report again on 14 January 1954 when it debated a draft response to the

²⁶ *Ibid.*, p. 24. Frances Perkins, who served as Franklin Roosevelt's Secretary of Labor from 1933-45, and later as a member of the US Civil Service Commission, was the first woman to ever serve as a US cabinet member. (C)

²⁷ *The Real CIA: An Insider's View of the Strengths and Weaknesses of Our Government's Most Important Agency*, Lyman B. Kirkpatrick (New York, NY: The Macmillan Company, 1968), pp. 96-98. Matthew Baird served as CIA's Director of Training until his retirement in 1965. He also served as chief of the 13th Air Force Service Command in the South Pacific in World War II, was recalled to active duty during the Korean War, and was the first chairman of the Arizona State Aviation Authority. (C)

Women's Panel. The final version of the response was approved on 28 January 1954. The memorandum complimented the women panelists on their methodical and objective study and added that a letter of commendation would be placed in each of their official personnel folders. After careful review, however, the board stated that it "believes that the status of women in the Agency does not call for urgent corrective action, but rather for considered and deliberate improvement primarily through the education of supervisors." Therefore, no new policy statement on discrimination was thought necessary since existing regulations already said "there shall be no discrimination regarding personnel because of favoritism, marital status, sex, race, color, religion or external pressure [redacted]"

[redacted] The Board said it would recommend that the Assistant Director for Personnel adopt a procedure to review any and all recruitment requests that stipulated a preference for a particular gender. Nevertheless, the Board observed: "it must be recognized that sex may be a legitimate and necessary consideration. Women should be considered on the same basis as men for any and all vacancies, provided the particular situation does not require one sex or the other." The Board determined there was no need for a full-time counselor to deal with the issue of women. Moreover, "the appointment of a specialist in each major component to deal with problems of clerical personnel would tend to interfere with regular supervision. Any special attention needed by clerical personnel can best be provided in the process of day-by-day supervision.... Designating a particular Board member to give special attention to career planning for clerical personnel might be helpful, but it is believed that this is a matter for the Office concerned and not a subject for uniform Agency procedure." The Board acknowledged the "serious need" for supervisory training within the Agency adding that it would encourage various components to develop programs for the improvement of personnel management.²⁸ (C)

²⁸ Draft Memorandum, Lyman B. Kirkpatrick, Chairman, CIA Career Service Board, to Chairman, Panel on Career Service for Women, Subject: "Final Report of the Panel," 8 January 1954. [redacted] (C)

After deliberation, the CSB decided to delete the following statement from the proposed draft because it was considered gratuitous: "It was particularly gratifying to note that the Panel passed up the opportunity to take the easier course of starting with the assumption that women were the victims



of an Agency pattern of discrimination." Verbatim minutes of the 28 January session record that the group did not think there was any need for the DCI to further discuss the women's "problem" since he had

already done so at several orientation meetings. The IG, Lyman Kirkpatrick, commented: "Everybody in a supervisory position in the Agency knows that this Panel has met and the problems they have raised." He therefore recommended that the "burden of the proof go where it should belong, and that is to the Personnel Office, to see what can be done toward improving the situation of women, if such needs be done."²⁹ (C)

IMPACT OF THE PANEL

When asked what concrete improvements resulted from the 1953 Woman's Panel, a surviving panel member recalled in 2002 that women were subsequently allowed access to the Agency's gym one day a week. Another panel member commented that while Dulles was in support of the panel, she felt that the rest of the CSB was rather offhand. Moreover, after meeting several times with IG Kirkpatrick, she concluded: "He was a little less certain about women. He accepted the panel

"No supervisor in this Agency in his right mind is going to take a good stenographer or a darned good competent file clerk and say, well, just because you got your B.A., I don't think you ought to be doing that work, and we are going to make a Case Officer or Researcher out of you."

— Lyman Kirkpatrick, Inspector General

“
A surviving panel member recalled in 2002 that [as a result of the panel] women were subsequently allowed access to the Agency's gym one day a week.
”

because it had to be done but I don't think he was very enthusiastic.” (U)³⁰

The Chief of the Office of Personnel's Recruitment Division, in a memo written in 1971, suggested that perhaps more substantive short-term results came from the panel:

The writer recalls that in the mid-50s on some occasion in a public or quasi-public address, the then-Director, Allen W. Dulles, was reported to have replied to a query from the audience concerning the role of women in intelligence that it was his experience that women made "fine spies." Reaction to that comment reached Recruitment Division via the then-Chief, Career Training Program (then JOT), Dr. Willett E. [redacted]. He, in addressing a Recruiter Conference that year, suggested that he was under a mandate to increase the intake of women professionals in the JOT program. It is recalled that recruiters, during the next year or so, did indeed nominate more women for JOT considerations. However, records of the Career Training Program do not reflect any surge in the intake of women who, since the Program's inception have averaged about 10% of the intake.³¹ (U)

²⁹ Ibid. See also, "Minutes of the CIA Career Service Board, 19th Meeting," 28 January 1954, [redacted]

[redacted] and "CIA Career Service Board, 19th Meeting," 28 January 1954, [redacted] (C)

³⁰ Higgins Interview, 5 November 2002. (U) Hutchison Interview, 13 November 2002. (U)

³¹ See also, Rough Draft titled "On the Status of Women," prepared by C/OP/ [redacted] for DD/PERS [redacted] 6 July 1971, [redacted] (U)

EPILOGUE

A 1964 report titled "A Look at the Advancement Record of the Alumni from the First 5 JOT Classes" shows that in 1951 there were 7 women in the first JOT group, which totaled 41 (only one of these women was still on duty in 1963); in 1952, 12 of the 63 JOTS were women (two were still around in 1963). In 1953, three of a total of 48 were women with only one still on duty in 1963. Only one woman was in the 46-person JOT class of 1954, and she subsequently resigned. The 1955 JOT class had five women out of a total of 44. Of the four remaining female JOTS from the 1955 class who were still employed in 1963, two were GS-12 [] careerists, ages 39 and 40, and two were [] Careerists, one a 39 year old GS-13 and the other a 34 year old GS-11. The author noted that as of 31 December 1963, the DDP had four women who had reached the grade of GS-15; there were a total of 70 female "careerists" between 30 and 45 years of age who were grade GS-12 or above in the DDP. On the other hand, the Office of Current Intelligence (OCI) had 14 female careerists between ages 25 and 40 in grades above GS-11.³² (C)

The women's issue did not raise its head again seriously until the early 1970s when Agency management—along with the rest of the Federal government—began to tackle Equal Employment Opportunities (EEO). By that time, society—and its laws—had changed and the predominantly white male hierarchy could no longer ignore the demands of its women and non-Caucasian constituencies. This also is the period when records show that CIA management first seriously addressed the problems of its Black employees. For example, it was

determined in 1971 that while Black employees made up 5.1% of the overall workforce, only 50 of these employees had reached a grade of GS-11 or higher—up from seven in 1958. To add perspective, in 1971 Blacks made up 12.9% of the American population, and held 15.2% of 2.6 million civilian federal jobs: 26% of the Department of Labor; 21% of HEW, 12.9% of the Department of State and 5.2% of the Department of Interior.)³³ A memo written to the Director of Personnel, dated 17 March 1972, contained an attachment, titled "EEO Program Report, CY 1971." The author acknowledged that he had experienced some difficulty in preparing his report as many employees were not even aware that the Agency had an EEO program. However, he thought that some modest advancement had been made. One example cited was that the Clandestine Service had not only begun to appoint women to various panels and boards, but had also appointed referents in the area divisions and staffs to review the careers of women employees and made recommendations for reassignment and training—the reader will recall this was recommended by the Women's Panel in its 1953 report.³⁴ (S)

“

By 1972... some modest advancement had been made...[on recommendations] by the Women's Panel in its 1953 report.

”

³² Untitled "Think Piece," by Terrence C [] assigned to PRS February thru June 1965 []

[] The writer of the report, perhaps reflecting 1960s mores, broke down a statistical compilation of the JOT Class of October 1964 into two groups: "men" and "girls."

³³ Memorandum, to Director of Personnel, Subject: "EEO Program and Related Data Concerning Female and Minority Employees," 17 March 1972, [] see attachment "EEO Program Report, CY 1971," pp. 2, 9. (S)

³⁴ *Ibid.*, See attachment, titled "Recommendations," p. 1. (S)

The following 1972 chart³⁵ shows the status of women personnel at that time:

REPORT ON WOMEN FEDERAL EMPLOYEES IN HIGHER LEVEL POSITIONS

Percent of Women On Duty Compared to Agency On Duty Strength
(GS-12 and Above)
As of 30 September 1972

| Grade | Total on Duty | Females on Duty | Percent |
|-------|---------------|-----------------|---------|
| GS-18 | | | 1.85 |
| GS-17 | | | 0.00 |
| GS-16 | | | 0.82 |
| GS-15 | | | 1.35 |
| GS-14 | | | 4.16 |
| GS-13 | | | 8.25 |
| GS-12 | | | 3.84 |
| Total | | | 7.55 |

~~SECRET~~

The average grade of women at the Agency was GS-7, step 3, as of 30 September 1972; the average age of female employees was 33.8 years. Female employees made up 7.51% of all grades from GS-12 to GS-18 and comprised 31% of the total work force.³⁶ (S)

In November of 1972, William Colby, who was then serving as the Agency's Executive Director and Comptroller, hosted a lunch for a group of female employees to discuss the issue. Within a month of the lunch—which was referred to as the "Lib Lunch"—plans were in process to establish a Women's Advisory Panel with a Chairwoman, who would be designated as the Federal Women's

Program Coordinator (FWPC) for CIA. Perhaps appropriately, Margaret McKenney, who served on the 1953 Women's Panel, was appointed the FWPC Chairwoman, and the Agency's Deputy Director of EEO on 1 July 1973. She held this position until her retirement in 1976 as a GS-15 with 28 years of service.³⁷ (S)

While it is not within the scope of this paper to discuss the situation of women employed in today's CIA, the question, nevertheless, is inevitable. Although women make up 42.5% of the 2002 Agency workforce, they are still disproportionately represented in the senior grades. The following chart, based on September 2002 figures, is presented as food for thought and further study.

³⁵ "Report on Women Federal Employees in Higher Level Positions," Percent of Women on Duty Compared to Agency on Duty Strength (GS-12 and Above), as of 30 September 1972. [redacted]

[redacted] The solitary GS-18 was in the Office of the DCI, and the two GS-16 officers were in the DDP. No other component had any women super-grades, p. 2. (S)

³⁶ *Ibid*, p.9. (S)

³⁷ Memorandum, unidentified author, see attached "Official Routing Slip," Office of Executive Director, B. Evans, 22 November 1972, [redacted] (S). See also, Memorandum, to Director of Personnel, Subject: "Women's Advisory Panel," 14 December 1972 (U). See personnel file for Margaret McKenney, Director of Administration, [redacted] (S)

GENDER REPRESENTATION ACROSS THE AGENCY
FULL-TIME PERMANENT PERSONNEL (FTP) POPULATION DATA
 AS OF 30 SEPTEMBER 2002³⁸

| Grade | Women | | Men | | Total |
|----------|-------|---------|-------|---------|-------|
| GS-Grade | Count | Percent | Count | Percent | Count |
| GS-12 | | 53.93 | | 46.07 | |
| GS-13 | | 47.93 | | 52.07 | |
| GS-14 | | 36.52 | | 63.48 | |
| GS-15 | | 28.34 | | 71.66 | |
| SIS-01 | | 25.64 | | 74.36 | |
| SIS-02 | | 25.44 | | 74.56 | |
| SIS-03 | | 21.13 | | 78.87 | |
| SIS-04 | | 19.53 | | 80.47 | |
| SIS-05 | | 18.75 | | 81.25 | |
| SIS-06 | | 20.00 | | 80.00 | |

~~SECRET~~

³⁸ Figures provided by HR/S&P [] 18 December 2002. (S)



“The Agency will probably always have a small number of executive jobs which should be filled by women.”

—1950s *Par Comment*

APPENDIX A

MEMBERS OF THE "PETTICOAT PANEL"

The following was culled from individual personnel files, interviews with surviving panel members, and with people who were acquainted with panel members. The information is presented as a sampling of the early Agency's personnel base. Panel members—albeit all of Anglo-Saxon, Celtic or northern European ancestry—came from a variety of economic and educational backgrounds. They are a good reflection of the general Agency population of the early 1950s—perhaps because all were chosen by the same predominantly upper class white-males who oversaw the Agency's hiring practices. Quite clearly, the standards of diversity of that era do not meet those of today—there were no Black, Hispanic or Asian representatives on the 1953 Panel nor was any notice made of this lack by either the panel members themselves or by the CSB. EEO did not come to the CIA and other federal agencies until mandated by law in the late 1960s and early 1970s. As for attitudes toward women, although the 2002 statistics presented above show there still are a disproportionately low number of women in senior management positions, nevertheless, as evidenced below, gains have been made to ensure that women at the entry level of today's CIA have greater latitude in their career tracks. This was not so in 1953. (U)

It was a different world in 1953, and what would be deemed completely inappropriate today was considered the norm then by both men and women. Middle class American women were expected to stay home and raise children à la "Father Knows Best." Or, if they entered into the intelligence world, they either gravitated—or were pushed—to the more "feminine" fields of administrative assistance or what is called in today's parlance, human resources. There were no allowances for tandem couples, and it was automatically assumed that a woman was no more than an adjunct of her husband. In fact, in early years women were expected to go LWOP or resign when their spouses were transferred overseas. Gender bias was prevalent and one finds both men and women opining that women were more intuitive and more routine oriented. Therefore, for example it was widely believed that women made the best code clerks. This was a CIA where Virginia Hall Goillot—who has since been lauded for her outstanding contributions to the OSS war effort—was still a GS-14 in 1963 serving as the branch chief of the [redacted] (see Goillot Fitness Report in Appendix B). Yet Hall had more sustained wartime experience behind enemy lines than the vast majority of Agency men, including Richard Helms and William Colby.³⁹ Virginia Hall Goillot served with the Maquis in occupied France, and was the first civilian woman to receive the Distinguished Service Cross for "extraordinary heroism in connection with military operations against the enemy." King George VI made her a Member of the Order of the British Empire (MBE).⁴⁰ (S)

In 1953, however, the expectations of women officers were vastly different from today. It was a world where middle class women had only recently entered the workforce in large numbers—without the advent of World War II many would have continued at home or been marginalized into working in the traditional female professions. It was a world where there was no sustained pressure for improvement from the

³⁹ Elizabeth P. McIntosh, interview by [redacted] tape-recording, Leesburg, Virginia, 24 June 2002 (S). Elizabeth P. McIntosh, says that E. Howard Hunt thought that Hall was shunted to a back-water branch because she had too much real wartime experience and therefore overshadowed male supervisors who joined the CIA after the war. "They just weren't up to her, and they just shunted her off." (U)

⁴⁰ See Elizabeth P. McIntosh, *Sisterhood of Spies: The Women of the OSS* (New York, NY: Dell Press, 1998), p. 149. See also, Gerald K. Haines, "Virginia Hall Goillot, Career Intelligence Officer," *Prologue*, Volume 26, (Winter, 1994), pp 249-260. (U)

majority of women themselves and where there would be no widespread women's movement for another fifteen or twenty years—it was the pressure of an organized women's lobby and a willingness to go into litigation, which brought about changes to the professional status of women. As one surviving panelist observed, during the 1950s it was best to keep a sense of humor, because things did not change within the government because of extreme pressure; women would only be resented if they pushed for equality. Moreover, if the comments of the CSB noted earlier are representative, one can conclude that women had virtually no male advocates within the Agency hierarchy—except possibly for Allen Dulles himself—who saw the need to improve the status of women. Women were in no position to speak up. (U)

Yet the CIA of 1953 had employed many women who wanted to serve, who felt it was their patriotic duty to do so, and who sought full careers. Many had entered the intelligence world during World War II, and stayed on afterward when the CIA was established. At the time of the panel, the CIA was still a young organization and had not yet turned into a full-blown bureaucracy. One gets the impression that during this period everyone was scrambling to meet the challenges of the new Cold War threat while at the same time attempting to define the framework for a permanent intelligence organization. As one panelist recalled: "This was a time when everyone was still learning his way around and trying to figure out what was really happening." The women's issue was not a priority for CIA management, and was quickly forgotten once the panel disbanded. Nevertheless, individual panelists could and did make contributions to the organization. (U)



PANEL MEMBERS

The following brief cases studies of the panelists are presented as another window into the workforce of the early years of the CIA. (S)

BERTHA HEETH BOND: Bond achieved the highest grade of all of the

panel members and retired on disability as a GS-16 in 1969. She was born on 16 December 1921 in Monticello, Florida; her father was a dentist in Sarasota, Florida, her mother a housewife. She received a BA in Education from Florida State College for Women; and spoke some French and Portuguese. During World War II she started as a GS-1 clerk for the Selective Service System in Sarasota, making \$1,260 per annum. She next worked for the "War-Engineers, Army Map Service" and spent a brief period in Brazil. She EOD'd with CIA in late 1947 as a GS-7; and was a GS-13 when she served on the Women's Panel in 1953; Bond was the panel's secretary. As did many of the other panel members, Bond worked in personnel throughout her Agency career—it is clear from the records of that time that women tended to gravitate toward or were encouraged to enter the personnel field rather than to aspire to the male-dominated clandestine service. Bond married after her retirement and lived on a working farm and ranch in Florida until her death in 1975. (S)



Bond worked for years as the Executive Officer to Emmett D. Echols, CIA Director of Personnel. He commented in her 1964 and 1965 fitness reports that she had been the one person most instrumental in developing and ensuring the passage and implementation of CIA's early retirement legislation. As he said, "with all due regard to the participation of the Legislative Counsel....Miss Bond personally did most of the staff work of research, writing, creating the form of the formal presentation, and preparing for the Deputy Director of Central Intelligence the briefing materials which he used in justifying this proposal before the Congressional committee." Bond also was a back-up witness at the Congressional hearings, and following the enactment of the bill, responsible for establishing a new Retirement Staff. In 1963 Echols wrote that he regarded Bond "as irreplaceable, if not indispensable," and characterized her overall job performance as outstanding. (S)⁴¹

⁴¹ See personnel file for Bertha Bond, Director of Administration, [redacted]



EVANGELINE LOUISE "Vangie" CAWLEY née MELLA: Cawley was born on 19 August 1917 in Mandan, North Dakota (near the site where the Lewis and Clark Expedition wintered in 1804-1805, and where Sakajawea and her husband Toussaint Charbonneau first joined the expedition). Her father was a physician in charge of medical research for the Veteran's Administration and she attended high schools in Palo Alto, California, in Massachusetts and on

Long Island. She studied at Columbia University, but received her BS in Natural Science from the University of Minnesota in 1939; she then did graduate work in Genetics and Statistics. She was a WAC during World War II and remained in the Army Reserves until she retired as a Lieutenant Colonel. Cawley received a 30% disability pension for an injury suffered during World War II (\$41.40 per month). During the war she was assigned to G-2 at Army Headquarters in the Pentagon; with the rank of Captain, she transferred to CIG when it was first formed in 1946. By May of 1947 she had become a civilian Intelligence Officer in CIG with an annual

salary of \$4,902. She first worked as a Requirements Officer for the Office of Reports and Estimates Staff, then switched to the DD/P. She was a GS-12 in 1949; promoted to GS-13 in 1951, and after ten years in grade as a GS-14 she was promoted to GS-15 in 1962. At that time she was Chief, Requirements Branch, SR Division, DD/P. A memorandum in her file noted that as Chief, she was "at the nerve center of all clandestine collection operations against the Soviet target."

When the National Intelligence Programs Evaluation Staff (NIPE) was formed under John Bross, in 1963, Cawley was appointed the CIA member. She was serving on the DCI's staff as the Requirements Officer for the Intelligence Community when she was forced to retire in 1974 for reasons of health. Comments from her performance evaluations include: "subject is the most substantive and dynamic requirements officer the reviewer" had ever met; "senior officers of a friendly liaison service with whom she has worked have described her contributions as beyond anything of its kind known to them." In 1997 Cawley was nominated for consideration as one of the "CIA Trailblazers," in honor of the Agency's 50th Anniversary. Her nomination statement included the comment that "During her entire career, Vangie fought for fair and equal treatment of our female staff. She was a charter member of the so-called 'Petticoat Committee' which reviewed the treatment accorded CIA's female employees." Following her retirement, Cawley worked as a contractor for CIA's History Staff until her death from cancer in 1975. [redacted]

[redacted] (S)⁴²

⁴² Personnel file, Evangeline Louis Cawley, Directorate of Administration, [redacted]

[redacted] (S). See also Nomination for CIA Trailblazers, CIA 50th Anniversary, 1947-1997, by Robert [redacted] F [redacted] DI/OSS/ [redacted] dated 14 April 1997, in CSI History Staff Records.

"She has an inborn (perhaps feminine) tendency to resist direction or guidance"

—1950s Par Comment

AGNES BEATTIE COLLINS: Collins was born in Washington, DC on 1 May 1920. Her father, James Lawton Collins, was a Major General in the Army, her mother a housewife. Collins's younger brother Michael, was the command pilot on Apollo 11, the first mission to the moon. Collins attended Packer Collegiate Institute in Brooklyn, New York from 1936 to 1938 and received a BA in Italian from Vassar College which she attended from 1938 to 1940. Collins spoke fluent French and Italian—she lived as a child in Italy when her father was a military attaché—and also some Spanish, which she learned in Puerto Rico during World War II. She worked as a receptionist for the War Department/US District Engineers in San Juan, Puerto Rico from 1941 to 1942, and then as a research clerk and analyst for the Military Intelligence Services in Miami from 1942 to 1943, at which time she transferred to the OSS. She continued working, first for SSU and then CIG, serving as a clerk in [] from 1946 to 1947. She joined CIA/OSO (Office of Special Operations) in 1947 as a clerk and had tours in [] at CIA Headquarters, and in []. In 1951 she became an Intelligence (Reports) Officer and worked for DDP/WE—[]—where she served as chief of the CE branch. []

[] She resigned in 1958 in order to accompany her husband overseas. Her file contains a notation that it was "her intent to return to the Agency upon completion of her husband's tour of duty." However, her personnel file contains no records dated after 1958. Collins was a GS-5 in 1947, GS-7 in 1948, GS-9 in 1951, GS-11 in 1954, and a GS-12 in 1957. In 1956, the Foreign Intelligence Career Service Board devised a career service plan for Collins. However, judging by the memoranda for the record written by both Collins and Chief, Western Europe (WE), Collins took exception to the career path proposed for her. Paul B. [] C/WE noted, "I realize, of course, that Career Service planning cannot give decisive importance to individual desires, but it is my very definite impression that the proposed plan departs so far from her own wishes as to make it impractical of implementation if employee morale is given due consideration." (S)⁴³

⁴³ See personnel file, Agnes Beattie Collins [] Directorate of Administration []
[] See Memorandum, to FI Career Service Officer, Subject: "FI Career Service Plan for Agnes B. Collins," 25 February 1956. See also Hutchison Interview, 13 November 2003.

LOUISE DAVISON née DICKEY: Davison was born in Baltimore, MD on 4 June 1915. Her father was a Philadelphia architect. She attended Fellowship School in Switzerland, received a BA magna cum laude from Bryn Mawr College in 1937, and received an MA in archaeology from Bryn Mawr in 1938. She also studied at the University of Berlin, Oxford University; Uni-



versity College, London; the Sorbonne; the University of Heidelberg; and the American Academy in Rome. She worked at the Metropolitan Museum of Art, and joined the War Department after the outbreak of World War II, where she became a specialist on German military personalities. She joined CIG in 1947, switching over to CIA when it was formed. She worked in the Office of Operations/Planning & Coordinating Staff for most of her career. She entered into Leave Without Pay (LWOP) status several times in order to give birth to her two sons and once to accompany her husband, a George Washington University Professor, on his year-long sabbatical at

Robert's College, Istanbul. She resigned in 1965 when her position was abolished. She was a GS 13/8—having been promoted to GS-13 in 1949. Following her death, her husband established the Louise Davidson Lecture Series at the Archeological Institute of America; the series continues until this day. Davidson has the distinction of being the tallest of the panel—she was 6' 1." It was Davidson who attracted the notice of her supervisor, J. L. [redacted] who claimed she spent all of her office time collecting information for the Women's Panel. Davidson also worked on contract for the History Staff in the early 1970s. (S)⁴⁴

CHARLOTTE JEANNETTE GILBERT: Gilbert, the oldest panel member, was born on 18 November 1893. Her files contain no records of her life prior to her joining CIG on 15 December 1946 when she became the Assistant Chief, Registry earning an annual salary of \$4,902. She was a widow and lived in Georgetown. She joined OSO when it was formed as part of the new CIA and became the head of the OSO A&S Registry. By 9 March 1950, she was listed on the books as a GS-11 Administrative Officer. As of 26 February 1956, Gilbert was a GS-13 Reports Officer, making \$9,420 per year. One of the panel members remembers that Gilbert was a southern lady of the old school, "tall, very handsome with beautiful manners of a rather formal kind." "Everybody loved her, but she was an authoritarian—you did it the way she wanted it done." It was Charlotte Gilbert who established the procedures for the Registry, many of which are still in effect today. (S)⁴⁵

⁴⁴ Personnel file, Louise Dickey Davidson, Directorate of Administration, [redacted]

(S)

⁴⁵ Personnel cards for Charlotte Gilbert, Directorate of Administration, [redacted]

(S). Hutchison Interview, 13 November

2002. (S)

EVELYN HALL: Hall was born in Arlington, Virginia on 15 July 1912. Her father, a veteran of the Spanish-American War, was a carpenter who died of cancer in 1932. Hall graduated from Washington and Lee High School and had no further academic training. She worked for the Public Works Administration and the Federal Home Loan Bank before she joined COI in 1942. Her husband [] whom she married in 1938, also worked for OSS and CIG []

[] Hall was a GS-12 when she resigned. (S)

She was initially hired as an Administrative Assistant and subsequently became the Deputy Career Service Officer for DDP/PP (Political and Psychological Staff). Hall joined OPC in November 1949. She was promoted to GS-11 in 1950, and to GS-12 in 1955. When she first joined OPP in 1948 a memo was sent to Frank Wisner suggesting that Hall should be the "general factotum" in charge of processing all personnel destined for overseas assignments. She was also expected to monitor their subsequent personal needs while on overseas assignments. However, the writer added "until such time as our need for someone working full-time on this type of assignment is a real one," we will use her as a general Administrative Assistant. Obviously the size of OPC was so small at that point that the office only needed a part-time personnel officer to process overseas assignments—quite different from today's DDO. []

[] she continued to be paid her GS-11 salary, but for "security reasons" no income taxes were withheld. Nevertheless, she was reminded that under federal statutes she still was required to report this income. No advice, however, was offered on how Hall should account for her annual salary of \$5,400 to the IRS. Hall's husband attended the same high school as she, and subsequently obtained a law degree from Southeastern University in Washington, DC while simultaneously working at Garfinkel's Department Store, where he worked his way up from stock boy to salesman. []

(S)⁴⁶

⁴⁶ Memorandum, Mr. S [] to Mr. Wisner, Subject: "Evelyn K. Hall," 13 December 1948. See Letter, to Evelyn K. Hall, 25 May 1950, personnel file, Evelyn Hall, Directorate of Administration, []

(S)

HELEN HANSON: Hanson was born in Wisconsin on 16 July 1913; her mother was Swedish and her father of Swedish descent. Her father was the manager of a milk company in Des Moines, Iowa when she applied to the Agency; her mother was a house wife. After graduating from St. Olaf College, Minnesota with a BA in English and History, she spent a year at the University of Wisconsin studying library science. Hanson was a high school English teacher and a Librarian in Wisconsin until the outbreak of World War II, at which point she joined the WACS, rising from the rank of Private to Lieutenant Colonel by the end of the war. Hanson was the WAC Staff Director in the Mediterranean Theatre; one colleague recalls that she was thought to have been the third highest-ranking WAC officer in that theater. She joined the new CIA in 1947 and spent her entire career as either a Librarian or Administrative Officer with the Office of Central Reference (OCR). She was Chief of the Administrative Staff for OCR when she resigned. Hanson was promoted to GS-12 in 1951, GS-13 in 1952, and GS-14 in 1955. She resigned as a GS 14 in



1964. She remained active in the Army Reserves until at least 1963. Hanson was one of two Agency nominees for the First Annual Federal Woman's Award and she was given the DCI's Award, a Certificate of Merit with Distinction, in 1964, when she was the Assistant Director for Central Reference in the DDI. (S)

Comments in Hanson's personnel file perhaps best encapsulate the prevailing attitudes toward women in the CIA during the 1950s (and 1960s). Notes from Hanson's initial interview on 7 March 1947 observed that Hanson's time in the Army illustrated her qualities of leadership (she had been in charge of 1500 women). However, a notation also was made that Hanson would consider taking a course in shorthand and typing to qualify herself for an overseas assignment. The interviewer recorded that Hanson was "very nice looking." (S)

Hanson received superlative performance reviews throughout her career. In 1953, while she was serving on the Women's Panel, her supervisor wrote that she was the Administrative Officer for the Office of Collection and Dissemination (OCD) and was responsible for all administrative support including personnel, budget, etc., for approximately [] people. He added: "Miss Hanson could probably handle, and handle well, any administrative job which needed a woman in the driver's seat." He concluded: "The Agency will probably always have a small number of executive jobs which should be filled by women, and it is for that reason that I recommend Miss Hanson be listed in the Executive Inventory." (S)⁴⁷

⁴⁷ Helen E. Hanson personnel file, Directorate of Administration [] (S). Charles [] B [] interview by [] R [] Chantilly, Virginia; 18 December 2002 (S). According to B [] who shared an office with Hanson when he was a JOT in 1953, Hanson was supremely qualified, and well thought of by all who worked with her. She was rumored to have been the third highest ranked WAC in World War II (she also allegedly lost her fiancé in that war). However, when Lawrence K. "Red" White was Director of Administration, he was alleged to have said when Hanson was promoted to GS 13 or GS 14 that "that was high enough." White who later became the Agency Executive Director and Comptroller did not allow his secretary to wear slacks in the office. Hanson, who was a "terrific golfer" retired in Florida where she died in 1995. (U)

Executive Record

66-1776

~~CONFIDENTIAL~~

6 MAR 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Nominations for "Member-at-Large" of the
Personnel Advisory Board

1. Attached hereto are biographic profiles on the 7 nominees of the Deputy Directors for the "member-at-large" position on the Personnel Advisory Board. I do not know by what process the ultimate selection will be made but I believe in concept that this member is, in effect, the special representative of the Director. If so, you no doubt will wish to present these nominations to the Director with your specific recommendations.

2. As Chairman of the Personnel Advisory Board and with regard to the specific purpose to be served by this "member-at-large," I would recommend two nominees above the others; specifically, I recommend Eloise Page and Helen Hanson. I have singled out these two as perhaps being the most aggressive and influencing of the nominees and, as between these two, I favor Miss Hanson because of her broad administrative experience and interests. If you will advise me of the final selection, I will draft the appropriate Agency notice.

Ernest D. Echols
Director of Personnel

Attachments: 7

~~CONFIDENTIAL~~

ADELAIDE HAWKINS née MULHERAN: Hawkins was born on 6 March 1914 in Wheeling, West Virginia. Her father was one of ten children of an Irish immigrant couple. He worked as a machinist for Wheeling Steel until he was laid off during the Depression. He then worked as a \$2 a day bargeman on the Ohio River. During World War II, he worked at the Alexandria Torpedo Factory—now a major tourist spot—building torpedoes for the US Navy. Hawkins, who divorced in 1947, supported her three children and two parents throughout her Agency career. She was a high school graduate. (U)



In 1941, Hawkins was allowed to take a succession of US Army Signal Corps extension courses in conjunction with her husband, who had joined the Corps. She was subsequently offered a job by the nascent COI as a GS-3 code clerk. When she entered on duty 3 December 1941, Hawkins recalls her astonishment at a remark made by James Roosevelt (FDR's son) who told the new group of employees that their organization would be very important once the nation went to war—4 days later the Japanese attacked Pearl Harbor. Hawkins worked in a unit established by Elizabeth F. [redacted]

[redacted] and a respected cryptanalyst in her own right. Hawkins said that women were preferred as code breakers because they were thought to be more intuitive. Hawkins' unit was in the basement of South Building. Hawkins recalls that there was also an experimental animal laboratory in the same building and everyone was forbidden to kill any escaped rats. When one day she discovered a white rat on a heating pipe in her office she had to wait until a guard came to return it to the lab. On another occasion, when General William J. Donovan visited the code clerks in their basement facilities, he complained about the general stuffiness of the office air. Donovan was told that they couldn't get anyone to come alleviate the situation. Hawkins claims that, shortly thereafter, a smartly tailored leg was seen kicking in the glass basement window—fresh air was immediately available, and the window quickly was repaired so it could be opened. Hawkins said that the early days of COI and OSS were "fun." Most of the Dartmouth College Glee Club was recruited to work in the communications unit of the OSS and she remembers impromptu song fests. Hawkins acknowledged that for her, part of the fun was that this was her first entry into "the workaday world." Prior to that she had been a housewife and mother. Hawkins said, however, that everyone thought it was her duty to serve as long as the war lasted. No one would have dreamt of resigning, unlike in later years when women employees were expected to leave the work force when they married or had children. (U)

Following the war, Hawkins first worked for SSU and then transferred to the Agency after it was established. Apart from one overseas tour as an area Security Officer in [redacted] she spent her entire career in the Communications Security Division of the Office of Communications: first serving as a Deputy Chief,

then Acting-Chief, and finally Chief of the Cryptanalysis Section. She retired in 1973 as a GS-14/7. The memorandum written to recommend her for a Career Intelligence Medal noted: "Mrs. Hawkins' career has been truly unique in many respects. Not only did she overcome the handicap of being a woman working in a man's world, but she surpassed the competition and developed into the Agency's best cryptanalyst. Through the years, she has always had the ability to work with and supervise men of equal ability without the slightest trace of resentment." She "established a professional status at the National Security Agency (NSA) where she is highly regarded as an accomplished authority in the cryptanalytic field." (S)

In 1956, shortly before Hawkins did her excursion tour to [redacted] her supervisor commented in her par: "Subject's sex and family circumstances make her a difficult rotation assignment problem in the communications field." Her supervisor also noted: "although Mrs. Hawkins has served for some time as Acting Branch Chief, this fact should not be considered as a reflection on either her technical or executive ability. Mrs. Hawkins performance of her duties as Branch Chief has always been excellent. The position of Chief of the branch is being held open for a man with the mathematical background required for the most sophisticated cryptanalytical techniques." (S)

A 17 August 1956 CSB for the Office of Communications discussed Hawkins' suitability for an assignment as the NATCA Security Officer. The resulting memorandum stated: "Because of her sex (which, for example, is limiting in liaison with overseas military commands) and specialty she does not fall in the category of her other contemporaries." The CSB noted she "cannot do the complete Security Officer job in NATCA. However, she will have as her very able assistant, Mr. M [redacted] who is now in NATCA and who is well qualified to perform those functions that Mrs. Hawkins cannot do such as liaison with USAF representatives." Hawkins observed that [redacted] did not appear to have the same difficulty of dealing with women officers as did the US Air Force; the [redacted] simply appointed one of their female employees to serve as her counterpart. (S)

Hawkins recalls when she attended a conference [redacted] she and another woman were placed by themselves in another dormitory so that they would be separated from their male colleagues. Once, when she arrived to participate in an IBM-sponsored management course, she was asked by the female, IBM receptionist if she was in the right place since the course was designed for men executives. Hawkins wryly observed that while she was never kicked out of meetings, they "always had that look of surprise when I showed up." Hawkins observed: "I would have liked to advance further, but was near the top of the heap at Commo. I could have gotten out of Commo, but I had no college degree." Nevertheless, "while I would have liked a few more grades, (the Agency) was always good for me, took care of me and my family." (S)⁴⁸

⁴⁸ Personnel file, Adelaide Hawkins, Director of Administration, [redacted] (S). See also Hawkins Interview, 5 November 2002. (S)

MARY ELIZABETH HUTCHISON née FOLSE: Hutchison was born on 3 October 1911. She was raised in Kansas City where her father was chief of the University of Kansas Veterinary School; her mother was a graduate of the Pratt Institute and taught at the Scarrat Bible Training School. Hutchison received her



BA, MA, and PhD. (Archeology) from the University of Missouri. She also studied from 1935 to 1936 at the American School of Classical Studies in Athens. Prior to World War II she worked at the Curtis-Folse Labs in Kansas City, the Lowell Press in Kansas City as a proof-reader and editor, and as the Assistant in Curriculum for the Houston Public School system. She joined the US Navy WAVES in 1942 and served until 1946. She remained in the Navy Reserves until she retired as a Lieutenant Commander. Hutchison was assigned to Miami during the war where she served as an Intelligence and Liaison Officer. Her duties included debriefing escaped German dissidents and Jews and liaison with visiting officials from Latin America. She spoke French, German, Greek, and Spanish. When Hutchison's husband was seconded to SSU following the war and

assigned to Heidelberg, Germany, Hutchison joined SSU in 1946 so she could accompany him to Germany. She was first interviewed by Richard Helms, who offered her a job as a secretary. Hutchison said she refused, observing to Helms that this was rather a waste of her abilities since she held a doctorate and spoke a number of languages. Helms agreed and Hutchison became one of the organization's first reports officers. [redacted]

[redacted]
North Koreans invaded the south—she recalls that prior to the invasion the US military refused to believe CIA reporting which gave indicators of an invasion.

[redacted] Hutchison returned to Headquarters where she worked for Thomas Karamessines, who later became the DD/O. She had one other overseas tour in [redacted]. When she returned she worked on the Bay of Pigs task force and later became involved in counterintelligence and with James Angleton. She retired as a GS-13. (S)

Hutchison's personnel file offers some interesting insights into how women, and tandem couples, were perceived in the 1950s and 1960s. In January 1948, the then-Chief of Station of [redacted] attempted for the second time to get Hutchison promoted from a CAF-8 to a CAF-9. He acknowledged in a memo that Hutchison had been offered a job in her field of archeology and would resign if not offered more money. The COS cautioned Headquarters that "in considering the merits of this case I trust that you will keep in mind the fact that unless another reports officer with the subject's ability and speed can be found, we will need at least two people to replace her," Hutchison was promoted in March, 1948. However, she was not authorized per diem when she returned to the US since her husband was on military orders. Nor was she allowed any allowances or differential when she

OFFICIAL DISPATCH

VIA: air
SPECIFY AIR OR SEA ROUTE

DISPATCH NO. 2 JYW-392

~~SECRET~~
CLASSIFICATION

TO : Chief of Station

DATE: 11 January 1950

FROM :

Attn:

SUBJECT: GENERAL - Administrative

SPECIFIC - Post Differential

Mary F. Hutchinson

1. Reference is made to 2JYW-188 and 2JYW-197 dated 16 December regarding subject.

2. Executive Order #10,000 states in part:

"Those Eligible - This includes but is not necessarily limited to U.S. citizens or nationals of the following groups:

(a) Those recruited or transferred from the U.S., except in the case of a spouse of a person employed, stationed, or resident in the area, where the Agency concerned determines that the spouses' presence there is primarily in order to be with such individual".

3. It has been determined that subject's presence in is primarily due to a desire to be with her husband, therefore, no Post Differential is payable.

RECEIVING OFFICER
ADJUTANT * FD

COORDINATING OFFICER

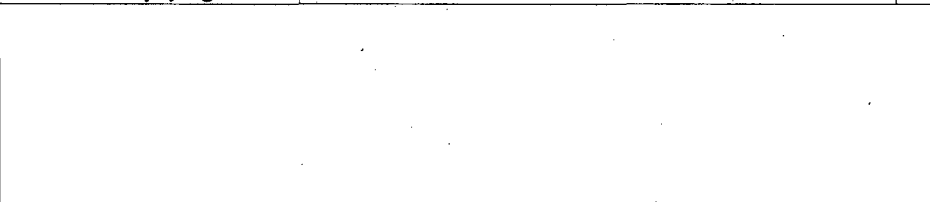
AUTHENTICATING OFFICER

~~SECRET~~

CLASSIFICATION

44-1-6

served in [] since it was "determined that subject's presence in [] is primarily due to a desire to be with her husband." She was promoted in 1950 to a GS-11, to GS-12 in 1952, and to GS-13 in 1955. She was never promoted again, although a number of memos in her file extolled her abilities and recommended her for promotion to GS-14. Hutchison spent most of her career as a supervisor in addition to her reports duties. One of her last performance appraisals, written in 1970, perhaps explains why she continued working despite the lack of recognition: "Subject is one of the unfortunately passing breed who are in CIA because they believe in what it is doing rather than for what it is paying them." []



Hutchison's file indicates that she was considered an adjunct of her husband, another CIA staff officer. Her 1959 performance rater observed: "She can make an intelligent and useful contribution in the operational field, but the choice of jobs open to her is obviously limited. Subject is married to a CIA staff officer. This, of course, restricts her availability for assignment." Her 1952 performance evaluation contained a comment which though highly amusing would no doubt result in a grievance in today's CIA: "She has an inborn (perhaps feminine) tendency to resist direction or guidance, particularly when she feels she has not had a part in the formulation of the principles of direction." To help put the comment into context, it should be noted that during one point in the 1950s, some sections of CIA fitness reports were not shown to employees; in fact, one portion of the official 1952 fitness report contained the caveat that "under no circumstances is this report to be shown to the employee reported on." (S)

Mary Hutchison noted that both of her parents (and grandparents) had been well educated, and it was just assumed that she and her sisters would have careers and be independent. She acknowledged, however, that this was not the norm in the 1950s, when a "great many thought it was—well—a little coarse for women to be working here and maybe just a trifle immoral.... At that point there were a great many women who were brought up with the attitude that if you were going to work, you will be a secretary...very, very few women were trained or encouraged to go into command positions. There were a great many who might have had the ability, but didn't have the opportunity. Although a lot of girls did go to college they expected more or less to get married and not necessarily to go into a professional career. Even if they did it was very difficult, as it is even in today's world, for a woman to get into a position where she really commands. No matter how capable she is, she will not be able to because she is female.... Say what you like, it is still just a man's world and it is going to keep on being so for a good long time." (U)⁴⁹

⁴⁹ Personnel file, Directorate of Administration, [] personnel file for Mary Folse Hutchison (S). See also Hutchison Interview, 13 November 2002. (U)

"A charming member of the Management Training Team . . ."

—1950s Par Comment

DOROTHY EMILY "Dottie" KNOELK: Knoelk, who was Chairman of the Women's Panel, was born in Boscobel, Wisconsin on 26 December 1909. She joined the Agency in 1951 and spent her entire career as a Training Officer or Administrative Officer in the Office of Training. She was a GS-14/2 at the time of her death in 1962, and a GS-12 when she served as the panel's chairman in 1953. Knoelk grew up in Milwaukee where her father was a high school principal; her mother was a housewife. She received a BME from the University of Michigan in 1931 and an MA in Elementary Education and Individual Development and Guidance from Columbia University in 1938. Prior to joining the Agency, Knoelk worked as a high school English, Speech, and Drama teacher for Chelsea Public Schools in Michigan, and for the Milwaukee school system. From 1943 until 1950 she worked for the General Service Administration in Arlington, Virginia where she was a Director of a Residence Hall, responsible for the supervision of 36 staff members and 600 women residents. She took a leave of absence from 1950-1951 to vacation and write. (S)



In 1952 Knoelk was Chief of the Clerical Training Branch. Her then supervisor stated in her personnel evaluation report: "I believe that Miss Knoelk is qualified to handle any position, where women are acceptable, in this agency that requires initiative, sound planning, skill in human relations, resourcefulness, dependability, and enthusiasm." Her supervisor in 1954 said "she piloted the Women's Panel through its deliberations for the Career Service Board with force and diplomacy and with substantial results....In summary—a thoroughly competent, dependable, and charming member of the Management Training Team." In 1955 Knoelk devised and implemented a course of instruction for first-line supervisors in the Agency. By 1956, her evaluation noted the course was in such high demand that almost half of its applicants were turned away. Her rating officer who also addressed her leadership capabilities added: she "has met and overcome the subtle handicap of being a woman teaching supervisory techniques and attitudes to Agency personnel GS-5 through GS-14, 60% of them men." (S)⁵⁰

⁵⁰ Personnel file, Dorothy Knoelk, Directorate of Administration, [redacted]

(S)

DOROTHY LEE MCMILLEN: McMillan joined the Agency in 1947 and worked until 1965 when she retired on disability. She was a GS 12-7 at the time of her separation and was assigned to DDS Office of Personnel, Benefits and Services



Division, Benefits and Counseling Branch. Prior to that she worked for more than ten years in the Regulations Unit of the Office of Personnel, until she asked to be reassigned because she considered the work uninteresting. McMillan was born on 17 August 1905 in Osborne, Kansas; her father was an electrician. McMillan attended Kansas Wesleyan College of Commerce in Salinas, Kansas from 1924 to 1925. From 1925 until the outbreak of World War II she held a variety of stenographer positions in Kansas City, Missouri and in Salinas, except in 1930, when she had to resign and care for her mother who was dying of Bright's Disease. She then worked for the Fraternal Order of Eagles for ten years making \$165 per month. At one period in 1940 she held a series of temporary jobs earning from \$2.50 to \$4.00 per day. In 1941, McMillan came to

Washington, DC and began working for the Department of State where she worked until 1947 as a clerk and administrative assistant. Her starting salary with the Department of State was \$1,440 per annum, she was making \$4,149 by 1947. At the time of McMillan's retirement in 1965, she earned \$12,380 per year. (To help put the salary into perspective, at the time of his retirement in 1961 DCI Dulles earned \$21,000; he received an annuity with survivors benefits of \$8,732 per annum). (S)¹

SYLVIA BECKMAN WARNER: Warner was born on 11 May 1911 in Naperville, Illinois where her father was president of Beckman Wholesale Roofing Company; her mother was a housewife. Warner received a BA in History from Wells College, Aurora, New York in 1933, and then studied International Relations for one year at the London School of Economics and Political Science. Upon her return to the US, she attended the Bryant and Stratton Business College in Chicago where she studied secretarial subjects for three months. She then traveled extensively in Europe and the Mediterranean. She briefly owned her own shop in Dorset, Vermont (1939), did research on a book on the Civil War (1941) and held a one-man exhibition of watercolors in New York City in 1943. She was a member of the House of Representatives of the Vermont General Assembly from 1944 to 1947 (making \$400 a session) she also wrote a weekly column on the Vermont Assembly for a "country newspaper." In 1948, she briefly worked as an editorial secretary for Human Events, Inc., a weekly publication in Washington, DC, but left because she felt the publication was "anti-semitic and isolationist." Warner then co-authored "Getting Along with People in Business" (Funk and Wagnalls, 1950). Notes from her entry interview to the

¹ Personnel file, Dorothy McMillen, Directorate of Administration, [redacted] (S). To help put McMillen's entry level salary with the Department of State into perspective, in 1943 a federal government survey found that the typical (non-farm) American annual income was \$2,302. Only eight years before, during the Depression, that figure was less than \$1,100. See Cynthia Crossen, "In Wartime Holidays of the Past, Patriots Curbed Their Spending," *The Wall Street Journal*, 18 December 2002, Section B, p. 1. (S)

Agency in 1947 observed "applicant has never held a job in her life and thought that she might be interested in a receptionist position." Warner joined the Agency in 1949 and worked for the Office of Scientific Intelligence in the Press and Publication Review section. [REDACTED]

[REDACTED] By 1951 she was a GS-9 Information Control Supervisor in OSI. She went into LWOP status and then resigned in 1951. She was rehired in 1952 as a GS-11 Intelligence Officer on the Production Staff of the National Intelligence Survey in OCI; she was promoted to GS-12 in 1953. A notation on her employee summary worksheet said that Warner said she "just adores" her current job. She resigned in 1955 because of "increased family responsibilities" and to accompany her husband overseas. Warner's initial employment application noted that she did not rely upon her salary for income as she had stocks and bonds. (S)⁵²

JEANNE K. LETELLIER: Although Letellier's signature is seen on a number of personnel actions in the files of the period, little remains of her own personnel folder. Letellier was born on 17 October 1911 and began working for the Agency in 1950. She was listed as an Administrative Officer, was a GS-12 in 1955 and promoted to GS-13 in 1956; no other records were recovered. One of her fellow panelists recalled that Letellier was well educated, and lived in Georgetown at the time of the panel. Letellier, who requested that both her first and last names be pronounced in the French manner, had a physical disability and was required to use a walking aid. (S)⁵³

⁵² Personnel file, Silvia Beckman Wright Warner, Directorate of Administration, [REDACTED] (S)

⁵³ Personnel sheets, Jeanne Letellier, Directorate of Administration [REDACTED] and [REDACTED] (S). See also Hutchison Interview, 13 November 2002. (S)

PANEL ALTERNATES

MARION GORDON SHAW: Shaw was born on 16 September 1920 in Charlottesville, Virginia. Her father was a radio dispatcher for the Virginia State Police and her mother was a teacher. After graduating from St. Anne's School in Charlottesville, Shaw attended Vassar College where she received a BA in English and History in 1941. From 1941 to 1943 she taught, among other things,



Latin at Miss Turnbull's School in Norfolk, Virginia. She worked as a recruiting representative for the fourth U.S. Civil Service Region, in Norfolk from 1943 to 1945. When she was released after the war because of staff cuts stemming from the number of returning male veterans, she next found employment with the U.S. Maritime Commission as a placement assistant—only to be displaced by yet another returning veteran in 1948. She began working for the Department of State as a personnel clerk and served two tours in Budapest and Athens. She resigned in 1950 and came to work for CIA as an administrative assistant in ORE [redacted]

[redacted] In 1951 she was attached to OCI/Current Intelligence and studying Russian language. By 1953 she was an intelligence assistant to the Chief and Senior Intelligence Officer of OCI's Soviet Staff. She became a full-fledged ana-

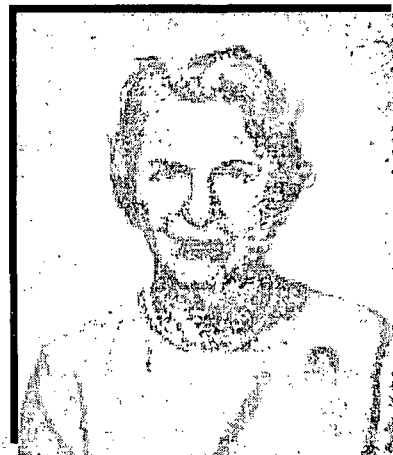
lyst in that branch by 1968, its acting-Chief by 1968, and Chief in 1969, serving until 1976, when she was replaced by the Office Director's Executive Assistant. She finished her career as the Senior Soviet Analyst in the USSR Division of the Office of Regional and Political Analysis. Her personnel file contains a 1974 letter from then-DCI William Colby complimenting her and her branch on their contributions to the "National Intelligence Daily." A memorandum dated 21 July 1971 also commended her for her briefing of David Rockefeller prior to his trip to the USSR. The memo said Rockefeller claimed Shaw's pre-brief session was the most useful he had received, including one by Henry Kissinger. (S)⁵⁴

BETH ENID MARKS: Marks, a high school graduate, was born in Jamestown, New York on 28 June 1915; her father was a furniture salesman, her mother a housewife. She joined the Agency on 26 September 1947, but resigned in 1959 in order to marry a senior officer in the Swiss Foreign Service; she was a GS-12 at the time of her resignation. From 1944 to 1945 she worked as a secretary with the OSS and SSU—first in Italy and later in Austria—until 1946 when the OSS was disbanded. She worked for the Department of the Navy from 1941 to 1944. Prior to that she worked briefly as a furniture salesman in Jamestown, New York on a commission basis—she noted in her application that she left the job in 1941 because gas-rationing cut down the number of customers. She also

⁵⁴ Personnel file, Marion Shaw, Directorate of Administration, [redacted] 87. Interview with James [redacted] H [redacted] former Chief, Europe Division, DDI, by J [redacted] R [redacted] Chantilly, 24 October 2002. (C)

worked as a secretary in Jamestown for weekly salaries ranging from \$15 to \$20. Once she joined the CIA, she worked as an Administrative Assistant in DDP/OSO. Her first overseas assignment was from 1947 to 1950 as the COS's secretary in [redacted]. She returned to work at OPC/EE on the [redacted] Desk as a Reports/Operations Officer. She rose from a GS-5 to a GS-11 between 1950 and 1958, before returning to [redacted] as a Reports Officer. Back in [redacted] she received another promotion before her resignation in 1959. (S)⁵⁵

MARGARET MARIE SLUSSER: Slusser was born 28 June 1911 in Trafford, Pennsylvania; she was adopted. Her adopted father was employed as a works manager at Westinghouse Electric Manufacturing Company. While Slusser did not obtain a university degree, she attended several universities, including Carnegie Institute of Technology (1928-29) where she studied Business Administration and Psychology; Grace Martins Business College in Pittsburgh (1929-1930), where she completed a year's work in secretarial studies; George Washington University (1944-1945), where she studied Psychology; and the Department of Agriculture Graduate School (1952), where she took "Introduction to General Semantics." Prior to joining the Agency in 1948, Slusser held a series of jobs including: a secretary for the McIntosh Electric Company in Pittsburgh (1930-1931); a secretary/sales clerk at the Joseph Horne Company in Pittsburgh; District Office Secretary for the Family Society of Allegheny County (1933-1942); Administrative Assistant for the Department of the Navy, first in the Bureau of Ordnance, and later the Bureau of Ships (1942-1948). Slusser began her Agency career as a GS-7 Administrative Assistant in the Foreign Broadcast Information Bureau (FBIB), now known as FBIS. She served tours or extended TDYs in [redacted]



[redacted] By 1950 she was the Assistant Administrative Officer for all of FBIB. She was promoted to GS-9 in 1950, GS-11 in 1951, and GS-12 in 1954—the same year she became the Chief Administrative Officer for the entire bureau. She was promoted to GS-13 in 1955, GS-14 in 1961 and GS-15 in 1966. Slusser remained the Chief Administrative Officer for FBIS until the time of her retirement in 1971, but was never promoted again. At the time of her retirement, FBIS had nearly [redacted] employees and [redacted] stations—Slusser managed the administrative support for the entire bureau. Among her many accomplishments was the establishment of a personnel system [redacted]

[redacted] She devised and implemented a cohesive system for all of these employees which is still in effect today. (S)⁵⁶

⁵⁵ Personnel file, Beth Enid Marks, Directorate of Administration, [redacted]

(S)

⁵⁶ Personnel file, Margaret Marie Slusser, Directorate of Administration, [redacted]

(S)

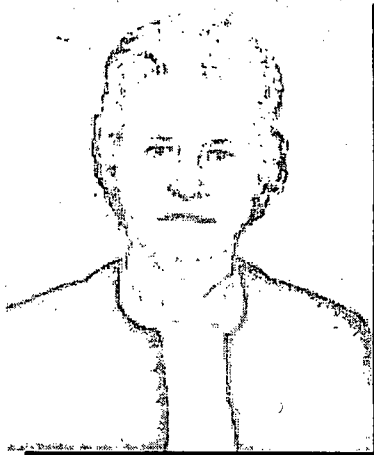
EMILY JACK: Jack was born in Peoria, Illinois on 27 September 1916. Her father was a business executive at the Isaac Walker Hardward (sic) Company in Peoria; her mother was a housewife. She attended Bradley Polytechnic Institute in



Peoria (1934 to 1936) and Simmons College in Boston where she earned a Bachelor's Degree in Business Administration in 1938; she took graduate classes at American University from 1948 to 1951 (Government of USSR) and from 1956 to 1957 (Far East International Relations). Prior to joining the Agency in 1949, Jack worked as a file clerk and Chief of the Records Section at the Office of Censorship in Chicago from 1942-44. She then worked as an assistant supervisor of the Stenographic Branch, a Personnel Officer, and finally a Research Assistant for the United Nations Relief and Rehabilitation Administration (UNRRA) in Washington, DC and Europe (1944 to 1949). Jack spent her entire Agency career in the DI, in both OER and its predecessor organization, the Office of Research and Estimates. She did economic research throughout her entire career, and was known as the premier specialist on Soviet and East European electric power industries; she was also an expert on the use of nuclear

energy in both communist and non-communist areas. A memorandum nominating Jack for an award commended her encyclopedic knowledge of the Soviet electric power industry "probably unsurpassed outside the USSR." Jack was promoted to GS-9 in 1950, GS-11 in 1952, GS-12 in 1956, GS-13 in 1967 and GS-14 in 1974. She retired as a GS-14 in 1980. (S)⁵⁷

RUTH MURPHY ROBINSON: Robinson was born on 18 April 1912 in Tennessee; her husband was a unit supervisor in the General Accounting Office.



Robinson attended Lincoln Memorial University off and on between 1929 and 1935, but did not obtain her AB from that school until 1958; she also took night classes at George Washington University (1935 to 1937) and Catholic University (1959). Her first job was as a first-to-third grade teacher in a small school in Sevier County, Tennessee. She then moved to Washington, DC, to work in the National Youth Administration as an assistant/junior file clerk. She joined the COI as a record and file clerk and continued to work for OSS and SSU. She entered the new agency in 1947, and in 1951 opted to switch from records management to personnel work in OSO. A notation was made in her 1956 performance evaluation that she should not be considered for foreign service because her spouse worked for another government agency. She spent most of her career in the DDP's Records Integration Division

(RID) and was still serving as an Administrative/Personnel Officer when she retired in 1970 as a GS-12. In 1967 a memorandum was written in support of

⁵⁷ Personnel file, Emily E. Jack, Directorate of Administration, [redacted] (S)

"... [she] could probably handle, and handle well, any administrative job which needed a woman in the driver's seat."

—1950s Par Comment

promoting Robinson from a GS-11 to GS-12—she had been in grade since 1952. The memorandum noted that Robinson had controlled the personnel activities of a division that at times had over [] staff employees. Robinson was the key figure in developing the RID Professional Trainee Program for young college graduate analysts who served a two-year tour in RID and moved to CTP or onward to professional assignments in the DDP. This program was the entry point for many officers who subsequently rose to senior positions in the DDP/DDO; graduates included John [] DD/O; Michael M [] Chief, Europe Division; and David E [] ADD/O. Aldrich Ames also started his career in the Agency in RID. (S)⁵⁸

MARGARET EARLE "MACK" MCKENNEY: McKenney was born on 11 August 1916 in Ennis, Texas; her father was a real estate agent. She graduated from the Ennis Public School System and obtained her first job in 1938 working as a secretary at the Ennis Tag and Salesbook Company. In 1940 she joined the US Civil Service and began work at the War Department for Army G-2 where she worked until 1946, when she joined CIA. McKenney spent her entire Agency career in personnel until her last job where she served as an Inspector on the IG staff, and as Deputy Director of the Agency's nascent EEO program. She was appointed the Agency's first Federal Women's Program Coordinator. In 1974, McKenney's supervisor wrote that she was a major drafter of the Agency's 1974 EEO Affirmative Action Plan, a plan "that would both move the Agency in the direction of improving a poor EEO performance record and be approved by a very critical Federal Director of EEO, who had rejected the Agency EEO plan last year." McKenney began her Agency career as a GS-7. She received a GS-9 in 1948, a GS-11 in 1950, a GS-12 in 1952, a GS-13 in 1956, a GS-14 in 1970, and finally retired in 1976 as a GS-15, which she had been since 1974. McKenney's personnel file contains a number of memoranda extolling her abilities and recommending her for promotion to GS-14. Hugh T [] Chief of the Covert Action (CA) staff, wrote several memoranda on her behalf when she was the CA Staff's Deputy Chief of Support and Personnel Officer. (S)⁵⁹



⁵⁸ Personnel file, Ruth Murphy Robinson, Directorate of Administration, [] (S). Ironically, the National Youth Administration for which Robinson worked in the 1930s was known to have had an organized communist presence. See Harvey Klehr, John Earl Haynes, and Fridrikh Igorevich Firsov, "The Secret World of American Communism" (New Haven and New York: Yale University Press, 1995), pp. 105-106, footnote 26 (S). Interview with Michael M [], 21 December 2002. (U)



DEBORAH (NMI) VERRY: Verry was born in Worcester, Massachusetts on 8 October 1910; her father was Vice President of the Crompton & Knowles Loom Works in Worcester, her mother was a housewife. She graduated from

the Ethel Walker School in Simsbury, Connecticut and received a diploma in History from Sarah Lawrence College, which she attended between 1929 and 1931. Throughout the 1930s Verry organized and played in a number of women's golf tournaments and represented the United States on the US Women's Curtis Cup Golf Team in 1936; she was president of the Women's Eastern Golf Association from 1939 until 1942. Prior to the war Verry worked as a case worker for the Worcester Children's Friend Society from 1933 until 1941; her personal history form stated she worked a 36 hour week for 45 weeks per year. Verry enlisted in the US Navy after war broke out and served until 1946, at which time

she was a Lieutenant Commander supervising 107 other officers. From April 1947 until June 1948 she attended the Washington School for Secretaries to learn basic secretarial skills. (Well-educated women frequently attended secretarial school in the late 40s and early 1950s. As has been seen, this was the case even for those who had held command positions of the military during World War II.). At the time of Verry's entry onto duty she stated she was not dependent upon her salary because she owned stocks. (S)

Verry started work in 1948 as a GS-5 secretary/stenographer for ORE. She transferred to the Office of Scientific Intelligence (OSI) in 1949 to be a GS-7 Information Control Supervisor. She became a GS-9 Administrative Assistant in 1950 and a GS-11 Administrative Officer in 1951. She was promoted to GS-12 in 1952, GS-13 in 1954, and GS-14 in 1965. She died several months after her last promotion. Her final job was on the OSI's Executive Staff. She received a number of commendations and one QSI during her career. She supervised [] people in her last job as Chief Administrative Officer for OSI.

(S)⁶⁰

In addition to the women cited above, two others served on the Petticoat Panel: Sally D [] as a primary member, and Sally M [] as an alternate. No personnel records remain for either of these two panelists—or they subsequently married and have records filed under their married names.

⁵⁹ Personnel File, Margaret McKenney, Directorate of Administration, [] (S). A former Agency Director of Personnel said he was first trained by McKenney and claimed he learned more from her during this period than at any other time. He said McKenney was one of the authorities on Agency regulations—tough but very fair. Citing as one example, he said McKenney arranged for the medical transfer from [] of a young case officer, Porter Goss. (Goss later became Chairman of the House Permanent Select Committee on Intelligence.) McKenney's treatment of Goss and his family, based on her knowledge of regulations and experience, has paid dividends ever since. Interview with Darwin Drewyer, former Chief of Personnel (SIS-4), by J [] on 19 November 2002; Chantilly, Virginia. (S)

⁶⁰ Personnel file, Deborah Verry, Directorate of Administration, [] (S)

APPENDIX B

Appendix B contains an example of a Fitness Report on Virginia Hall Goillot, the recipient of the Distinguished Service Cross for her work with the French Resistance, behind enemy lines during World War II; Virginia Hall's rebuttal to the fitness report; and a page from her original interview.



Virginia Hall was born in Baltimore, MD on 6 April 1906; her father was a banker. She attended Roland Park Country Day School in Baltimore, and was a student at Radcliffe and later Barnard College from 1924-1926. She then studied for a year at the Ecole des Sciences Politiques in Paris and two years at the Konsularakademie in Vienna. She also studied for a short time at the Universities of Strasbourg, Grenoble, and Toulouse. She spoke fluent French, Italian, and German. In 1931 she was hired as a clerk at the American Embassy in Warsaw. She then served in Tallinn, Estonia; Vienna, Austria; and Izmir, Turkey. While in Turkey, Hall was in a hunting accident which resulted in the loss of her left leg below the knee; she was fitted with a prosthesis. Because of this accident, she was later called by the Maquis "la Dame Qui Boite" (the Limping Lady). Hall resigned from the State Department in 1939 because of a State regulation stating: "Any amputation of a portion of a limb or resection of a joint is cause for rejection in the career field."

Hall traveled in Europe until the war broke out at which time she joined the French Ambulance Service Unit as a private. When France fell in July 1940 Hall escaped to Great Britain via Spain. She was recruited by the British Special Operations Executive (SOE) and became the first woman in SOE to set up resistance units in Vichy France after undergoing full trade-craft training in weapons, communications, and security. From August 1941 she served under cover as a stringer for the "New York Post." (The US was still neutral at that time so she could stay openly in Vichy France.)

After the US entered the war, though now classified as an enemy alien, Hall continued her resistance work in Vichy for fourteen more months. She established contact with the Maquis and assisted in the escape to Great Britain of downed allied airmen. She also recruited French citizens and located drop zones for money and weapons for the Resistance. Hall then escaped by walking over the Pyrenees to Spain, where she was promptly incarcerated for a brief period in Figueras Prison. When she was released she first worked for SOE in Spain and then returned to Great Britain. In 1943 she transferred from SOE to OSS as a second lieutenant (her salary was sent to her mother in Baltimore). She returned behind enemy lines as a radio operator in March 1944. Because of her artificial leg she could not be parachuted behind the lines, but entered France surreptitiously via boat. She remained there until after D-Day even though her cover had been blown during her SOE days when the Germans circulated a sketch of her with the notation: "The woman who limps is one of the most dangerous Allied agents in France. We must find and destroy her."¹

After the disbandment of OSS, Hall joined CIG and then CIA where she worked until her mandatory retirement in 1966. E. Howard Hunt said, "She was a sort of embarrassment to the noncombat-CIA-types, by which I mean bureaucrats. Her experience and abilities were never properly utilized."²

¹ See Mackintosh, pp 146-165.

² *Ibid.*, p. 164.

SECRET

(When Filled In)

FITNESS REPORT (Part I) PERFORMANCE

INSTRUCTIONS

FOR THE ADMINISTRATIVE OFFICER: Consult current instructions for completing this report.

FOR THE SUPERVISOR: This report is designed to help you express your evaluation of your subordinate and to transmit this evaluation to your supervisor and senior officials. Organization policy requires that you inform the subordinate where he stands with you. Completion of the report can help you prepare for a discussion with him of his strengths and weaknesses. It is also organization policy that you show Part I of this report to the employee except under conditions specified in Regulation [redacted]. It is recommended that you read the entire form before completing any question. If this is the initial report on the employee, it must be completed and forwarded to the Office of Personnel no later than 30 days after the date indicated in lines 8, of Section "A" below.

| SECTION A. GENERAL | | | |
|--|--------------------------|--|------------------------|
| 1. NAME (Last) (First) (Middle) | 2. DATE OF BIRTH | 3. SEX | 4. SERVICE DESIGNATION |
| Hall Virginia | 6 April 1906 | F | |
| 5. OFFICE/DIVISION/BRANCH OF ASSIGNMENT | | 6. OFFICIAL POSITION TITLE | |
| DDP/NEA/5 | | Area Ops. Officer | |
| 7. GRADE | 8. DATE REPORT DUE IN DP | 9. PERIOD COVERED BY THIS REPORT (inclusive dates) | |
| GS-13 | 2 December 1956 | 2 December 1955 to 2 December 1956 | |
| 10. TYPE OF REPORT (check one) | | 11. PERIOD COVERED BY THIS REPORT (check one) | |
| <input checked="" type="checkbox"/> INITIAL | | <input type="checkbox"/> REASSESSMENT-SUPERVISOR | |
| <input type="checkbox"/> REASSESSMENT-EMPLOYEE | | <input type="checkbox"/> SPECIAL (Specify) | |

| SECTION B. CERTIFICATION | |
|---|--|
| 1. FOR THE RATER: THIS REPORT <input type="checkbox"/> HAS <input checked="" type="checkbox"/> NOT BEEN SHOWN TO THE INDIVIDUAL RATED. IF NOT SHOWN, EXPLAIN WHY NOT: <i>On leave</i> | |

| SECTION C. CHECK (X) APPROPRIATE STATEMENTS. | |
|---|---|
| <input type="checkbox"/> THIS REPORT REFLECTS MY OWN OPINION OF THIS INDIVIDUAL. | <input type="checkbox"/> IF INDIVIDUAL IS RATED "P" IN C1 OR D, I HAVE BEEN ADVISED BY THE INDIVIDUAL THAT HE HAS A COPY RETAINED TO THIS REPORT. |
| <input type="checkbox"/> THIS REPORT REFLECTS THE COMBINED OPINIONS OF MYSELF AND PREVIOUS SUPERVISORS. | <input type="checkbox"/> I CANNOT CERTIFY THAT THE RATER INDIVIDUAL CANNOT NOW EVALUATE HIS JOB PERFORMANCE BECAUSE (Specify): |
| <input type="checkbox"/> I HAVE DISCUSSED WITH THIS EMPLOYEE HIS STRENGTHS AND WEAKNESSES SO THAT HE KNOWS WHERE HE STANDS. | |

| | | |
|--------------|--------------------------|--------------------------------|
| 2. THIS DATE | 3. TYPED OR PRINTED NAME | 4. SUPERVISOR'S OFFICIAL TITLE |
| 28 Dec. 1956 | James E | Chief, [redacted] |

| | |
|---|---|
| 5. FOR THE REVIEWING OFFICIAL: RECORD ANY INFORMATION WHICH WILL LEAD TO A BETTER UNDERSTANDING OF THIS REPORT. | 6. WITH THE SUPERVISOR, OR ANY OTHER INDIVIDUAL, IN CONNECTION WITH THE SUPERVISOR'S REVIEW OF THIS REPORT. |
|---|---|

| | |
|--|---|
| 7. I certify that any information with the supervisor is reflected in the above section. | 8. OFFICIAL TITLE OF REVIEWING OFFICIAL |
| 28 Dec. 1956 | Chief, NEA/5 |

| SECTION C. JOB PERFORMANCE EVALUATION | |
|--|--|
| 1. RATING ON GENERAL PERFORMANCE OF DUTIES | |

DIRECTIONS: Consider ONLY the productivity and effectiveness with which the individual being rated has performed his duties during the rating period. Compare his ONLY with others doing similar work at a similar level of responsibility. Factors other than productivity will be taken into account later in Section D.

| | |
|--|---|
| 2. RATING ON GENERAL PERFORMANCE OF DUTIES | 3. COMMENTS |
| 3 | Employee is rated "3" rather than higher because this most accurately describes her performance during the rating period. However, it is the opinion of the rater, who was at no time during the rating period in actual supervision of the employee, that the employee was not in her chosen or best field of operation and that her performance was |

affected by this lack of interest and performance background.

SECRET
(When Filled In)

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| 3. RATINGS ON PERFORMANCE OF SPECIFIC DUTIES | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--------------------------------|---------------|---------------|-----------------------------|-------------------------|-----------------|-----------------------|--------------------|---------------------|-----------------------------|-------------------|---------------------------|---------------|--------------------|-----------------------------|----------------|-------------|--------|--------------------------------|--------------|------------------|--------------------|----------------------------|-------------|-------------------------|--------------------------------|
| <p>DIRECTIONS:</p> <p>a. State in the spaces below up to six of the more important SPECIFIC duties performed during this rating period. Place the most important first. Do not include minor or unimportant duties.</p> <p>b. Rate performance on each specific duty considering ONLY effectiveness in performance of this specific duty.</p> <p>c. For supervisors, ability to supervise will always be rated as a specific duty, not rate as supervisor (those who supervise a supervisor only).</p> <p>d. Compare in your mind, when possible, the individual being rated with others performing the same duty at a similar level of responsibility.</p> <p>e. Two individuals with the same job title may be performing different duties. If so, rate them on different duties.</p> <p>f. Be specific. Examples of the kind of duties that might be rated are:</p> <table border="0"> <tr> <td>ORAL BRIEFING</td> <td>HAS AND USES AREA KNOWLEDGE</td> <td>CONDUCTS INTERROGATIONS</td> </tr> <tr> <td>GIVING LECTURES</td> <td>DEVELOPS NEW PROGRAMS</td> <td>PREPARES SUMMARIES</td> </tr> <tr> <td>CONDUCTING SEMINARS</td> <td>ANALYZES INDUSTRIAL REPORTS</td> <td>TRANSLATES GERMAN</td> </tr> <tr> <td>WRITING TECHNICAL REPORTS</td> <td>MANAGES FILES</td> <td>DEVELOPING SOURCES</td> </tr> <tr> <td>CONDUCTING EXTERNAL LIAISON</td> <td>OPERATES RADIO</td> <td>KEEPS BOOKS</td> </tr> <tr> <td>TYPING</td> <td>COORDINATES WITH OTHER OFFICES</td> <td>DRIVES TRUCK</td> </tr> <tr> <td>TAKING DICTATION</td> <td>WRITES REGULATIONS</td> <td>MAINTAINS AIR CONDITIONING</td> </tr> <tr> <td>SUPERVISING</td> <td>PREPARES CORRESPONDENCE</td> <td>EVALUATES SIGNIFICANCE OF DATA</td> </tr> </table> <p>g. For some jobs, duties may be broken down even further if supervisor considers it advisable, e.g., machine key and phone operation, in the case of a radio operator.</p> | | | | ORAL BRIEFING | HAS AND USES AREA KNOWLEDGE | CONDUCTS INTERROGATIONS | GIVING LECTURES | DEVELOPS NEW PROGRAMS | PREPARES SUMMARIES | CONDUCTING SEMINARS | ANALYZES INDUSTRIAL REPORTS | TRANSLATES GERMAN | WRITING TECHNICAL REPORTS | MANAGES FILES | DEVELOPING SOURCES | CONDUCTING EXTERNAL LIAISON | OPERATES RADIO | KEEPS BOOKS | TYPING | COORDINATES WITH OTHER OFFICES | DRIVES TRUCK | TAKING DICTATION | WRITES REGULATIONS | MAINTAINS AIR CONDITIONING | SUPERVISING | PREPARES CORRESPONDENCE | EVALUATES SIGNIFICANCE OF DATA |
| ORAL BRIEFING | HAS AND USES AREA KNOWLEDGE | CONDUCTS INTERROGATIONS | | | | | | | | | | | | | | | | | | | | | | | | | |
| GIVING LECTURES | DEVELOPS NEW PROGRAMS | PREPARES SUMMARIES | | | | | | | | | | | | | | | | | | | | | | | | | |
| CONDUCTING SEMINARS | ANALYZES INDUSTRIAL REPORTS | TRANSLATES GERMAN | | | | | | | | | | | | | | | | | | | | | | | | | |
| WRITING TECHNICAL REPORTS | MANAGES FILES | DEVELOPING SOURCES | | | | | | | | | | | | | | | | | | | | | | | | | |
| CONDUCTING EXTERNAL LIAISON | OPERATES RADIO | KEEPS BOOKS | | | | | | | | | | | | | | | | | | | | | | | | | |
| TYPING | COORDINATES WITH OTHER OFFICES | DRIVES TRUCK | | | | | | | | | | | | | | | | | | | | | | | | | |
| TAKING DICTATION | WRITES REGULATIONS | MAINTAINS AIR CONDITIONING | | | | | | | | | | | | | | | | | | | | | | | | | |
| SUPERVISING | PREPARES CORRESPONDENCE | EVALUATES SIGNIFICANCE OF DATA | | | | | | | | | | | | | | | | | | | | | | | | | |
| DESCRIPTIVE RATING NUMBER | <p>1 - INCOMPETENT IN THE PERFORMANCE OF THIS DUTY</p> <p>2 - Barely adequate in the performance of this duty</p> <p>3 - PERFORMS THIS DUTY ACCEPTABLY</p> <p>4 - PERFORMS THIS DUTY IN A COMPETENT MANNER</p> <p>5 - PERFORMS THIS DUTY IN SUCH A FINE MANNER THAT HE IS A DISTINCT ASSET ON THIS JOB</p> <p>6 - PERFORMS THIS DUTY IN AN OUTSTANDING MANNER FOUND IN VERY FEW INDIVIDUALS HOLDING SUCH A JOB</p> <p>7 - EXCELS ANYONE I KNOW IN THE PERFORMANCE OF THIS DUTY</p> | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SPECIFIC DUTY NO. 1 | RATING NUMBER | SPECIFIC DUTY NO. 2 | RATING NUMBER | | | | | | | | | | | | | | | | | | | | | | | | |
| Conducted survey of 3rd country operational assets vis-a-vis [redacted] | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SPECIFIC DUTY NO. 2 | RATING NUMBER | SPECIFIC DUTY NO. 3 | RATING NUMBER | | | | | | | | | | | | | | | | | | | | | | | | |
| Planned operations based on above survey. | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SPECIFIC DUTY NO. 3 | RATING NUMBER | SPECIFIC DUTY NO. 4 | RATING NUMBER | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>4. NARRATIVE DESCRIPTION OF WARRIOR OF JOB PERFORMANCE</p> <p>DIRECTIONS: Stress strengths and weaknesses, particularly those which affect development on present job.</p> <p>Employee was brought into NZA-5 for the purpose of conducting a TDY survey of 3rd country assets in Europe which could be utilized in [redacted]. During and after this TDY, the employee was under the immediate direction of the former Branch Chief, and after her return she was not amenable to accepting assignment or direction from the rater. As a result of this situation the employee was left to her own devices to plan 3rd country operations based on her survey. The negligible results of this activity were not entirely the fault of the employee as the press of other business precluded the Branch Chief from being able to give her continual and sufficient guidance. However, for an employee of her [redacted] experience, and apparent ability, the results were disappointing. Employee's initiative and creative thought did not appear to be commensurate with her grade and experience, but in all fairness it should also be mentioned here that the employee was out of her professed field in this assignment; that she did make repeated attempts to clarify her status and assignment during the period subsequent to her TDY; and that she did express dissatisfaction with the nebulous nature of her assignment. However, in the rater's opinion much more in the way of creative operational thinking, planning, and writing could reasonably be expected from an employee of her grade and experience.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>SECTION 5. SUITABILITY FOR CURRENT JOB IN ORGANIZATION</p> <p>DIRECTIONS: Take into account here everything you know about the individual's productivity, conduct in the job, pertinent personal characteristics or habits, special defects or talents, and how he fits in with your team. Compare him with others doing similar work at about the same level.</p> <p>1 - DEFINITELY UNSUITABLE - HE SHOULD BE SEPARATED</p> <p>2 - AT BOUNDARY OF SUITABILITY - WOULD NOT HAVE ACCEPTED HIM IF I HAD KNOWN THAT I KNOW NOW</p> <p>3 - A BARELY ACCEPTABLE EMPLOYEE - BORDER AVERAGE BUT WITH NO PERFORMANCE SUFFICIENTLY OUTSTANDING TO RECOMMEND HIS RETENTION</p> <p>4 - OF THE SAME SUITABILITY AS MOST PEOPLE I KNOW IN THE ORGANIZATION</p> <p>5 - A FINE EMPLOYEE - HAS SOME OUTSTANDING STRENGTHS</p> <p>6 - AN UNUSUALLY STRONG PERSON IN TERMS OF THE REQUIREMENTS OF THE ORGANIZATION</p> <p>7 - EXCELS BY OVER A FEW IN SUITABILITY FOR WORK IN THE ORGANIZATION</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>IS THIS INDIVIDUAL BETTER SUITED FOR WORK IN SOME OTHER POSITION IN THE ORGANIZATION? <input type="checkbox"/> YES <input type="checkbox"/> NO. IF YES, EXPLAIN FULLY:</p> <p>Preferably not FI operations - she does not like them. Her professed field is para-military.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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(When Filled In)

FITNESS REPORT (Part II) POTENTIAL

INSTRUCTIONS

FOR THE ADMINISTRATIVE OFFICER: Consult current instructions for completing this report.

FOR THE SUPERVISOR: This report is a privileged communication to your supervisor, and to appropriate career management and personnel officials concerning the potential of the employee being rated. It is NOT to be shown to the rated employee. It is recommended that you read the entire report before completing any question. This report is to be completed only after the employee has been under your supervision FOR AT LEAST 90 DAYS. If less than 90 days, hold and complete after the 90 days has elapsed. If this is the FINAL REPORT on the employee, however, it MUST be completed and forwarded to the CP no later than 30 days after the due date indicated in line 9 of Section "G" below.

SECTION E.

GENERAL

| | | | |
|--|--------------------------|--|------------------------|
| 1. NAME (Last) (First) (Middle) | 2. DATE OF BIRTH | 3. SEX | 4. SERVICE DESIGNATION |
| Hall Virginia | 6 April 1906 | F | |
| 5. OFFICE/DIVISION/BRANCH OF ASSIGNMENT | | 6. OFFICIAL POSITION TITLE | |
| DDP/NEA/5 | | Area Ops. Officer | |
| 7. GRADE | 8. DATE REPORT DUE IN CP | 9. PERIOD COVERED BY THIS REPORT (Inclusive dates) | |
| GS-13 | 2 December 1956 | 2 December 1955 to 2 December 1956 | |
| 10. TYPE OF REPORT (Check one) | | 11. SPECIAL (Specify) | |
| <input checked="" type="checkbox"/> INITIAL <input type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT/REEMPLOYMENT | | | |

SECTION F.

CERTIFICATION

| | | | |
|--|--------------------------|---|---|
| 1. FOR THE RATER: I CERTIFY THAT THIS REPORT REPRESENTS MY BEST JUDGMENT OF THE INDIVIDUAL BEING RATED | | | |
| 2. THIS DATE | 3. TYPED OR PRINTED NAME | 4. SUPERVISOR'S OFFICIAL TITLE | |
| 28 Dec. 1956 | James E | Chief | |
| 5. FOR THE REVIEWING OFFICIAL: I HAVE REVIEWED | | | |
| 6. THIS DATE | 7. TYPED OR PRINTED NAME | 8. OFFICIAL TITLE OF REVIEWING OFFICIAL | 9. OFFICIAL TITLE OF REVIEWING OFFICIAL |
| 28 Dec. 1956 | | Chief, NEA-5 | |

SECTION G.

ESTIMATE OF POTENTIAL

1. POTENTIAL TO ASSUME GREATER RESPONSIBILITIES

DIRECTIONS: Considering others of his grade and type of assignment, rate the employee's potential to assume greater responsibilities. Think in terms of the kind of responsibility encountered at the various levels in his kind of work.

1 - ALREADY ABOVE THE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED
 2 - HAS REACHED THE HIGHEST LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED
 3 - MAKING PROGRESS, BUT NEEDS MORE TIME BEFORE HE CAN BE TRAINED TO ASSUME GREATER RESPONSIBILITIES
 4 - READY FOR TRAINING IN ASSUMING GREATER RESPONSIBILITIES
 5 - WILL PROBABLY ADJUST QUICKLY TO MORE RESPONSIBLE DUTIES WITHOUT FURTHER TRAINING
 6 - ALREADY ASSUMING MORE RESPONSIBILITIES THAN EXPECTED AT HIS PRESENT LEVEL
 7 - AN EXCEPTIONAL PERSON WHO IS ONE OF THE TOP TWO SHOULD BE CONSIDERED FOR EARLY ASSUMPTION OF HIGHER LEVEL RESPONSIBILITIES

RATER'S NUMBER: 4

2. SUPERVISORY POTENTIAL

DIRECTIONS: Answer this question: Has this person the ability to be a supervisor? ☐ Yes ☐ No. If your answer is YES, indicate below your opinion as to the level of supervisory ability this person will reach AFTER SUITABLE TRAINING. Indicate your opinion by placing the number of the descriptive rating below which comes closest to expressing your opinion in the appropriate column. If your rating is based on observing him supervise, note your rating in the "Actual" column. If based on opinion of his potential, note the rating in the "Potential" column.

| DESCRIPTIVE RATING NUMBER | 2 - HAVE NO OPINION OR HAVE SUPERVISORY POTENTIAL IN THIS SITUATION | 1 - BELIEVE INDIVIDUAL WOULD BE A WEAK SUPERVISOR IN THIS KIND OF SITUATION | 3 - BELIEVE INDIVIDUAL WOULD BE AN AVERAGE SUPERVISOR IN THIS KIND OF SITUATION | 4 - BELIEVE INDIVIDUAL WOULD BE A STRONG SUPERVISOR IN THIS SITUATION |
|---------------------------|---|---|---|---|
| ACTUAL | POTENTIAL | DESCRIPTIVE SITUATION | | |
| | 0 | A GROUP DOING THE BASIC JOB (Group Drivers, stenographers, administrators of professional specialists of various kinds) whose contact with immediate superiors is frequent (First line supervisors) | | |
| | 0 | A GROUP OF EMPLOYEES WHO DO THE BASIC JOB (Second line supervisors) | | |
| | 0 | A GROUP, THE WAY OF WHOM MAY NOT BE SUPERVISORS, WHICH IS RESPONSIBLE FOR MAJOR PLANS, ORGANIZATION AND POLICY (Executive level) | | |
| | 0 | WHEN CONTACT WITH IMMEDIATE SUPERIORS IS NOT FREQUENT | | |
| | 0 | WHEN IMMEDIATE SUPERVISORY ACTIVITIES ARE MINOR AND NEED ARE | | |
| | 0 | WHEN IMMEDIATE SUPERVISORY INVOLVE MEMBERS OF THE OPPOSITE SEX | | |
| | 0 | OTHER (Specify) | | |

FORM NO. 45 (Part II)
1 NOV 55

REPLACES PREVIOUS EDITIONS
OF FORMS 45 AND 45A WHICH
ARE OBSOLETE

SECRET

Potential

641

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(When Filled In)

3. INDICATE THE APPROXIMATE NUMBER OF MONTHS THE RATED EMPLOYEE HAS BEEN UNDER YOUR SUPERVISION
None - see Part I, Section C-3.

4. COMMENTS CONCERNING POTENTIAL

Not practical to comment due to lack of rater's supervisory responsibility over employee and narrow limits of assignment.

OFFICE OF PERSONNEL
JAN 9 11 09 AM '57

MAIL ROOM

SECTION M. FUTURE PLANS

1. TRAINING OR OTHER DEVELOPMENTAL EXPERIENCE PLANNED FOR THE INDIVIDUAL

None in this Branch; employee contemplating reassignment to another division.

2. NOTE OTHER FACTORS, INCLUDING PERSONAL CIRCUMSTANCES, TO BE TAKEN INTO ACCOUNT IN INDIVIDUAL'S FUTURE ASSIGNMENTS

None known.

SECTION I. DESCRIPTION OF INDIVIDUAL

DIRECTIONS: This section is provided as an aid to describing the individual as you see him on the job. Interpret the words literally. On the page below are a series of statements that apply in some degree to most people. To the left of each statement is a box under the heading "Category." Read each statement and insert in the box the category number which best tells how much the statement applies to the person covered by this report.

X = HAVE NOT OBSERVED THIS; HENCE CAN GIVE NO OPINION AS TO HOW THE DESCRIPTION APPLIES TO THE INDIVIDUAL

1 = APPLIES TO THE INDIVIDUAL TO THE LEAST POSSIBLE DEGREE

2 = APPLIES TO INDIVIDUAL TO A LIMITED DEGREE

3 = APPLIES TO INDIVIDUAL TO AN AVERAGE DEGREE

4 = APPLIES TO INDIVIDUAL TO AN ABOVE AVERAGE DEGREE

5 = APPLIES TO INDIVIDUAL TO AN OUTSTANDING DEGREE

| CATEGORY | STATEMENT | CATEGORY | STATEMENT | CATEGORY | STATEMENT |
|----------|--|----------|--|----------|--|
| 3 | 1. ABLE TO SEE OTHERS' POINT OF VIEW | 3 | 11. HAS HIGH STANDARD OF ACCOMPLISHMENT | X | 21. IS EFFECTIVE IN DISCUSS. WITH SUBORDINATES |
| 3 | 2. CAN MAKE DECISIONS IN HIS OWN WHEN WOULD OTHERS | 2 | 12. KNOWS FREQUENTLY | 3 | 22. IMPLEMENTS DECISIONS OF SUPERIOR |
| 2 | 3. TAKES INITIATIVE | 3 | 13. ACCEPTS RESPONSIBILITY | X | 23. IS INFLUENCED BY OTHERS |
| 3 | 4. IS ANALYTIC IN HIS THINKING | X | 14. ADMITS HIS ERRORS | X | 24. WORKS WELL UNDER PRESSURE |
| 2 | 5. STRIVES CONSTANTLY FOR NEW KNOWLEDGE AND IDEAS | 2 | 15. RESPONDS WELL TO SUPER. CRITICISM | 3 | 25. DISPLAYS JUDGEMENT |
| 3 | 6. WORKS WHEN HE SEES ASSISTANCE | 3 | 16. DOES HIS JOB WITHOUT STRONG SUPERV. | 3 | 26. IS REGULARLY CAUTIOUS |
| 3 | 7. CAN GET ALONG WITH PEOPLE | 2 | 17. COMES UP WITH SOLUTIONS TO PROBLEMS | X | 27. IS FLEXIBLE |
| 4 | 8. USES MIND FOR FACTS | 3 | 18. IS OBEDIENT | 3 | 28. HIS CRITICISM IS CONSTRUCTIVE |
| 2 | 9. GETS THINGS DONE | 3 | 19. THINKS CLEARLY | 2 | 29. FACILITATES SWIFT OPERATION OF HIS OFFICE |
| X | 10. CAN SOLVE ANY EMERGENCY | 2 | 20. COMPLETES ASSIGNMENTS WITHIN ALLOWABLE TIME LIMITS | | 30. DOES NOT ACQUIRE KNOWLEDGE AND ABILITIES SUPERIOR TO HIS |

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MEMORANDUM FOR THE RECORD

SUBJECT: Fitness Report dated 28 December 1956

1. The Fitness Report dated 28 December 1956, regarding the undersigned, was shown to me by my Career Service Officer on 7 February 1957.

2. I believe that the low rating of "3" for the period of TDY from 1 January 1956 to 11 June 1956 in Europe is unjustified. I was sent on TDY to assess the potential in specific European countries for acquiring third-country operational assets for political action targeted against [] to explain NSA/5's interest in, and need of, such assets to the stations in these countries and to enlist their cooperation. During the period of TDY I sent in reports as often as possible (approximately one every two weeks) and on my return wrote a comprehensive report, giving my conclusions and recommendations. I believe that the TDY was performed as competently as possible, given the reaction of every station to my request for assistance in spotting and recruiting assets for use against [] and other NSA targets. Certainly I did not return with any high-level asset recruited for political action, but with a series of leads and a sound recommendation for a political action and political intelligence program using third country assets. I feel that the rating for this period is, therefore, unjustifiably low.

3. As for the period after my return, i.e., from 11 June to 2 December, 1956, I had no assignment. After having written my report and made my recommendations, I was told to be patient and wait for a decision. That Mr. [] says that I was not under his supervision at this time is startling indeed. I was attached to the [] desk, whose head was and is Mr. []. It was my assumption, therefore, that I was directly under his supervision. At all events, I suggested to Mr. [] early in the summer that, as I was doing nothing more than waiting, reading and providing a sort of clipping service of the [] papers for the interested case officers, he might wish to assign me something more constructive. The answer was that he had nothing but "junk" which was not already being taken care of and that he did not wish to give me that. Toward the end of August, I suggested to Mr. [] that in view of the [] some one should be giving full-time attention to the preparations for the elections and analyzing the pre-election trends in the various parts of the country. The other officers

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being busy, I suggested that I "sit on the situation" until a decision was reached about the political action and intelligence program I had outlined. Mr. B [] apparently thought this a fine idea, but one of the other case officers raised such an outcry at my being given this assignment that to "keep the peace" it was given to still another officer, []. Subsequently, some time in October I believe, Mr. B [] reorganized his section, getting away from functional assignments and back to the comprehensive desk assignment - []. He assigned me to work on the [] desk, the head of which was to be a rather junior GS-11. I told Mr. B [] and Mr. A [] that I considered such an assignment improper. They agreed that it was improper, and Mr. A [] said that I should report directly to him in his office, until some decision had been made about undertaking a political action and intelligence program using third country nationals such as I had recommended. I still had no assignment. As almost five months had passed with no assignment and no decision on my recommended program, I drafted a skeleton project for political action and intelligence using third country nationals on which future action could be based, and then asked for my release.

4. During this post TDY period I was under Mr. B [] supervision to all intents and purposes and according to my own understanding; however, as I had no assignment during this period, it is perhaps unfair to ask him to give me a rating for this time. Certainly the rating given is based on nothing. The reason I did not do more operational planning or creative writing during this period seems obvious to me. There was no point in planning and writing in a total vacuum - or until a decision as to whether or not to undertake a political action and intelligence program had been made. However, I question Mr. B [] allegation that I was neither interested nor experienced in the PP field - more specifically in political action. I was and am intensely interested in this field of action and have had considerable experience in it even before coming to the Agency - my education and entire work background revolve around such activities, including very intensive PM and PP activities from 1941 to 1945.

5. To sum it up, I find it almost incredible that Mr. B [] has written the fitness report on me that he apparently did.

Virginia Hall Collier

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~~CONFIDENTIAL~~

REPORT OF INTERVIEW

1950

Name of Candidate Virginia Hall

Position Considered For _____ Office _____ Interviewer _____

Personal Appearance

| | | |
|-------------------|---------------|--------------------|
| Disfigured..... | Natural..... | Awkward..... |
| Well-groomed..... | Clean..... | Slovenly..... |
| Wide-Awake..... | Steady..... | Apathetic..... |
| Impressive..... | Ordinary..... | Insignificant..... |

Personality

| | | |
|-----------------------|-----------------|-----------------|
| Perceptive..... | Responsive..... | Tactful..... |
| Imperturbable..... | Steady..... | Dislike..... |
| Cheerful..... | Tractable..... | Deficient..... |
| Straight-Forward..... | Reserved..... | Tractive..... |
| Modest..... | Complacent..... | Conceited..... |
| Dominant..... | Confident..... | Indecisive..... |

In education adequate? Yes (X) No () In language facility adequate? Yes (X) No ()

Area Knowledge Excellent

Previous intelligence or related experience Working OSS

The most qualified person for the ~~desired~~ job that I have ever interviewed.

Salary level requested \$513 Lowest salary acceptable \$ _____

General Recommendation:

1. Candidate is not recommended for employment. Remarks: _____

2. Candidate is recommended for employment. Justification: Under supervision, appears to be a good and

Specific Recommendation for employment:

Position: _____ Probable: _____ Division: _____

Location: _____

Salary level: \$513

Recommendation as to potential value of candidate to the organization in other than the position immediately under consideration: _____

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