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Mr. James W. McCord, Jr. 7 Winder Court Rockville, Maryland 20850

Donr June

As you bring to a close more than twenty-five years of service to your country, I want to join your friends and co-workers in wishing you well and hoping that you find the years ahead filled with enjoyment and satisfaction.

It takes the conscientious efforts of many people to do the important work of this agency. You leave with the knowledge that you have personally contributed notably to our success in carrying out our mission. Your faithful and loyal support has measured up to the high ideals and traditions of the Sederal service.

May I express to you my approciation and extend my best wishes for the years ahead.

Sinceroly.

kichard Helma Director

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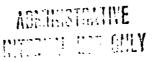
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A Director of Personnel

OP/RAD/ROB/MRDanieronijat/3257 (19 August 1970)



31 August 1970

MEMORANDUM FOR THE RECORD

SUBJECT :. Retirement - James W. McCord, Jr.

- 1. The retirement of Subject, effected as a result of a memorandum from the Head of his Career Service stating that he is surplus to the needs of the Service and that his retirement will be recommended to the Director under the provisions of the CIA Retirement and Disability System pertaining to involuntary retirement, in no way implies an adverse action. Subject signed an application for retirement of his own volition in order to qualify for an immediate retirement annuity. The liberalized criteria for such separations was established by the Agency to parallel similar actions under the Civil Service Retirement System in accordance with FPM Letter No. 831-23, dated 10 December 1969.
- 2. Any inquiry received concerning the nature of the separation of Subject from the Agency should be confirmed simply as a retirement.

Francis G. Monan

Chief, Retirement Affairs Division

ADMINISTRATIVE NTERVAL CER ONLY

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ADMINISTRATIVE - INTERNAL USE ONLY

1 September 1970

MEMORANDUM FOR: Mr. James W. McCord, Jr.

THROUGH

1 Deputy Director for Support

THROUGH

: Director of Security

SUBJECT

: Certificate of Distinction

- 1. The Honor and Merit Awards Board is pleased to notify you that the award named above will be conferred on you in recognition of the excellent service you have rendered this Agency. Security considerations relevant to the award are explained in the attached memorandum from the Office of Security.
- 2. The award will be presented to you at a ceremony to be held in the near future. Members of your family, Agency associates, and intimate friends who are aware of your Agency affiliation may attend the ceremony.
- 3. Invitations to the ceremony will be extended by the Secretariat, Honor and Merit Awards Board, Office of Personnel, extension 3645. Please send to that office the names and phone numbers of the guests you would like to have invited, and indicate any dates on which you would not be available for such a ceremony.

/Sgd/ Robert M. Eaynor

ROBERT M. GAYNOR
Recorder
Honor and Merit Awards Board

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	3. Standard Form 56 (Agency Certific Group Life Insurance Act of 1954)	ation of Insurance Status, Federal Employers'
	4. Standard Form 2802 (Application f	or Refund of Retirement Deductions).
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	7. I have been informed of "conflict foresee no problem in this regard	of interests" policy of the Agency and concerning my new employment.
	8. Form 71 (Application for Leave).	
	9. CSC Pamphlet 51 (Re-employment Rig Forces Duty).	hto of Federal Employees Performing Armed
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1 - Aug 1970

MEMORANDUM FOR : Mr. James W. McCord, Jr.

THROUGH

: Head of SS Career Service

SUBJECT

: Notification of Approval of Involuntary Retirement

- 1. This is to inform you that the Director of Central Intelligence has approved the recommendation of your Career Service that you be involuntarily retired under the CIA Retirement and Disability System.
- 2. Your retirement will become effective 31 August 1970. Your annuity will commence as of 1 September 1970 and is payable on 1 October 1970. You may be assured that every effort will be made to expedite delivery of your first check following completion of the administrative details necessary to process your retirement.
- 3. You will receive a lump-sum payment for your accrued annual leave up to 30 days or for whatever amount of leave credit you carried over from the last leave your if that amount is more than 30 days.

10/ hotels S. Matties

Robert S. Wattlee Director of Personnel

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(10 Aug 70)

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MEMORANDUM FOR: Chief, Official Cover Branch, Central Cover

Staff, DD/P

THROUGH

: Chief, Administration and Training Staff, OS

SUBJECT

: Summary of Agency Employment - James W.

McCord, Jr. ..

REFERENCE

: Memorandum to Chief, Administrative Staff/ OS from C/OCB/CCS, dated 14 July 1970,

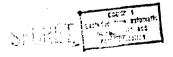
Subject, James W. McCord, Jr.

Attached hereto is a summary of Agency Employment for

Mr. James W. McCord, Jr., who is retiring 31 August 1970.

Deputy Director of Security (PTOS)

Att.



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SUMMARY OF AGENCY EMPLOYMENT

JAMES W. MCCORD, JR.

Service with the Central Intelligence Agency began on 22
August 1951 and continued through-31 August 1970. During his career there was a variety of assignments involving investigations, research and report writing, technical and physical security programs and a two year tour overseas.

As an investigator during the first two years of employment, there was wide involvement in a variety of support activities requiring implicative and ingenuity.

During the seven years engaged in research and report writing, there was much independence of action and success depended on initiative, imagination and resourcefulness in pioneering new areas of interest. Beginning in May 1957, managerial responsibilities began with appointment to a Deputy Chief position of a research staff of some six professional and clerical personnel.

When serving overseas, responsibilities were managerial in nature as Chief of a regional staff of some ten professional and clerical personnel providing a full spectrum of security support.

From August 1964 to June 1965 he attended the Air War College as representative of the Agency.

Since 1965 two vital line positions were held involving the Agency's programs in the technical and physical security fields.

In heading up the technical security division, from 1965 to 1963, he had primary supervisory responsibility for some 40 professional and clerical personnel, preparing the budget and programs for the Agency's technical security program, and managing the obligating of authorized funding to assure that approved programs and goals were met. He was instrumental in guiding the development of new approaches, in establishing new training concepts and in bringing the Agency to a position of recognized leadership in this field.

SECRE

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Since October 1968, as Chief of a division responsible for the Agency's physical security program he had primary responsibility for the supervision of some 70 professional and clerical personnel, together with the programming, budgeting and implementing of the total physical security program of the Agency. As a result of his technological experience, he developed and implemented physical security programs which produced for the Agency a physical security posture of pre-eminent quality within the US Government.

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Mr. James W. McCord, Jr. 7 Winder Court Rockville, Maryland 20850

Cear Jime

As you bring to a close more than twenty-five years of service to your country, I-want to joinyour friends and co-workers in wishing you well and hoping that you find the years ahead filled with enjoyment and satisfaction.

It takes the conscientious efforts of many people to do the important work of this agency. You leave with the knowledge that you have personally contributed notably to our success in carrying out our mission. Your faithful and loyal support has measured up to the high ideals and traditions of the Poderal service.

May I express to you my appreciation and extend my best wishes for the years ahead.

Richard Helma Director

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2 7 AUG 1978 /s/ in B. Fisher

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OP/RAD/ROB/MRDameron:jat/3257 (19 August 1970)

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT

: Recommendation for involuntary Retirement -Mr. James B. McCord, Jr.

REFERENCE

- Hamorandum for Mr. James W. McCord, Jr. from Director of Security dated 30 June 1970, same subject
- 1. This memorandum submits a recommendation for your approval; this recommendation is contained in paragraph 4.
- 2. Mr. James W. McCord, Jr., GS-15, Physical Security Officer, Cifice of Security, Support Services, has been recommended for involuntary retirement under the provisions of Headquarters Regulation 20-50m. The purpose of this proposed retirement, to which Mr. McCord is agreeable, is to assist the Office of Security to reduce its personnel surplus. If such retirement is approved, Mr. McCord requests an effective date of 31 August 1970.
- 3. Mr. McCord has been designated a participant in the CIA Retirement and Disability System and will meet the technical requirements for involuntary retirement under the System prior to the effective date requested. He is 46 years old and will complete 25 years of Federal service on 21 August 1970. This service includes over 19 years with the Agency of which 5 years were in qualifying service. The CIA Retirement Board has recommended that his involuntary retirement be approved.
- 4. R is recommended that you approve the involuntary retirement of Mr. James W. McCord, Jr. under the provisions of Headquarters Regulation 20-50m.

Robert S. Wattles
Director of Personnel

1st Balmant S Watter

The recommendation contained in paragraph 4 is approved:

. . . . /s/. Richard Helms

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8 AUG 1970

Director of Central Intelligence

Date

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MC CORD, James A

(1/2027-0)

10 March 1969

MENDRANDUM FOR: Mr. John W. Coffey

I want to express my appreciation to you personally and through you to Howard Osborn and the other of your associates who contributed so effectively to the visit of the President on Friday. The arrangements were flawless; the security first-class without being intrusive. I am well aware of the amount of work and planning which went into the successful outcome. I particularly want to commend the good sense and judgment which prevailed throughout. It is easy to push people around. It is difficult to take proper precautions and at the same time make everyone feel as though it were his or her party. Thank you very much. Well denes

Richard Helms Director

co: Acting Executive Director

SECRET Janes Mc Cord

10 March 1969

MEMORANDUM FOR:

DD/PTOS

SUBJECT

Security Support During President Nixon's Visit

- 1. I have received numerous and highly complimentary comments from the Director, the Executive Director and the Acting Deputy Director for Support for the role this Office played during the visit of President Nizon to the Agency on 7 March 1969. In addition, Mr. Don Gautreau, the Secret Service Agent responsible for protective measures during the visit, told me that he had never met a more highly professional group of personnel than our Security officers. He was impressed with the comprehensive coverage inherent in our protective measures.
- 2. Our performance on Friday was smooth, efficient and effective and once more is a tribute to our ability to rise to any occasion. This is possible only because of the quality of the effort put forth by each Security Officer who participated. I am very proud of all of you and I would like to particularly commend Jim McCord, and [I for the work they did in planning our role in the ceremonies. Equally impressive was the performance of and his people in the provision of audio coverage of the event.

3. I would like to have copies of this memorandum placed in the official Personnel File of every individual who participated in making this event such a great success.

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TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

OFFICE OF THE DIRECTOR

WASHINGTON, D.C. 20226

Softenber 5, 1968

Er. Howard J. Osborn Director of Security Central Intelligence Agency Washington, D. C.

Dear Mr. Osborn:

English and

This letter is in appreciation for the valuable assistance provided by your office during the Republican National Convention at Miami Beach, Plocida.

I would particularly like to commend James W. McCord and the following members of his Division:

Their dedication and outstanding degree of technical competence contributed immeasurably to the success of our mission.

Sincerely,

Thomas J. Willey

Assistant Director

CONFIDENTIAL



NATIONAL COMMUNICATIONS SYSTEM
OFFICE OF THE MANAGER
WASHINGTON, D.C. 20305

IN REPLY REFER TO: NCS-EO

2 1 NOV 1957

Mr. Howard Osbern
Director of Security
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Osborn:

on 8 November 1967. Menors. James McCord, and formative briefing on the subject, "Audio Threat by the Communist Block". Included in this presentation was the display of the latest electronic techniques and technical developments in the area of audio threat.

This presentation was most enlightening and proved to be of keen interest to the Agency NCS Representatives, staff members of the Office of the Manager, NCS and selected key personnel of the Defense Communications Agency.

We very much appreciate the availability of the above mentioned personnel and I should like to commend them on their excellent manner of presentation and thorough knowledge of the subject matter.

Copy to: Mr. Georgia I. R. OBENCHAIN, JR.
Brigadier General, USA
Assistant Deputy Manager,
National Communications System

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NATIONAL SUCKETY AGENCY Office of The Director Fort George G. Mondo, Maryland, 20755

12 August 1967

DOS 67. 4161

Honorable Richard M. Helms Director of Central Intelligence Washington, D. C. 20505

Dear Dick:

I want to thank you for the technical security demonstration recently presented to me by Howie Osbern and members of his staff. We are very conscious of the subject and welcome opportunities to be kept up-to-date on the state-of-the-art.

I would appreciate your also conveying my personal thanks to Messrs [] James McCord, and their assistants, not only for the high degree of professionalism which they demonstrated during the session here but also for their continued advice and assistance to my security organization. I am sure you join me in encouraging continued close liaison of this type.

Faithfully yours,

301

MARSHALL S. CARTER Lieutenant General, U. S. Army Director

8 Maruh 1966

MEMORANDUM FOR: Mr. Jenes V. McCord, Jr.

THROUGH : Head of SS Career Service

SUBJECT: Notification of Non-eligibility for Designation as a

Participant in the CIA Retirement and Disability System

1. As you may know, we are in the process of reviewing the employment history and current career field of all employees in the Agency to identify those who are eligible for designation as a participant in the new CIA Retirement and Disability System. In this process, the initial review of each case is made by the individual's Career Service. If the Head of his Career Service nominates him for participation in the system, this nomination is reviewed by the CIA Retirement Board which recommends final action to me. However, if the Head of the Career Service advises that the employee does not meet the basic requirements of HR 20-50 for participation, I have accepted this finding without further review by the CIA Retirement Board. This practice has been adopted in the interest of expediting this screening process so that those employees who are eligible to participate in the system may be designated participants as soon as possible.

- 2. In your case, the Head of your Career Service has advised me that you do not meet the requirements of HR 20-50 for designation as a participant and I have accordingly made the formal determination required by the regulation that you are not eligible for designation. From a review of your record it appears that the decision of your Career Service was based upon the fact that you do not have sufficient time prior to completing 15 years of service with the Agency in which you could complete a minimum of 60 months of qualifying service as required by regulation. My determination that you are not eligible at this time for designation in no way affects your current status under the Civil Service Retirement System, nor does it preclude reconsideration of your eligibility to participate in the CIA System if you should meet the requirements for designation in the future.
- 3. Should you desire further information concerning the requirements for designation as a participant in the CIA Retirement System, I suggest that you read paragraph e of HR 20-50 and paragraph 5 of the Employee Bulletin dated 30 July 1965, entitled "Public Law 88-643, The Central Intelligence Agency Retirement Act of 1964 for Certain Employees."
- 4. It is always possible that the records upon which the determination—made in your case may have been incomplete or inaccurate regarding your actual employment history with the Agency. If, after studying the materials cited above, you have questions regarding the determination that you are not eligible to participate in the CIA Retirement System, please feel free to contact officials of your Career Service. They are familiar with the details of your case and will gladly discuss them with you. In addition, you may wish to discuss your case with the CIA Retirement Staff located in Room 6E-1319 Head-cuarters (extension 6001). If such discussions do not resolve any questions you have regarding your eligibility, you may request that your case be formally considered by the Board. However, this request must be made within 30 days of the date of this memorandum.

Emmett D. Echols

Director : Personnel

SECRET

20 July 1965

MEMORANDUM FOR: Chief, A&TS

SUBJECT

(McCORD, James W., Jr.)
(Educational Matter)

Attached is a letter from George Washington University showing the completion of the requirements for the degree of Master of Science in International Affairs. I understand this would be of interest to the Training and Personnel Branches for their files.

James W. McCord, Jr. Chief, Technical Division

Attachment:
As Stated Above

SECRE





THE GEORGE WASHINGTON UNIVERSITY

July 7, 1965

Mr. James W. McCord, Jr Air War College Maxwell AFB, Ala.

Dear Mr. McCord,

I am happy to inform you that you have passed satisfactorily the Comprehensive Fxamination for candidates seeking the degree of Master of Science in International Affairs.

Congratulations!

Very truly yours,

An Grover L. Angel

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cc: CGS File Registrar # 183595

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23 Sertember 1954

Military Permit for Germany - James Walter McCord, Jr.

1. It is requested that a Military Permit for Germany be affixed to the Special Passport issued to the above subject.

- 2. Travel for the above subject is sponsored by the CENTRAL INTELLIGENCE AGENCY. Housing accommodations are avaliable.
- 3. It is further requested that any reference to the CENTRAL INTELLIGENCE AGENCY be excluded from the permit issued.

Special Passport # 39738
Date of issue: 15 September 1954
Place of issue: Washington, D.C.
Valid Until: 14 September 1956
Occupation: Government Employee
Destination: Frenkfurt
Duration in Germany: 2yrs.
Date of entry: 30 September 1954

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Director of Personnel Department of Justice-F.B.I. Washington, D. C.

17 September 1991

10:

In accordance with the regularizante of the Jederal Percental Mound, it is requested that the Official Fursional Folder and lesse Record 170

WFE:

MCCORD, James Walter, Jr.

D'A :

26 Jan. 1924

PRETICUILI EMILOTED IN:

Department of Justice-F.B.X.

BRABGE OF DIVISION

LOCATTOM

Washington, D. C.

DATES OF EMPLOYMENT : October 1948 to February 1951

Be forwarded to:

Mr. E. B. J. Hopkins Chief, forecanal Civision Control Intelligence Agency 2430 E Streat, R. W. Unehington 25, D. C.

Garage Sanger 31

COUFIDEUTIAL

22 furnat 1951 (Date)

I, Jumes Wilter VoCord, Jr., hereby certify that the information appearing on my Personal Mistory Statement dated13 May 1951 is still execurate and correct, except as follower No corrections

- 1. However an addition may be made to the education section insemuch as one summer semester in evening Law School, lincoln University, O k-lend; Calif., was completed since the date of the application. This semester began 4 June 1951 and ended 10 August 1951.

 2. In the certificate regarding Reserve Status filed with the original
 - 2. In the certificate regarding Reserve Status filed with the original application it was reflected that I was in the Volunteer Air Reserve, USAF. On August 14 s letter Reserve Order from Earliton AFE, Calif., was sent to me advising that I was being transferred from the Volunteer Air Reserve to

-- CONFIDENTIAL

the Organized Reserve with a mobilization assignment with the 19th District CI. Travis AFB, California. () litery Status Questionsirre)

800 Pacific Avenue Clamela, California July 20, 1951

Mr. Joseph B. Magen Chicf, Forsomiel Procurement Centual Intelligence Agency 21:30 F Sarcet, N. W. Washington, D. C.

Doar Fr. Ragan:

stoleronce is made to your letter dated Juno 1, 1951.

At the present time I am in the position of finding it necessary in the very near future to sucke several decisions of considerable financial importance to me. Should your organization be in a position to indicate whother favorable consideration has been given my application, or to indicate by what date you may be in a position to make a decision in that regard, such information would be of very great help to me at this time. As you have been advised carlier, I am interested in the CIA as a career, am willing to accept an assignment either oversons or in this country at your discretion, and at the starting salary you believe commensurate with my past emperionce.

any assistance you can furnish concerning the acove request will be indeed appreciated.

Very truly yours

James Water McCard Jr James salter Second, Jr.

REQUEST FOR SECURITY CLEARLY

	Regreed No.
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Appendix I Photographs	Division
Form No. 37-10h	

r**i**t

Mr. James W. McCord, Jr. 820 Pacific Avenue Alameda, Galifornia

Dear Mr. McCord:

This is to acknowledge receipt of your application for employment with the Central Intelligence Agency.

Your application is being given consideration for current employment possibilities. This process is somewhat time consuming; however, we shall advise you as soon as a definite decision has been reached.

Any requests for further information should be addressed to the undersigned.

Very truly yours,

JOSEPH B. RAGAN Chief, Personnel Procurement

Foo1

Hr. James Walter McCord, Jr. 82. Facilie Avenue Alamaia, California

Door Mr. McCords

Thenk you for your recent application for employment in our organization.

Enclosed you will find the forms which we require sil prospective applicants to fill cut in order that we may become more thoroughly acquainted with their background and experience. If you will be good enough to fill them out and return them with three passport size photographs of yourself, we will be in a better position to review your qualifications and will then advise you further. You may retain the fourth copy of the Personal History Statement for your own records.

We sincerely appreciate your interest in our organization and look forward to hearing from you in the near future.

Very truly yours,

JOSEPH B. RAGAN Chief, Personnel Procurement

Enclosures (9)

RESTRICTED

SECRECY AGREEMENT

- 2. I agree that I do not now, nor shall I ever possess any right, interest, title or claim in or to any of the information or intelligence or the methods of collecting or handling of it which has come or shall come to my attention by virtue of my connection with the Control Intelligence Agency, but shall always recognize the property right of the United States of America in and to such ratters.
- 3. I do solemnly swear that I will never divulge, publish nor reveal either by word, conduct, or by any other means such classified information, intelligence or knowledge, except in the performance of my official duties and in accordance with the laws of the United States, unless specifically authorized in writing in each case by the Director of Central Intelligence.
- 4. I understand that no change in my assignment or employment will relieve me of my obligation under this oath and that the provisions of this cath will remain binding upon me even after the termination of my services with the United States.
- 5. I understand that my employment by the Central Intelligence Agency is conditioned upon my understanding of and strict compliance with "Security Regulations CIA", and the appendices thereto.
- 6. I take this obligation freely, without any mental reservation or purpose of evasion.

In witness whereof I have set my hand and seal this ____ day of _

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		_	Jame Weller ms Cord fr.	(Seal)
Sworm.	to before me this	day of		
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RESTRICTED

FORM BO. 38-33

J20 Pacific Avenue Alameda, California April 13, 19:1

Director Control Intelligence Agency Washington, D. C.

Doar Sir:

I am intorested in securing an interview with your local Agent-In-Charge regarding the position of Special Agent with your organization. My prior investigative experience includes four years as a Special Agent and two years as a dadio Technician, I hold a complacion in the U.S. Air Force Reserve, and have held an assignment as Intelligence Officer in a Asserve Unit. My last annual two-week tour of duty in the Air Force Reserve was an Invelligence Officer Researcher Course at Lowry Air Force Base, Colorado in March, 1950. My ago is twenty-seven, and I am married, no children.

Should it appear that an interview may be arranged, I shall be glad to talk with your representative at his convenience.

Vory truly yours

James Watter 185 Garl, Ja.
James Walter McCord, Jr.

Handle With Care

WATERGATE FILE REVIEW FLAG

SUBJECT:	McCORD. James			1
			•	. !
FILE NO:	58124	DATE FLAGGED:	24 April 19	(h

above date was reviewed for possible significance to "Watergate" or other related matters. This review was conducted by Office of Security personnel. Additionally, this file was in the custody of the Office of the Inspector General from 26 February 1974 until released to the Office of Security on 15 April 1974.

No action is required through date cited above for further "Watergate" related file review reporting.

File Cross Reference - 625000

Officer Reviewing File

DO NOT REMOVE OR DESTROY THIS FLAG WITHOUT THE CONCURRENCE OF THE DEPUTY DIRECTOR OF SECURITY.

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SECRET

8 March 1961

File No. K-3030

MEMORANDUM FOR: Chief, Records and Services Division

Cifice of Personnel

SUBJECT

: McCCRD, James W.

1. Cover arrangements arrangements have been completed for the above-named Subject. TDY

2. Effective 11 Mar - 27 March 61 it is requested that your

current Agency employment to an external inquirer.

FOR GIAN EL MOCHOUSE Acting Chief Central Sover Group

cc: SSD/OS

SECRET

FORM 1580a

1 3 F

18 El

Mr. James W. McCord, Jr. 7 Winder Court Rockville, Maryland 20850

Dear Mr. McCord:

It is the practice of the Organization to follow up with former employees six months after their retirement. We hope by such inquiry to obtain information on what our retirees are doing and where they are located, invite suggestions for improving the retirement program and to learn if the Organization might be of some assistance on any post-retirement matters.

We should like very much to hear from you on the above points and on any other topics you think would be useful to

For your convenience in replying, we have enclosed a sheet somewhat skin to a form on which we have listed those standard items of information we'd like to have on every retiree. The remainder of the sheet, including the reverse side, is for your comments and suggestions. We shall be most appreciative of your fullest response to this inquiry.

Thank you very much for your cooperation.

Sincerely yours,

Personnel Officer

Enclosures: Questionnaire Return Envelope

Distribution:

Original - Addressee

1 - OPF

1 - RAD Subject's File

OP/RAD/FFAB/ :mlp (23 April 1971)





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EFFECTIVE DATE OF PAY ADJUSTMENT: 28 DECEMBER 1969

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"PAY ADJUSTMENT IN ACCORDANCE WITH SECTIONS 212 AND 216 OF PL 90-206 AND EXECUTIVE ORDER 11413 PURSUANT TO ALTHORITY OF OCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A-CCI DIRECTIVE DATED 8 OCTUBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 JULY 1968

NAME SERIAL DRGN. FUNDS GR-STEP SALARY SALARY MCCCRD JAMES W JR 058124 16 246 V GS 15 7 822,082 \$23,734

PAY ADJUSTMENT IN ACCOMPANCE WITH SALARY SCHEDULES OF PL 90-2.6 PURSUANT TO AUTHORITY OF ECT AS PROVINED IN THE CIA ACT OF 1949, AS AMENDED, AND AMEDICATIVE DATED 8 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENTS 5 CCTORER 1967

NAME SERIAL ORGA, FUNDS GR-STEP SALARY SALARY MCCORD JAMES 758124 14 740 V GS 15 7 \$21,192 \$22,082

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*PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 89-504
PURCLANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949.
AS AMENCED, AND A-DCI DIRECTIVE DATED 8 SCTOBER 1962.**

EFFECTIVE DATE OF PAY ADJUSTMENTS 3 JULY 1966

OLD. NEW SALARY

MCCORD JAMES H JR

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SERIAL ORGA. FUNDS GR-STEP

GS 15 5 058124 16 240 V

4. LWCP Hours FCCORD JAMES 16 246 OLD SALARY RATE NEW SALARY RATE 1. TYPE ACTION PSI ISI ADI. GS 15 6 \$20,535 06/20/65 GS 15 7 \$21,192 06/14/67 <u>. . .</u> پر NO EXCESS LWOP ---IN PAY STATUS AT END OF WAITING PERIOD LWOP STATUS AT END OF WAITING PERIOD CLERKS INITIALS AUDITED BY .1. 2 I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS ₾, OF AN ACCEPTABLE LEVEL OF COMPETENCE.

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PPAY ADJUSTMENT IN ACCORDANCE WITH GREARY SCREDULES OF PE 99-301 PURSUANT TO AUTHORITY OF DOI AS PROVICED IN THE CIA ACT OF 1949. AS AMENDED, AND WEDCE POLICY PURECTIVE DATED A DUTUBER 1982.

EFFECTIVE DATE OF PAY ADJUSTABATE 19 OCTOBER 1965

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ADJUSTMENT OF SALARY RATE IN ACCORDANCE WITH THE SCHEDULES OF THE GOVERNMENT EMPLOYEES SALARY REFORM ACT OF 1964 PURSUANT TO THE AUTHORITY OF THE DIRECTOR OF CENTRAL INTELLIGENCE AS PROVIDED IN THE CENTRAL INTELLIGENCE AGENCY ACT OF 1949, AS AMENDED, AND POLICY DIRECTIVE ISSUED BY THE ACTING DIRECTOR OF CENTRAL INTELLIGENCE DATED 8 OCTOBER 1962.

SALARY CONVERTED TO RATE SHOWN FOR INDIVIDUAL'S GRADE AND STEP AS INDICATED IN CHART BELOW.

GENERAL SCHEDULE RATES Federal Employees Salary Act of 1964

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GS-7 GS-8 GS-10 GS-11 GS-12 GS-13	7,900 2,650 10,250	7,465 8,170 8,945 10,605		7,290 7,955 8,710 9,535 11,315	7,510 8,200 8,980 9,830 11,670	7,730 3,445 9,250 10,125 12,025	7,950 8,690 9,520 10,420 12,380	8,170 8,935 9,790 10,715 12,735	8,390 9,180 10,060 11,010 13,090	10,330 11,305 13,445 15.855
GS-13 GS-14 GS-15 GS-16 GS-17 GS-18	14,170 16,460 18,935 21,445	14,660 17,030 19,590 22,195	15,150 17,600 20,245	18,170 20,900	18,740 21,555	19,310 22,210	19 880	20.450	21,020	21,590

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Use Previous Edition IN ACCOPDANCE WITH THE PROVISIONS OF PUBLIC GAM 87-793 AND DOI MEMORANDUS DATED 1 AUGUST 1956. SALARY IS ADJUSTED AS FULLOWS. EFFECTIVE 5 JANUARY 1964.

SALARY SALARY SERIAL NAME \$17,210 058124 MCCORD JAMES # JP

OF AN ACCEPTABLE LEVEL OF COMPETENCE. OLD SALARY RATE O	1. Serial No	-	2.	Name	· · · ·	3 .	Cost Center	Number	4.	LWOP	Hours
Grode Sees Solory Last Ell. Date Oracle Step Solory Effective Date PS ISI ADJ. 18 15 3 815,529 06/24/62 GS 15 4 816,005 06/23/63 Remarks and Automitication /	058124	s :	PCCOHD	JAMES W J	R	٠	54 460	CF			
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IN ACCORDANCE WITH THE PRO ISIONS OF PUBLIC LA BY - 79% AND DOLLMENDRANCH DATED I AUGUST 1086 . SALARY IS ADJUSTED AS FOLLOWS. EFFECTIVE: 14 OCTOBER 1942

OLD OLD. FUNDS GREST SALARY 0LQ: NEW 医三苯 GREST SALARY SERIAL ORGN Nave 15 3 \$15525 MCCORD JAMES # JR - 058124 54460

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360 OBSOLETE PREVIOUS EDITION

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IN ACCORDANCE WITH THE PROVISIONS OF P. L. 85-563 AND DCI MEMO DATED 1 AUGUST 1955, SALARY IS ADJUSTED AS FOLLOWS EFFECTIVE 10 JULY 1960.

SD NAME SERIAL ORGN GR-ST OLD SALARY. NEW SALARY
SS MCCORD JAMES W JR 158124 31 12 GS-15 1 \$12,770 \$13,730

/S/ EMMETT D. ECHOLS
DIRECTOR OF PERSONNEL

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Use Previous Edition

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> GORDON M. STEWART /S/ DIRECTOR OF PERSONNEL

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CENTRAL INTELLIGENCE AGENCY

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Fr. James 7. McCord, Jr.	26 Jan 1	1924	21. Hay 1055
This is to notify you of the following action uff	ecting your employme	rnfi	
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CENTRAL INTELLIGENCE AG. ._Y

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Жr. James V. McCord, Jr.		26 -	1924	100	23 Apr 1954
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STANDARD FORM 50

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PROMIN CATED BY

U.S. CIVIL STEWLY COMMISSION
CHAPTER DI, FEREDRAL PERSONNEL MANUAL

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JENTRAL INTELLIGENCE AG. AC

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kr. Jeese V. McCord, Jr.		क्र उक्त	24			28 Dec 53
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SECRET - SECURITY INFORMATION

'INVOUCHERED Inspection & Security Office' Page 6 of 7 pa lised in lieu of SF-52 &/or or SF-50 to document the following types of personnel action involving no change in grade or salary; (a) Change in Title (b) Change of Position No. (c) Reassignment within Division without series Code change all Class series the same on the From and To sides.

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24 APR 1970

MEMORANDUM FOR: Director of Security

SUBJECT

: McCORD, James W., Jr. Emp. Ser. No. 58124

Fitness Report

1. This is an annual fitness report covering the period 1 April 1969 through 31 March 1970. Mr. McCord completed his first full year as Chief. Physical Security Division. During 1969 the Division underwent many changes, a direct result of the personal efforts of this employee. He has shown the initiative to seek out new ways and means to harden the security of our domestic and overseas facilities by tapping all possible technological sources both in and out of Government. His efforts have produced tangible results and in my judgment, our posture in the physical security field is far superior to any of our contemporaries.

- 2. With the spiraling costs of manpower, Mr. McCord has concentrated on the potential for use of technical devices to replace the human asset. He has made remarkable inroads into this field by way of imagination, ingenuity and drive.
- 3. Mr. McCord has the quality to inspire his subordinates. He is demanding, but understanding. On more than one occasion he was asked to take under his wing employees who were labeled "problems." Through personal interest and effort, he has salvaged the majority of these individuals to a point where they are performing in a highly satisfactory manner.
- 4. In the previous fitness report, I alluded to the fact that employee has a tendency to find it difficult to see another person's point of view. This, I feel, is attributable to an innate stubbornness which obviously is difficult to overcome. Mr. McCord is a very

Ne First Will

principled individual who once convinced he has hit upon the proper course of action will usually yield only by direction. We've discussed this, and I've noted a determined effort on his part to broaden his tolerance for other opinions.

5. Overall, the employee has made a substantial contribution to the Office of Security by his dedication to his job, his tenacious attitude toward upgrading our physical security standards, a curious and inventive mind ever searching for better ways to solve a problem in his area of responsibility, and a cost consciousness in the administration of his division. I rate him an overall "Strong."

Deputy Director of Security (PTOS)

Noted by Employee:

Reviewed By:

Director of Security

Date

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MEMORANDUM FOR: Director of Security

SUBJECT

: McCORD, James W., Jr., Emp. Ser. No. 058124

Fitness Report

1. This is an annual fitness report covering the period 1 April 1968 through 31 March 1969. During the first period of this report, Mr. McCord served as the Chief, Technical Division/PTOS and continued to display a very high degree of professionalism in administering the Agency's world-wide Audio Countermeasures (ACM) program. Under his guidance, several new devices and techniques were developed which have helped the Agency and the intelligence community to maintain pace with the sophisticated advances by the opposition in the field of positive audio.

- 2. Mr. McCord initiated the necessary planning for the activation of the Interagency Training Center (ITC) which provides ACM instruction to all members of the community in the latest of equipment and techniques.
- 3. On 14 October 1968, he was reassigned to the position of Chief, Physical Security Division. Although he had relatively little experience in this particular field, he has quickly assimilated the necessary details to manage this Agency effort. He has taken steps toward the development and use of the most advanced

to protect the Agency. Under the supervision of Mr. McCord, the Agency Security Command Center operations have been expanded and improved. He has been assigned the responsibility to organize and direct the Security efforts relating to the protection of Agency assets in time of demonstrations, riots, and other civil disturbances. He coordinated the Agency Security effort with the U. S. Secret Service in protection of the President of the United States during his recent visit to the CIA Headquarters.

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- 4. Mr. McCord is considered to be economical in his use of equipment, manpower and funds.
- 5. Perhaps one of the stronger attributes this employee possesses is his ability to organize. In a relatively short time, he has deliberated the Physical Security Division's mission and already taken steps to restructure it within existing manpower limitations to more effectively react to its responsibilities.
- 6. He inspires his subordinates and has the respect of his superiors. There have been instances, however, when Mr. McCord has exhibited a certain intolerance with individuals who do not agree with his point of view, resulting in some friction in their working relations. There has been much improvement in this regard, and I do not feel it will present any problem in the future.
- 7. I anticipate this employee will continue to absorb know-ledge and experience in the physical security field at the rapid rate he has during his short tenure and am confident his efforts will result in a major contribution to the Office and Agency. I rate Mr. McCord a high "Strong."

James P. O'Connell

Deputy Director of Security (PTOS)

Noted by Employee:

James W. McCord, Jr.

18 agril 1969

SUBJECT: McCORD, James W., Jr., Emp. Ser. No. 058124
Fitness Report - 1 April 1968 through 31 March 1969

Reviewed By:

Howard J. Osborn Director of Sequrity

2 1 APR 1969

Date

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SECTION C NARRATIVE COMMENTS

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Mr. McCord supervises a technical operation with considerable skill. Although not an engineer by training, he has breached the difficult gap of communitation between the administrative and technical aspects of his Division. He has maintained a high esprit de corps under difficult conditions which involve the necessity of his personnel to travel extensively throughout the world. Although such duty carries with it numerous family problems, Mr. McCord is able to marage the Division in such a manner as to maintain a high state of morale. Perhaps the most outstanding accomplishments which I attribute to Mr. McCord's fine management of his Division lies in the field of developing useful and esoteric equipment in the counteraudio field. I have a distinct impression that he and his Division are considerably ahead of other Government departments in this area of activity. This fact alone is a high tribute to his management skill. Because of the success in this field, I consider him to be economical in the use of manpower and funds.

During this rating period, the Technical Division has had operational success in the overseas area. I attribute this success to the careful planning and training which the incumbent has accomplished and directed. Further, he has already shown a high degree of skill in planning for a new activity of considerable responsibility which he will undertake during the coming fiscal year. I am highly (Continued)

SECTION D	CERTIFICATION AND COMME	NTS
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Fitness Report - McCORD, James W., Jr. - Emp. Ser. No. 058124 Reporting Period 1 April 1967 - 31 March 1968 Section G. (Continued)

pleased to have Mr. McCord serve in his current position and consider him capable of advancement into broader areas.

Deputy Director of Security (PTOS)

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Mr. McCord supervises his Division in a vigorous manner. He is capable of instilling enthusiaem and esprit de corps within his organization—a difficult task because of the extensive amount of world-wide travel demanded from his subordinate. This travel is so extensive as to result in personal hardships.

During the rating period, Mr. McCord and two of his employees received the Certificate of Merit. These awards resulted from the vigorous and successful pursual of a technique having great promise in the audio countermeasures field.

Mr. McCord's performance of his liaison and coordination with other components of the intelligence community, which received special mention in his last Fitness Report, is now at a status which warrants a designation of "Strong," He is conscientiously working at the liaison problem in a difficult interdepartmental atmosphere.

Mr. McCord has an excellent grasp of the technical requirements of his position even though he is not an engineer. He has an exceptional environmental knowledge and appreciation. He sets his goals high. He is cost conscious in the field involving expensive equipment, which normally is costly to develop.

(Continued)

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McCORD, James W., Jr. - Serial #058124 Annual Fitness Report 15 January 1966 - 31 March 1967

SECTION C. (Continued)

I am highly pleased to have Mr. McCord serving in his current position and consider him capable of advancement into broader areas.

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SECTION C NARRATIVE COMMENTS

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Mr. McCord was attending the Air War College during part of the reporting period. He became Chief of the Technical Division/05 on 20 July 1965.

Mr. McCord took hold of this Division with a heartening vigor and enthusiasm. Although not an Engineer, he soon learned enough of the technical business to meet many crash assignments with exceptional skill and judgment. By trying to get these assignments done within set time limits, he sometimes short-circuited a few coordinations in other offices, but this did not seriously detract, in my opinion, from a very proficient job.

While Mr. McCord has not had the Technical Division a sufficiently long time for me to judge his long range performance. I feel he will become an exceptionally proficient Chief. There was insufficient time for me to judge his cost and manpower consciousness.

SECTION	D	CERTIFICATION AND COMMENTS	
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James W. McCord, Jr.

SECTION D

3. Comments of Reviewing Official

I concur thoroughly with evaluation of Mr. McCord's vigor and enthusiasm, skill and judgment. I would add to this that he has demonstrated extraordinary ingenuity and leadership in supervising the development of several new and valuable techniques in the countermeasures field. However, I would rate him only "Proficient" in Specific Duty Number 6, for I believe that he has not been as effective as he might be in liaison and coordination with other components of the Intelligence Community represented on the Technical Committee. This is unfortunate, for it detracts from his outstanding performance in all other elements of his assigned responsibilities. He must work on improving these relationships and he has been counseled to this effect by his current supervisor.

Date

31 March 1966

Official Title of Reviewing Official

Director of Security

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NARRATIVE COMMENTS

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Since 10 August 1964, Mr. McCord has been fittelled as a student at the Air War College, Maxwell Air Force Base, Montgomery, Alabama. He will complete his course there on 4 June 1965. Prior to 10 August 1964, Mr. McCord was in a travel status from his assignment as Chief, Security Branch, Frankfurt, Germany.

In view of the above, no rating is made for this reporting period.

SECTION D	CERTIFICATION AND COM	MENTS	
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30 March 1965	Director of Security	Howard	Distor

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17 March 1964

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MEMORANDUM FOR: Director of Personnel

SUBJECT

James W. McCord, Jr.

DOB: 24 Jan 1924, Male, GS-15,

SS German Station, Career, Annual Report (1 April 1963 - 31 March 1964)

James W. McCord, Jr. GS-15, has served as Chief, Security Branch, under my supervision for the subject period.

- His duties were as follow:
- a. Security policy advisor to COS and its senior Station and Base officers.
- b. Supervised nine professional and four clerical employees of the Security Branch and the Military Personnel Unit.
- c. Directed conduct of LCFLUTTER, SGLATERAL, Physical Security duties, and Investigations performed by the Security Branch.
- d. Reviewed security of German Station and recommended ways and means for strengthening and improving.
- e, Furnished technical security support and guidance to other Bases in EE, and outside of EE on request.
- f. Reviewed investigative reports of the Security Branch and performed such other duties as directed by the COS; Chief, CSB; and Chief, Administrative Staff.
- This individual is an outstanding security officer. He efficiently performs his broad responsibilities, effectively manages those he supervises and is cost conscious. On the last-mentioned item, he weighs both cost and security factor and has been flexible where he has felt security could be relaxed -- but recognizes that there are areas where cost is secondary. He continues to keep the proper personnel informed of his activities and he is one of the best security

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GROUP 1-Excluded from automatic downgrading and declassification

officers with whom I have had the pleasure to be associated. During this period he has been assigned responsibility for supervision of the Military Personnel Branch. This consolidation has given the Security Branch greater flexibility and has increased the utilization of available personnel. Subject has also instituted off-duty security training courses for those interested military personnel.

4. I would rate him from Strong to Outstanding on the duties in paragraph 2 above with an overall rating of Strong.



Read: /s/ James W. McCord, Jr.

Reviewer's Comments;

I agree that is a very strong security officer.

He tends to be conservative in his views and judgments. He maintains excollent morale in his Branch. In the never-ending conflict between economy and a desirable level of security, he usually leans toward the latter.

28 March 1963

MEMORANDUM FOR: Director of Personnel

SUBJECT

Fitness Report (June 1962 - March 1963)

JAMLS W. MCCORD

- GS-15, has served as Chief, Security Branch, under my supervision for the subject period.
 - His duties were as follows:
 - a. Security policy advisor to COS and its sentor Station and Base officers.
 - b. Supervised nine professional and four clerical employees of the Security Branch.
 - c. Directed conduct of LCFLUTTER, SGLATERAL, Physical Security duties, and Investigations performed by the Security Branch.
 - d. Reviewed security of German Station and recommended ways and means for strengthening and improving.
 - e. Furnished technical security support and guidance to other Bases in EE, and outside of EE on request.
 - f. Reviewed investigative reports of the Security Branch and performed such other duties as directed by the Chief of Station, Deputy for Coordination and Services, and Chief, Administrative Staff.
- has demonstrated time and again his ability to efficiently perform his broad responsibilities in a most efficient manner. His position is not an easy one. He is under the general supervision of the undersigned, while also working on activities directly for the COS and the DCS. He has been able to coordinate these activities in such a way as to earn the respect of all those with whom he deals. He has respected confidences, but also insured that the undersigned has been adequately briefed. He has acted for the undersigned in his absence and will continue to do

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4. I would rate him from Strong to Outstanding on the individual functions, with an over-all rating of Strong. He is a good supervisor.

DANIEL M. KElly 15/

READ:

DATE)

JAMES W. MCCORD /5/

REVIEWER'S COMMENTS:

I agree with the comments of the rating officer. Subject is an outstanding staff officer and capable of assuming broader responsibilities. He never complains of obstacles, but uniformly produces excellent results.

/5/



1 & MAY 1962

SUBJECT:

James W. McCord, Jr.

Annual Fitness Report - 1 April 1961 to 31 March 1962

During this reporting period, Mr. McCord has continued to function as coordinator of a comprehensive highly sensitive series of investigations involving investigative representatives of all elements of the intelligence community. This assignment has been carried out by Mr. McCord with considerable initiative, skill and enthusiasm.

Mr. McCord, during this reporting period, served as Case Officer on a sensitive and very important personnel security case which due to his efforts was brought to a successful conclusion with favorable results to the Agency.

Mr. McCord has performed a liaison function with a vital element of a friendly service which has resulted in the maintenance of a cordial relationship of great value to the Office of Security and the Agency. This liaison has required Mr. McCord to perform several periods of temporary duty overseas during which he not only carried out his liaison function, but handled other special investigative assignments in a successful manner.

On various occasions during the reporting period in the absence of the Chief, Mr. McCord has functioned as Acting Chief of SRS and has performed his duties in an extremely competent manner.

It is felt that Mr. McCord's forthcoming assignment as Security Officer, German Station will give him additional varied experience of value in his career development.

Paul F. Gaynor

Chief/SRS/OS



Read by: Jani. 7:16 Curp Date: May 18'62

Reviewed by: September Date: 18 May 61

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F.F. 01/03B

SUBJECT:

James W. McCord, Jr. Annual Fitness Report - 1 April 1960 - 31 March 1961

During the reporting period, Mr. McCord on various occasions, has functioned as Acting Chief/SRS, during absences of the Chief and has discharged this function in a highly competent fashion.

Mr. McCord, since last report was rendered, has coordinated a comprehensive investigation of a highly sensitive security matter involving investigative representatives from all members of the U.S. intelligence community. This assignment has required a high degree of tact, patience and investigative skill on the part of Mr. McCord.

In addition, during the reporting period, Mr. McCord has served as Case Officer on a counter-intelligence case of considerable importance to the security of the Agency and has displayed rare qualities of initiative, energy, and imagination in developing this case.

Mr. McCord is considered particularly well-adapted by virtue of his experience, training and personality for his present assignment.

Paul P. Gayner Chief/SRS/OS

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SUBJECT: James V. McCord, Jr.
Annual Fitness Report - 1 April 1959 - 31 March 1960

During the reporting period, Mr. McCord functioned as Acting Chief of the Security Research Staff, Office of Security for a period of six months. He discharged this function in an extremely able fashion and handled a number of highly sensitive assignments with skill and finesse.

Mr. McCord has demonstrated on many occasions the ability to subordinate his personal interests to the necessity for performing his assigned tasks.

In the latter two months of the reporting period, Mr. McCord has been coordinating a very important investigation being conducted in the intelligence community of a leak of highly sensitive information which has caused serious damage to U.S. intelligence collection capabilities. He has displayed rare qualities of initiative, imagination and coordination in the course of this investigation.

Mr. McCord has demonstrated repeatedly his ability to perform sensitive assignments of the utmost importance during the reporting period.

Paul F. Gaymor Chief/SRS/OS

Read by: Date: 4/17/1

Date 4/17/60

REGETVED FOR SS/CSE

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SECTION A			CEN	ERAL	V				
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SECTION B				MANCE OF SPI	ECIFIC DL	TIES			
List up to six of the mos manner in which employe with supervisory respons	ie performs EACH spe libilities MUST be rat	eific duty, ed on their	Consider ability to	ONLY effective	ness in per ate number o	forman Femploi	ce of that d	uty. All emp	loyees
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SECTION C	EVALUATION OF	FOYERAL	LPERF						
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SECTION D	C	ESCRIPT	ION OF	THE EMPLOY	EE				-
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SECTION E	NARRATIVE DESCRIPTION OF MANNER OF JOB PERFORMANCE	
Stress strengths and weakn	esses demanstrated in current position. Indicate suggestions made to employee for improvement of h	i e
sponsibilities. Amplify or a	ne for his training. Describe, it appropriate, his potential for development didItof agginging greater n explain, if appropriate, ratings given in SECTIONS B, C, and O to marries the best bostsifts/described VAII.	nin
future personnel actions.	1761	

During the past year Mr. McCord has shown superior supervised if sed deganizational ability. During July and August he personally organized and supervised a major try project overseas which was of national interest. His plan of action was implemented smoothly and the CI mission was accomplished. Another major project was successfully directed by Mr. McCord with outstanding results.

Mr. McCord has the proven ability to organize complex problems into workable and seemingly simple plans of action. He is a good supervisor, delegates responsibility, and uses imagination and tenacity of purpose in mosting problems. He is continuing to improve himself. No special training is planted for the next year. Mr. McCord will continue to "grow." He is ready to assume greater responsibility and with further experience will qualify for a senior position in this Agency.

SECTION F	CERTIFICATION AND CO	MMENTS
1.	BY EMPLOYEE	
	I certify that I have seen Sections A, B, C	, D and E of this Report.
SEDECTE April 195	9 SIGNATURE OF EMPLOYEE LONG	Cord 9-
2.	BY SUPERVISOR	
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SECTION D. SUITABILITY FOR	CURREN	I JOB IN CPCAM	LATION		
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	FITNESS REPORT- (Part 1) PERFORMANCE
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this evaluation to yo	ny supervisor and senior inflication	o. Organization policy requires that you inform the subardia- writ can help you prepare for a discussion with him of his
		cy that you show Part I of this report to the employee except
under " " spec	ified in Regulation 20-370. It is	recommended that you read the entire form before completing
lany a If this	a is the initial segment on the c	mployee, 41 must be completed and forwarded to the Office of
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D. THIS DATE	C. TYPED OR PRINTED NAME	A. SUPERVISOR'S OFFICIAL TITLE
28 August 1957	1	Chief/Security Research Staff (
2. FOR THE DEVIEWING OF	F THE RECORD ANY SUBSTANTIAL DI	FERRINGS OF OPINION WITH THE SUPERVISOR. OR ANY OTHER IN-
FORMATION, SHICK SIL	L LEAD TO A DIFTER UNDERSTANDING O	t this REPORT.
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SECTION C.	JOB PERFORMAN	C EVALUATION
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districtions; consider Cois duties doring the ex-	MIT the productivity and effective eting period. Compare him (MIV wi)	reness with which the individual being rated has perfurmed the others doing similar work at a similar level of respon-
ibility. Factors other	than productivity will be taken i	nto account later in Section D.
1	PERSONAL PURISH APARLATER AND THE TAIL	acoust the t
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Int SUPER	VISOR.	· ′
DAMENTS:		i
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2. BATTHES DY FIRITHMANCE OF SPECIFIC DUTIES		
DIVICTIONS:	Con	•
a. State in the spaces_below up to six of the	gorenigoarteat SPCIFIC dutie o}t∂ f	of med Julyupah in a sting period.
Place the most important first. In not unc. b. Fate performanceson-each-specific duty con-	lufe sicce of unreportant duties.	921H 3/
c. For supervisors, ability to supervise will		
who supervise a secretary unity).	arealt 2- 12100 at a specific duty!	an not fete as supervisors those
d, Compare in your mind, when possible, the	individual-being rated with other	MAIL RAMENT the same duty at a
similar level of responsibility.		
a. Two-individuals-with-che-vase job title-	may-be-gertusming-different duties	. If so, rates them on different
f. Be specific. Examples of the kind of dutie		v
	MAS AND USES AREA KNOWLEDGE	CONDUCTS INTERROGATIONS
ORAL BRIEFING GIVING LECTURA	DEVELOPS NEW PROGRAMS	PREPARES SUMMARIES
CONDUCTING SEMINARS	ANALYZES INDUSTRIAL REPORTS	THANSLATES GERMAN
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COMPUTING BATTANAL LIAISON	OPFPATES BADIO	KEUPS BOOKS
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TAKING DICTATION SUPERVISING	PREPARES CHRRESPUNDENCE	WAINTAINS AIR CONDITIONING EVALUATES SIGNIFICANCE OF DATA
g. Par some jubs, duties may be broken down eve		
and phone operation, in the case of a radio		
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_ · · · · · · · · · · · · · · · · · · ·	and the next area	on various other
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specific outy wo. 3	STATE OF CHANGE OF CIVIT	n conn.with Cla operatio
Receive, evaluate and develop informa-	""" Conduct such person	nel invest., interroger
	/ L intemplace on dea	med necessary in 1. 4
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tion of counter intelligence nature	· · · · · · · · · · · · · · · · · · ·	
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3. WEBBELINE ERSCRIPTION OF MANNER OF JOB PERFORMS	· · · · · · · · · · · · · · · · · · ·	
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		FITNESS REPORT (Part, II): POTENTIAL
 		INSTRUCTIONS THE
FOR THE	PININISTRAT	IVE OFFICES: Crasult current-instructions for completing this report.
FOR THE	SUPERVISOR:	This report is a privileged committation to appropriate career manage.
rated emp	ployer. It	officials concerning the potential of the first being rated. It is NOT to be shown to the is recommended that you real the entire report to provide any question. This report is rafter the exployee has been under your supply the OW ATLEAST 90 DAYS. If less than 90 days,
hold and	complete a	ter the so days has classed. If this is the MIT A REPORT on the employee, however it MIT be deleted to the street than 30 days attack the street and in item 8 of Section " 2" below.
		133 per 1523 30 sept.
SECTION		GENCRAL
I. NAME	(Leef McCORD	. James W., Jr. 26 James 1924 male SD-SS
		e. official Position little Acting Deputy Chief,
7. GRADE		earch Staff Investigator Security Research Staff
GS-14	1	gust 1957 22 August 1956 - 21 August 1957
10. TYPE	OF REPORT .	
	k one)	X streetstatetetetetet
SECTION	F.	CERTIFICATION
1. FOR TH	E RATER: 1	CERTIFY TWAT THIS REPORT REPRESENTS WY BEST JUDGEWENT OF THE INDIVIDUAL BEING PATED
A. THIS D	ATE	B. TYPES OF PRINTED NAME AND SIGNATURE OF SUPERVISOR'S OFFICEAL TITLE
28 Aug	ust 1957	Chief/Security Research Staff/OS
2. 150 TH	FREVILWING	OFFICIALY I SALE REVIEWED THIS REPORT AND NOTED ANY DIFFERENCE OF OPINION IN ATTACHED MEMO.
4. THIS IS		8. TYPES SO PRINTED NAME AND SIGNATURE OF REVIEWING C. OFFICIAL TITLE OF REVIEWING OFFICIAL
	1957	
SECTION		ESTIMATE OF POTENTIAL
		ing others of his grade and type of assignment, rate the employee's potential to assume greater
	ilities. T	hink in terms of the kind of responsibility encountered at the various levels in his kind of
	2 - HAS R	DY ABOVE THE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED FACHED THE HIGHEST LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED
6		S PROGRESS, BUT NEEDS NORE TIME BEFORE HE CAN BE FRAINED TO ASSUME GREATER RESPONSIBILITIES. FOR TRAINING IN ASSUMING GREATER RESPONSIBILITIES.
<u></u>	5 . WILL !	PROBABLY ADJUST QUICKLY TO MORE RESPONSIBLE DUTIES BITHOUT FURTHER TRAINING .
BATING NUMBER .	7 - AN ERO	DY ASSUMING WARE RESPONSIBILITIES THAN EXPECTED AT HIS PRESENT LEVEL. REPTIONAL PERSON BHO IS ONE OF THE FEW WHO SHOULD BE CONSIDERED FOR EARLY ASSUMPTION OF HIGHER RESPONSIBILITIES.
7. SUPERV	ISORY POTEN	TIAL
DIFFCTION	S: Answer	this question: day this person the ability to be a supervisor? X Yes No If your
enswer is	YES, indicat	e below your opinion or guess of the level of supervisory shillity this person will reach AFTER indicate your opinion by placing the number of the descriptive rating below which comes closest
to express	ing your or	vinion in the appropriate column. If your rating is based on observing him supervise, note your
rating in		" column. It besed on opinion of his potential, note the rating in the "potential" column.
DESC#191	I AT T WE	ITE NO OPINION ON HIS SUPERVISORY POTENTIAL IN THIS SITUATION LIEVE INDIVIDUAL BOULD BE A REAK SUPERVISOR IN THIS KIND OF SITUATION
RATIN NUMBE	_ 1 . 16	LIEVE INDIBICUAL BOULD BE AN AVERAGE SUPERVISOR IN THIS AIND OF SITUATION LIEVE INDIVIOLAL NOOLD BE A STRONG SUPERVISOR IN THIS SITUATION
AC TUAL	POTENTIAL	DESCRIPTIVE SITUATION
AC IDAL	POTENTIAL	a deach coins int making in front drawers, stanographers, technicians or professional spe-
3	3	cialists of various binds) serve contact bith institutes suppossibles is escausing (First line suppossible)
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	3	a asour, soo was as was as to sufferieces, suite is essentially for warde flows, possentation, tag factor (factorise forms)
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	3	AND INSTRUCT CONTRACTOR SCHOOLING ON STORAGE AND SELECTION CONTRACTOR
3	3	\$-10 100121011 1-0000104211
		etech (Specific)
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THE REPORT OF THE PARTY OF THE

COMMENTS CONCEPNING PUTENTIAL

Mr. McCord has a good educational background, well rounded personality, which combined with his organizational ability and further experience should equip him for a senior position in this Agency.

MAIL ROOM

SECTION H.

FUTURE PLANS

TRAINING OR OTHER DEVELOPMENTAL EXPERIENCE PLANNED FOR THE INDIVIDUAL

McCord should continue in his present assignment as Deputy Chief/SRS for at least two more years.

McCord wishes to continue his study of Russian.

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

THE REPORT OF THE PROPERTY OF

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.

MAYE NOT COSERVED THIS, HENCE CAN GIVE NO OPINION AS TO HOW THE DESCRIPTION APPLIES

INDIVIDUAL

APPLIES TO THE INDIVIDUAL TO THE LEAST POSSIBLE DEGREE

APPLIES TO INDIVIDUAL TO AN AVERAGE DEGREE

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APPLIES TO INDIVIDUAL TO AN OUTSTANDING DEGREE

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		FITNESS R	EPORT (Part I) PERFO	ORMANCE		
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Place the most important first. In not incl	Lule mino	r or unimportant dutie	THE WAY	
b. Rate performance on each specific duty cons c. For supervisors, ability to supervisors will a	ulering be	NLY effectiveness in p	erformance of this specific activities most rate as successive	duty. ces this
who supervise a secretary only).			~() 7 /A	
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e. Two sindividuals—with—the-samejob-title -	may be p	erforming-different du	ties. If so, rate the Con-	lifferent
f. Be specific. Framples of the kind of duties	1 that mi	sht be cated are:	MAIL ROA	
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	PATING NUMBER		sonal investigation.	NUMBER
Coordinates SO resources in	1 7 1	interrogations an		6
implementation of CI operations.	1 1	deemed necessary	in certain cases	1
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has ability to do vast quantities of			and imagination	1
and gets along well with all classe	es of p	sople.		
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SECTION D. SUITABILITY FOR	CURRENT	JOB IN ORGANIZATION		
IRECTIONS: Take into account here everything ,	ou knos s	bout the individual	productivity, conduct in th	. 100.
pertinent personal characteristics or habits, speci pare him with others doing similar work of about 11			ow he fits in with your ,teas	. Cum
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		FITNESS REPORT (Part II) POTENTIAL					
		INSTRUCTIONS					
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ernt an tated er to, he_co hold an	d personne ployee, "I ggdytedon Leumplete :	This report is a privileged communication to your expersion, and to appropriate career managed attained concerning the potential of the employer being eated. It is 30% to box shown to the two consequently that you read the entire report before completing any duration. This report is yeafter the completing any duration. This report is yeafter the complete the properties of the consequence of					
SECTION	<u>C.</u>	GENERAL					
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A. THIS C		Paul F. Gaynor July Shaper Chief, Security Research Staff					
SECTION	ust 1956						
		ESTIMATE OF POTENTIAL NE GREATER RESPONSIBILITIES					
		ing others of his grade and type of assignment, rate the employer's potential to assume greater					
responsit		hink in terms of the kind of responsibility snoomtered at the various levels in his kind of					
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TO THE STPERYION: Read directs and reviews the was nesses, and another job of your supervision for less is accurate and complete, out the period this indivities by frequent discussion.	the entire form before the entire form before the individual, fectiveness as revealed than 30 days, you sill brings responsibilities has been under yours of his work, so the	you have prima I by his day-to I collaborate of ty reals with our supervision of in a general	the current seperation of the provide current seperation of the curren	for evaluation of the second o	ividual has been under able on the report assumed that the errors assumed that the errors of the err
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42. GIVES CREDIT WHERE CREDIT IS				
43. HAS ORIVE.				
44. IS SECURITY CONSCIOUS.				\square
45. YERSATILE.				
46. HIS CRITICISM 13 CONSTRUCTIVE.				
47. ABLE TO INFLUENCE OTHERS.				
48. FACILITATES SMOOTH OPERATION OF HIS OFFICE.				
49. DOES NOT REQUIRE STRONG AND CONTINUOUS SUPERVISION.				
80. A GOOD SUPERVISOR.				
		SECTION 1		
A. MIAT ARE HIS OUTSTANDING STRENG	T# 51		an erroringa jangaran mana i melangan anjaranannyanyanya aya, aya anjaranan	
Ability to go into deta becoming involved in e			l pertinent leads w	ithout
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8. MAT 304 HIS OUTSTANDING PLANTED	184.81	ويورون والمساورة والمارية والمارية والمارية والمساور والمارية والمساورة والمارية وال	. * 	
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2. INDICATE IF YOU THING THAT END SINGLE STRENGTH ON BE	ANDESS CL PROCES BLE OTHER CONSIDERATIONS							
None								
2. CO YOU FEEL THAT HE REQUIRES CUESE SUPERVISION IN	\$ 10 - 11 YES, BHY?							
1								
E. DEST TRAINING DO YOU RECOMMEND TOR THIS ENDIVIOUALT								
TO THE PROPERTY OF THE PROPERT	•							
Employee has expressed desire to	o study Russian							
conten comments (Indicate here general traits, specific habits or characteristics not suvered elsewhere in the report but which have a bearing on effective utilization of this person);								
	Ton or this gerrouny.							
	ION A!							
Reed all descriptions before rating. Place "X"	n the met eneroptiate bax under subsartions 4,8,0,50							
L DIRECTIONS: Consider only the skill with which the	C. DIRECTIONS: Based upon that he has said, his actions,							
person has performed the duties of his job and rate him accordingly.	and are other indications, give your opinion of this person's attribute toward the egency.							
I. DOES NOT PERFORM DUTIES ADEQUATELY, HE IS	TO NES AN ANTAGONESTIC AFFITUSE TOWARD THE AGENCY							
INCOMPETENT.	COUCH DEFINITELY LEAVE THE AGENCY AT THE FIRST							
## BARELY ADEQUATE IN PERFORMANCES ALTHOUGH HE HAS HAD SPECIFIC GUIDINGE OF TRAINING, HE	2. NAS STRONG REGATIVE ATTITUDE TOWARD AGENCY							
OFTEN FAILS TO CARRY OUT RESPONSIBILITIES	THE BY RESTRICTIONS BEGAR'S AGENCY AS A							
COMPETENTLY. 3. PERFORMS MOST OF HES DUTIES ACCEPTABLY: OCCA-	TEMPORARY STOP UNTSU HE CAN GET SCHETHING							
SIGNALLY REVEALS SOME AREA OF BEACHESS.	3. TENES TO HAVE AN UNFAVORABLE ATTITUDE TOWARD							
4. PERFORMS DUTIES IN A TYPICALLY COMPETENT, EFFECTIVE MANNER.	THE AGENCY. SOTHERED OF MINOR PRUSTRATIONS							
S. A FINE PERFORMANCE, CARRIES OUT MANY OF HIS	4. WIS ATTITUDE TOWARD THE ASSISTED IS INDIFFERENT							
RESPONSIBILITIES EXCEPTIONALLY MELL.	MAS " BAIT AND SEE" ATTITUDE BOULD LEAVE SE							
MANNER THAT HE IS EQUALLED BY FEB OTHER PER-	SCHEUNE OFFERED HIM SOMETHING BETTER.							
SONS RROWN TO THE MATER.	.: WARLS ALLOWANCES FOR RESTRICTIONS IMPOSED BY							
15 THIS INDIVIOUAL SETTER QUALIFIED FOR BORE IN SOME	- BORNING FOR AGENCY, THINES IN TERMS OF A CA- BEEN IN THE AGENCY.							
OTHER AREAS (IN TES. BHATT)	TY 4. CELINITELY HAS PAVORABLE ATTITUDE TOWARD THE							
	THIS TO MAKE A CONTROL OF THE PROBLEM SHEET OF THE AREA OF THE ACT OF THE PROBLEM SHEET OF THE MAKE A							
	CARLE IN THE AGENCY.							
	7. NAS AN SWITHUSIASTIC ATTITUSE TOWARD THE AGENCY							
	PLACE BUT IN THE AGENCY.							
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	'							
B. DISECTIONS: Considering others of this person's grade								
end type of assignment, how would you rate him on potentiality for assumption of greater responsibility	persion in antiche your rotting, abill in job dution, conduct on the jub, personal characteristics or							
ties normally indicated by promotion.	Astite, and special defects or talents.							
1. HAS BEACHED THE HEGHEST GRADE LEVEL AT WHICH	1. STEINITELY UNBUITABLE . ME SHOULD BE SEPARATED.							
SATISTACTORY PERFORMANCE CAN BE EXPECTED.	The state of the suffacture, while not have ac-							
PRISENT GRADE BLICKE PROMOTEUM TO A HEGHER	CAPPER NAME OF 1 MAS ARROWS BOAT I BASE NOB.							
BRADE CAN BE RECOMMENDED.	3							
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	PERSONNEL EVALU	ATION REPORT	
Items I through 6 will be comp.	leted by Administrative of P.	ersonnel-Officer	
-1-4145	rati jeldales 2. S	RADE 3. POSITION TITLE	
	James W. GS	13 Security Office	
a. OFFICE	FRANCH	2000	. IF FIELD. SPECIFY STATION
Security Luci	ice of Chief	J	<u>. l </u>
From To	Initial	IANONE [ZZ]	Special
	Peessignee		t of Supervisor
22 Rug 1953 21 Lug	leted by the person evaluation	· d	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~
T. LIST YOUR MAJOR DUTIES IN AF			OF EACH. OMIT MINOR DUTIES.
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8. LIST COURSES OF INSTRUCTION	COMPLETED DURING REPORT PERI	00.	
Hama of Course	Location	Length of Course	Date Completed
NONG 5. 16 GHAI TYPE OF BORE ARE YOU			
•	Same as my	present assignments	
IF DIFFERENT FROM TOUR PRESE	IT JOB. EXPLAIM TOUR QUALIFT	CATIONS INPITITUDE, ANDBEFOGE	, SATELSF.
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22 July 1954	The state of the s	James W. 7719	Carl Dr
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Mr. McCord has a	merforessand that shows		
an unumul ability to	erformed the above o	illies in an excellent	manner. He has
and to this instance	develop information	thru both research a	nd investigation
and in thin instance	has produced results	which have been of p	rest value to high
authorities of this A	igency,	i	i
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SECRET SECURITY INFORMATION

12. IN WHAT RESTECT IS TH	IS TERSON'S PERFORMANCE ON PE	RESENT UCH MOST NOTE	ICFABLE GOOD ON CUISTANDIE	161
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In his "knack" for	r developing informati	ion from resea	rch and investigation	on, and in
	tion in sensitive assig			
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None noted.	•			
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14. COMMENT ON THIS PERSON	N'S ABILITY TO HANDLE GREATER	I-RESPONSIBILITIES N	OF OR IN THE FUTURE.	
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IES, ne nas uc	efinite promise of futu	ire increaseu r	esponsibilities.	
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15. ARE THERE STREE SUTIES POSSIBLE.	S WHICH BETTER SUIT THIS PERSO	ON'S QUALIFICATIONS	1 (Recommend appropriate	reassignment, if
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Not at this time	:.			
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	ION DO YOU RECOMMEND FOR THIS			
None at this tim permits.	ne. Will consider for	Phase II Opera	itions Course when	work load
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PERSON OF UNSET1SPACTOR		PPLICABLE.	ATTACHED COTT OF ACASSISS	UM BUITTING
B. THIS PERSONNEL EVALUATION OF TEMS 7, 8 A	ION REPORT HAS BEEN DISCUSSED AND 9. ARE SHOWN BELOW UNDER	HETH THE PERSON EV	ALUATED. ADDITIONAL COMM	ENTS INCLUDING
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P. I HAVE PEVIEUED THE ADD	OVE REPORT. (Comments, If any	y, are shown in item		V130A.
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3.	Ins	struct	ion	to th	e Supi	rviso	or and	tre !	erles	ing 0	fficia	ì							
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A FRAME DISCUSSION DETWEN SUPERVISOR AND INDIVIDUAL CONCERNING THIS REPORT IS NECESSARY IN OURSE TO ASSIST DEVELOPMENT AND DEST USE OF EVERY INDIVIDUAL'S CAPABILITIES.

ITEMS I TRACED FOILL BY COMPLETED BY TEMSACTIONS AND RECORDS	REASON MIEN ACTION	IS INITIATED IN F.	ERSONNEL DIVISION
ROUTING AND ACTION SLIP FOR PERSONNEL EV	ALUATION REF	ORT 15 July	7 1954
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Security Office of Chief			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
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A UNA DRITUER :	401531		}
REQUIRED ACTION 15	PERSON TO TAPE ACTION	COMPLETED	INITIALS
 9. a. Obtain two copies of CIA Form 37-151. b. Enter data in Items I through 6, above, in corresponding apaces of PER forms. c. Attach this action form and parphlet "Your Evaluation Report" to PER forms. d. Deliver forms to immediate supervisor of person to be evaluated. 	Evaluations		
 a. Deliver forms to person to be evaluated. b. Offer advice and assistance. 	Supervisor		
11. a. Complete Items 7 through 10. b. Deliver forms to supervisor.	Person to be Evaluated	12 40	junes.
 12. a. Complete Items 11 through 17. b. Attach warning memo, if required. c. Deliver forms to reviewing official (supervisor next in line). 	Supervisor		
3. a. Review the evaluation. b. Discuss complete evaluation and recommendations with supervisor. c. Record additional comments on forms. d. Sign forms in Item 19. e. Deliver forms to supervisor.	Reviewing Official	1/30/55	Juli
 O. Discuss all aspects of evaluation with person being evaluated. (Explein right of appeal, if warning memo is prepared.) Sign forms in Item 18. Deliver forms to Evaluations Officer. 	Supervisor		
 b. a. Deliver original copy of evaluation form to Transactions and becords branch, Ewrsonnel Division. b. Retain the earton copy for use of operating office and Office Career Service Board. c. Detach instruction These of Form Mislal of Item 20 (continued) to unuser. 	Eveluations Officer		

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RECOM		R HONOR GR MER				
	(2004)		- , , ,			
SECTION A	PERS	CHAL DATA				
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6. OFFICE OF ASSIGNMENT JOINTON	1-(1F-501) 8.	<u> </u>	2141104			
OS/Phys. Sec. Div. 6821	XT	********	ritio (Specify)	cention)		
F. HOME ADDRESS (No., St., City, State, 717 C		10. номі		FIZENSHIP A	NO HOE AT	OUIDID
7 Winder Court, Reckville, 1	Md. 20853	762-7	678 U.	. S. A.	- Birth	1
17. RICOMMINDID ARABO		13 IF PETIRING. (4			200404120	
Certificate of Distinction		31 August			X	
	. RELATIONSHIP A	2. HOW ADDRESS (Va. At. City Sta			04 PHO
Marjorle Lee McCord	MIO	Senie			Sal	gn Q
SECTION B RECOMMENDATION FO	R AWARD FOR HE	ROIC ACTION OR AC	CEPTANCE OF HA	ZARD		
19. WERE YOU AN EVENETHESS TO THE ACT	1.1.	• 6 (4.7-1)				
PERSONNEL IN IMMEDIATE VICINATY OR WHO	O ASSISTED IN A	ICT OR SHARED IN	SAME HAZARD:			
20. FULL MAZE		II. ORGN. TITLE	22. GRADE 2	3. OFFICE C	F A551GH	et n T
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LIST ANY OF THE ABOVE PERSONS GIVEN AN	AWARD OR RECO	MIENDED FOR AMARI	D'FOR PARTICIP	ATING IN A	CTi	
24. FULL NAME		23. AWARD RECOUR		~		
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CONDITIONS UNDER WHICH ACT WAS PERFORM	100					
76. LOCATION	27 INCLUSIVE					
14. COCATION	Jan. Inchiosing	04113	28. TIME OF DAY			
30. DATES FOR WHICH AWAPD RECOMMENDED	31. A551GNM	NT COMPLETED	12. NOS IN SAN	i ON RILATI	D ASSIGN	ur nt
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SECTION C RECOMMENDATION FOR	AWARD FOR ACHIE	VENENT, SERVICE,	OR PERFORMANC	£		
33. DO YOU HAVE PERSONAL ANOMISTICS OF THE						
Chief, Physical Socusity Divis	ilon, PTOS,	OS	,			
35. COMPONENT OR STATION (Designation and	focation)			****		
Hoadquarters						
De- DUTIES AND RESPONSIBILITIES OF ASSIGNED	POSITION .					
To plan and direct an Agesc	y-wide abye	lesi socarity	noeram for	protect	ine	
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17. INCLUSIVE DATES FOR UNION RECOMMENDED		I COMPLETED	35 NOT IN SAME		A39164M	127
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SECTION D	MARKATIVE DESCRIPTION	
	ect substituty? Describe the act was automoting and if it was no ion, describe type and position of craft tree position of individual, an	
istrative, technical, or professional defees and responsibiled that meres the award? Why was this outstanding a appropriate, include production records and assistance to	hanging of service during period for which recommended. (Gire rom ings of not covered in Section C; include dates of assignment and relief than symptomed to athers of like grads and experience in similar pos rendered by other persons or units. What abstacles were encountered etermine to filness Reports, Letters of Commendation, or other document on.	j. What did the Individual Hisns_or_zircumstances?_If or avercame? Indicate re-
	ugust 1970, hir. James W. McCord, Ja	
	Government service, 15 years of which	
	unionts covering the investigative, coun	
fields within the Security Co	pport, audio countermeasures and physicent Service.	CAI SOCUFILY
novos syrma ine sucurity cu	redi osivico.	
During his early your	es of employment when assigned to the S	an Francisco
Field Gilles, Office of Seens	ity, August 1451 to Mag 1688 Mag 1660	erd appleted
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	heldler bas sellub	to ske
designed to ensure the protec	clion of such personnel.	•
	s Security Benearch Staff, 1955 to 1962, gency activities abroad of a specialized linearch course material	
brarring millera Bauetttag Irrigt	illagra soutes watches:	
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	Mr. M	e(ur4)
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OR PERFORMANCE, ATTACH AFFIDAVITS OF EVER	ITAR IS NOT AN EXPERIMENT OF DOES NOT NAVE PERSONAL PERSONAL PERSONAL RECORDED OF TE	
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1.	as title and signature or employed waring ricou-	40 DATE
1.	as title and signature or thereone willing or con- wind the signature of Constitution D. Dut V. rector of Records (PROS)	E FACTS
James P. O'Connell	D. put Virector of Brenzity (P703)	1 July 1970
James P. O'Connell	D. put Virgetor of Spently (PTOD) THROUGH OFFICIALS CONCERNED FOR THEIR INFORMATION Title and steasture	1 July 1970
3. 47. RECOMMANATION INITIATED BY James P. O'Connell SECTION E RECOMMENDATION FORWARDER	D. put Virgetor of Scentify (PTOD) THROUGH OFFICIALS CONCERNED FOR THEIR INFORMATI	on oute
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JE MICOMMODATION INITIATED BY JEMOS P. O'CORNO!! SECTION E RECOMMENDATION FORWARDET O MEAD OF #S CAREE SCRUCE (Correspond of Career Scruce) EXPLOY DIRECTOR OF CAREER SCRUCE	D. puty Director of Scentity (PTOD) THROUGH OFFICIALS CONCERNED FOR THEIR INFORMATION AND MICHAELER Director of Security Diputy Director for Support	es. Date 1 July 1970 OH CATE
JE MICOMMODATION INITIATED BY JEMOS P. O'CORNO!! SECTION E RECOMMENDATION FORWARDET O MEAD OF #S CAREE SCRUCE (Correspond of Career Scruce) EXPLOY DIRECTOR OF CAREER SCRUCE	D. puty livector for happert D. puty livector of Scentify (PTOD) Director of Security Director of Security	on care

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	T is activity led to close
liaison with	intelligence representatives
involving numerous trips to Eur	ope. This lisison activity with
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of communications resulting in a	a continuous exchange of leads and he years of benefit to the Agency.
of communications resulting in a a flow of operational data over t	continuous exchange of leads and
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of communications resulting in a a flow of operational data over the During the period of his to Staff, in which he served as Dup	a continuous exchange of leads and he years of benefit to the Agency. work with the Security Research outy Chief from May 1957, Mr.
of communications resulting in a a flow of operational data over t	a continuous exchange of leads and he years of benefit to the Agency. work with the Security Research outy Chief from May 1957, Mr.

From 1962 to 1964, Mr. McCord served overseas as Chief of the Regional Security Support Staff located at Frankfurt, Germany with responsibility for the overall personnel and physical security and audio countermeasures programs applicable to the Stations and Bases of the European area. This assignment was followed by attendance at the Air War College, August 1964 to June 1965.

For the past five years, Mr. McCord has held two vital line positions with world-wide responsibilities involving the Agency's audio countermeasures and physical security programs.

As Chief of the Technical Division from 23 July 1965 to 19 October 1968, Mr. McCord supervised a technical operation with considerable skill. Although not an engineer by training, he spanned a difficult gap between the administrative and technical demands of his responsibilities, guiding the development of useful and esoteric equipment in the counter-audio field to a point where the Agency became the recognised leader among Government departments in this area of activity. This leadership is evidenced by the

SIGNET

Section D Continued - James Walter McCord, Jr.

establishment of an Inter-Agency Technical Training Center under the Executive Agency of the Technical Division for the Technical Surveillance Countermeasures Committee of the United States Intelligence Board. Much of h.r. McCord's ideas, talents, and imagination went into the creation of this training activity which commenced operations about the time of his reassignment to the Physical Security Division.

Mr. McCord participated with two subordinate employees

The responsibility for ensuring that appropriate protective methods for the sale use of this equipment was also associated with this development. The significance of this achievement was recognised by the Agency when Mr. McCord and his participating colleagues were awarded Certificates of Merit with Distinction in October 1966.

In his current position as Chief, Physical Security Division, Mr. McCord demonstrated his ability to quickly assimilate the necessary details of a field in which he had relatively little experience. He showed initiative in sceking out new ways and means

by tapping all possible technological resources, both in and out of Government, to produce for the Agency a posture in the physical security field which is the equal of, if not superior to, those of other elements of the United States Government. Illustrative of this effort is the expansion and improvement of the Agency's Security Command Center relating to the protection of Agency assets in time of demonstrations, riots and civil disturbances.

Throughout his Agency career, Mr. McCord has engaged his curious and inventive mind to search out even better ways to solve problems within his area of responsibility. As a result, his

Section D Continued - James Walter McCord, Jr.

Agency career is a record of austained superior performance of duty of high value. The value of his exemplary performance over the years has often been recognized and commended by senior officials of the Agency. It is on this basis that Mr. McCord is nominated for the Certificate of Distinction upon the occasion of his retirement.

Mr. James W. McCord, Jr. Certificate of Distinction

CITATION

Mr. James W. McCord, Jr. is hereby awarded the Central Intelligence Agency's Certificate of Distinction.

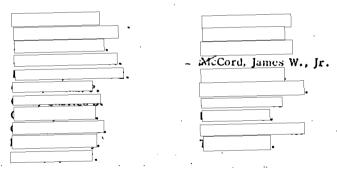
During his nineteen years of Agency service, both domestic and foreign, Mr. McCord displayed remarkable imagination, ingenuity and effectiveness in the performance of his assigned tasks. His sustained superior performance of duty of high value over the years leaves a marked contribution to the overall mission of the Office of Security and the Agency, particularly in the areas of physical and technical security.

MEMORANDUM FOR: Director of Security -

SUBJECT

: Commendation

1. The Committee on the Security of Headquarters Building in a series of twelve meetings between May and August 1969 conducted a detailed study and analysis of each facet of security of the Headquarters Building. I know that considerable time and effort were given to preparation of the detailed briefings, supplemental studies and reports, contributions to the formal report and implementation of the recommended corrective measures. I am appreciative of the efforts and contribution made by your staff to this important piece of business. Although I am sure that many of your staff have worked on this project, my attention has been drawn particularly to these officers:



2. I would appreciate it if you would pass this commendation on to the individuals concerned. Copies of this commendation have been forwarded to the Office of Personnel for inclusion in the Official Personnel File of each of the above officers.

R. L. Bannerman Deputy Director for Support

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MEMORANDUM FOR: Director of Security

SUBJECT

: Notification of Approval of Quality Sten Increase -James McCord

- 1. I am pleased to send to you the attached official notification of the approval of a second Quality Step Increase to be awarded to this employee. The previous award was effective 28 August 1966.
- 2. May I again ask that you arrange an appropriate ceremony for the presentation of this Quality Step Increase which is in recognition of his continuing excellent performance.

Robert S. Wattles Director of Personnel

Distribution:

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SECREI

4 October 1968

MEMORANDUM FOR: Director of Personnel

ATTENTION

: Chief, Placement Division

SUBJECT

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: McCORD, James W., Jr. #058124

Quality Step Increase

The Deputy Director of Security for Physical, Technical, and Overseas Security has recommended, with the concurrence of the Director of Security, that Mr. James W. McCord, Jr. be granted a Quality Step Increase. The original recommendation from Mr. McCord's supervisor is attached for your consideration.

Edward K. O'Malley Secretary

Security Career Service Board

Attachment

you Director of Burnel

GEORET EL

MEMORANDUM FOR: Chairman, OS Career Board

SUBJECT

: Quality Step Increase for Mr. James W. McCord, Jr.

- 1. Mr. McCord has served as Chief of the Technical Division since 23 July 1965. Through his leadership and fine management of the Division, he and his engineers have developed several new and valuable techniques in the audio countermeasures field. The cost of research and development in these techniques was at a minimum and saved the Government much time and money in increasing the state of the art in audio countermeasures.
- 2. Mr. McCord supervises his Division in a vigorous manner and instills enthusiasm and esprit de corps within his organization -- a difficult task because of the extensive amount of world-wide travel demanded from his subordinates.
- 3. Through the efforts of Mr. McCord the establishment of an Interagency Training Center for audio countermeasures is proceeding in an orderly basis, and the first courses offered to technical personnel in the intelligence community will begin this fall. The Technical Division, PTOS, serves as the Executive Agent for the operation of such school for the Community.
- 4. In view of Mr. McCord's sustained high level of performance of duties and the outstanding achievement in the research and development of new hardware and techniques in the audio countermeasures field, it is recommended that Mr. McCord be awarded a Quality Step Increase.

James P. O'Connell

Deputy Director of Security (PTOS)

ELECTION, DECLINATION, OR WAIVER OF LIFE INSURANCE COVERAGE

-FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM.

IMPORTANT
AGENCY INSTRUCTIONS
ON BACK OF ORIGINAL

1	TO COMPLETE TH	HIS FORM—
4	FOLLOW THESE GENERAL INSTRUCTIONS: Read the back of the "Duplicate" carefully before Fill in BOTH COPIES of the form. Type or use ink. Do not detach any part.	•
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STANDARD FORM No. 576-E 145-LANT 1-F3 (fm 516 mrs) units April 16, 1958) 176-101

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CONFIDENTIAL. (When Filled In)

MEMORANDUM OF UNDERSTANDING

I hereby acknowledge that I have read and understand the contents of Handbook 20-, Employee Conduct, dated 29 August 1961, and the information brochure for PCS returnees, dated pgulayi

Signature

JANES W MC COLD

CONFIDENTIAL (When Filled In)

CCNFIDENTIAL (When filled in)

TRAINING REPORT

MANAGERIAL GRID SEMINAR (50 hours) DATES: 23-28 April 1967

Student : James W. McCord, Jr. Cffice : Of

Year of Birth: 1924 Service Designation SS

Grade: 15 No. of Students: 46

EOD Date : August 1951

COURSE OBJECTIVES AND METHOD

Course objectives are to aid participants to: learn the managerial theories contained in the Grid; understand their personal managerial styles in Grid terms; evaluate convictions about managerial values; develop team action skills; increase candidness of communication; strengthen the use of critique for problem-solving and learning; and acquire an appreciation of Organization Culture and Development.

The method of learning offers a challenge to all participants regardless of level or experience. A Grid Seminar is not "taught" in the usual sense. In Grid teams, participants solve complex management problems. Objective solutions are made available. Individual and team performance is repeatedly assessed. Various measuring instruments are used to evaluate effectiveness.

Critique sessions assist each participant to understand how he might change his own behavior to increase his problem-solving effectiveness. Thus managers are not told the best way to manage, but they learn by convincing themselves.

About twenty to thirty hours of study are completed as prework. Insights gained are deepened and personalized during the intensive 50-hour Seminar.

ACHIEVEMENT RECORD

This is a certificate of attendance only. No attempt was made to evaluate student achievement in this course.

FOR THE DIRECTOR OF TRAINING:

Chief Instructor Date

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	hnical & Overseas Security
ATTENTION : Chie	ef, Technical Security Division
SUBJECT : Secu	urity Presentation - Support Course
. The Office of S	scurity presentation at the
	1 1967 was extraordinarily well recoived.
	ing Officer has informed me of
a number of superiative con	niments by those in attendance.
2. I want to expre	ss my appreciation to Messrs. James
McCord, and	for their most effective
·	ermeasures. It was a highlight of the
program and contributed im	
3. I'd like to expre	ess a special word of thanks to
	pport in preparing visual aids for the pro-
	tice. I am aware that Bill worked long
	ekend and virtually all night on one
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and attribute this success in by the Office of Security con sonal commendation to Mess	bly proud of the success of the presentation, a large part to the extraordinary team effort apponents involved. Please extend my persens. McCord,, and, and, of this memorandum will be placed in their
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	Howard J. Ceborn
	(Director of Security
cc: Official Personnel Files	
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TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

90/5 67.0042

OFFICE OF THE DIRECTOR

WASHINGTON, D.C. 20226

January 3, 1967

The Honorable
Richard Helms
Director, Central Intelligence
Agency
Washington, D. C.

Dear Dick:

I wish to express my appreciation for the valuable assistance provided by your agency during the recent tour of President Johnson to Southeast Asia. Your response to our request for technical assistance was most gratifying.

I would particularly like to commend to you Mr. Howard J. Osborn, Director, Office of Security, Mr. James McCord, Chief. Technical Security Division, and Mr. Regional Security Office, Far East, for their cooperation. Their dedication to duty and extensive knowledge and experience in technical support greatly contributed to the success of our mission.

Messrs. and of Mr. McCord's office and of Mr. Sheridan's office also contributed immeasurably to the success of the visit.

Please extend our sincere appreciation to your staff for a job well done.

Sincerely,

James J. Rowley

1st Endorsement

TO: Director of Security

It is always a pleasure to see commendations such as this in recognition of jobs well done.

I would like to add my congratulations and appreciation to you and all of the members of your staff for your fine efforts which contributed to the successful completion of the President's trip.

> R. L. Bannerman Deputy Director for Support

CONFIDENTIAL

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Citef, Technical Division

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Commendation

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TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

and the second

September 13, 1959

Disoctor Control Inhellingence Agency Vashingson, D.O.

Math: Director, Office of Security/LDD

Hour Sir:

Dirting the pape year requestratives of your Agency's Office of Security assisted for Security of In our technical security progress. In . Bound V. Of Th. Barnaton, Office of Security, has game rounly functions to the security functions. In the by Mr. Jones M. Hedoni. In term To. Medone has the finely of his time, equipment and amoption to assist the forest Service in the Committed searching of the first t.

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- 2 -

On behalf of the Secret Service I would like to express our deep appreciation for the excellent and dedicated assistance furnished by your Agency over the past year in the technical security area.

Very truly yours,

James J. Rowley Director

DD/3 65-5075

27 SEP 1885

MEMORANDUM FOR: Director of Scourity

: Cetamendation

1. The Director was pleased with the attached letter from Mr. Rowery in which he expressed deep appreciation for the excellent and dedicated as sustance rendered to the U. S. Secret Service during the past year. The Director wishes to continue this cooperation and assistance,

2. I appreciate very much this kind of performance which reflects or so a upon the Agency and I compliment you and your staff for another job west to be.

> L. Line rolli Deputy Director for Support

Air Letter did 13 Sept 60 to DCI is "Mr. Rowley, rubji Approchation

S 0 AUG 1966

MEMORANDUM FOR: Director of Security

SUBJECT

: Notification of Approval of Quality Step Increase • James McCord

- 1. I am pleased to send to you the attached official notification of the approval of the Quality Step Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Emmett D. Echole
Director of Personnel

Distribution:

O & 1 - Addressee

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1 9 AUG 1966

MEMORANDUM FOR: Director of Personnel

ATTENTION

: Chief, Placement Division

SUBJECT

: McCORD, James W., Jr. #058124

Quality Step Increase

The Security Career Service Board has recommended, with the subsequent concurrence of the Director of Security, that Mr. James W. McCord, Jr. be granted a Quality Step Increase which would change his salary from GS-15, step 5, at \$19,978 per annum to GS-15, step 6, at \$20,585 per annum. The original recommendation from Mr. McCord's supervisor is attached for your consideration.

west I. Hard

Ernest L. Hardt Secretary Security Career Service Board

Attachment

APPROVED

28 JUN 1988

MEMORANDUM FOR: Director of Security

SUBJECT

14-00000

Quality Step Increase - James W. McCord, Jr.

- 1. Mr. James W. McCord, Jr. joined the Central Intelligence Agency, Office of Security, in August 1961.
- 2. He has served successfully in various capacities in the Office of Security as an Investigator, Deputy Chief, Security Research Staff, Regional Security Officer, Germany, and upon his return from overseas, he attended the Air War College, where his overall performance was rated as outstanding.
- 3. For the past year, Mr. McCord has been serving as Chief, Technical Division.
- 4. Through Mr. McCord's imaginative planning, guidance, and direction, the Technical Division has developed numerous improvements in both instrumentation and techniques which have greatly enhanced the Agency's capability

targeted against the Agency both domestically and overseas. It is, therefore, recommended that he be granted a Quality Step Increase.

Ermal P. Geiss

Deputy Director of Security (PTOS)

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S-E-C-R-E-T (When filled in)

MEMORANDUM FOR: Chief, Tra	neactions	& Records Bra	nch/OP	
FROM: Chief, Exte	ernal Train	ning Branch/KS	/TR	•
SUBJECT: Completion	of Extern	al Training	16100	
This is to advise you that	McCORD,	James W. Jr	train	ing
request #_R-12340attended	3 the follo	wing external	training progr	am:
COURSE: Air War College	: Program			
INSTITUTION: Air War College				
DATE: 7 August 1964-4	<u> โยกษ 1965</u>			
GRADE:None				
FOR THE DIRECTOR OF TRAININ	NG.	·		
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Attachments:		! •		
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AlR WAR COLLEGE
(Air University)
United States Air Force
Mnawell Air Force Base, Alabama 36112

OF THUS ATTA

AWCA

8 June 1965

SUERT

Training Reports

Director of Personnel Central Intelligence Agency Washington, D. C.

Attached are Training Reports (AF Form 475) for Central Intelligence Agency representatives in the Air War College Class of 1965. These reports are forwarded for your information and appropriate distribution.

FOR THE COMMANDANT

/J. K. DROCK Lt Colonel, USAF

Director of Administration

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2. TR, Mr. McCord

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CONTINUED SERVICE AGREEMENT FOR EMPLOYEES ASSIGNED TO TRAINING THROUGH NON-CIA FACILITIES

1. In consideration of my being assigned by the Central Intelligence

 Agency to t 	raining in	Air War Co	llege		at
		(Course	:)		
	•	Montgomery, A	labera		•
	(Na	ame of Facility)			
beginning _	August 1965	and ending	สืบทร	1965	·
I agree to t	he following term	s and conditions:	,		
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			· •	(HoCord))

this agreement, the Agency may recover such amounts from me or my estate by (1) set-off of accrued salary, pay, compensation, amount of retirement credit, or other amount due me from the Government, and by (2) such other methods as may be provided by law for the recovery of amounts due the Government.

e. That the assignment to training under this agreement does not commit the Government to continue my employment and, further, that I may be released in whole or in part from the terms of this agreement only by action of the Director of Central Intelligence.

 (Signature) I mu w W'h w James W. McCord
(Type Name)
13 July 1864
13 7 (Date)

(Signature)

(Type Name)

7,28

9 MAY 1964

Dear Jin:

y tour of duty in

Europe will terminate in late ay when I leave Europe to undertake new duties in Washington, D. C. by association with you and your staff has been a richly rewarding experience, both personally and professionally. The manner in which you have unobtrusively, yet effectively, served as the catalyst which welded together the activities of the many staff and operational agencies which share an interest in our national security, has been a source of continuing inspiration to me. Your efforts have enjoyed my unqualified personal support and have merited the admiration of those members of my staff who have been privileged to associate with you.

You have dramatically demonstrated a capacity for bringing together key personnel of agencies who seek, in the accomplishment of their individual missions, the realization of a common goal, in a manner calculated to preserve the individual integrity of each agency while emploiting those benefits of cohesiveness so essential to manimum effectiveness. I indful that the application of a prescribed technique without adding the complementing ingredient of your confidence inspiring and persuasive personality would not have achieved the same measure of success, I unlesitatingly ascribe our abundant joint accomplishments to your generous personal contribution.

ي يوروزرل ما الرواد وا

Thy future relationships with your associates will always reflect a y admiration for the manner in which you have contributed to the attainment of our national aims and the manner in which your personal efforts have precipitated a more significant contribution from the other agencies with which yours has been associated.

Sincerely,

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	•			5 June	964
SUBJECT	 Letter of Apprecia	tion			
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TO:	Mr. James W. Mc	Cord	<u> </u>	<u>:-</u>	-
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	ke this opportunity t	o express	sincere appr	eciation on h	enau
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2.	The conference hel	ld by secur	ity officers i	in this area c	n a
monthly bas	is, which was estab	lished larg	ely due to yo	our efforts,	has
provided an	excellent opportuni	ty for close	r coordinati	ion, exchang	e of 🧪
information	, and integrated ope	rations; an	d has result	ed in benefits	i to
the overall	security missions o	f the United	States agen	cies in this a	ırea.
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	<u> </u>	·:	
			8 June 1964
SUBJECT:	Letter of Appreciation		
-	· -		
ro:	Mr. James W. McCord, Jr.		

- 1. The news of your departure to a new station in the USA has been received with regret; your contributions in the intelligence community will be missed. At the same time it is gratifying to learn that you have been selected for such an important assignment of which you are most deserving.
- 2. I wish to express my appreciation for your efforts in organizing the Frankfurt Security Officers' Conference. I am aware that through your initiative and tenacity this organization expanded in size until all security and intelligence units in the Frankfurt area were represented, thus comenting their combined efforts into one sphere of cooperation. This, I am sure, has contributed immeasurably to the overall security mission of this community.
- 3. I also wish to specifically thank you for the security lecture you presented to members of my command in England. There have been many favorable comments received from personnel hearing that presentation, to the effect that the lecture indicated a very broad range of knowledge on your part and that it was presented in a truly professional manner.
- 4. The fine cooperation you have extended to personnel in my Division has been of the greatest assistance to my command and all have voiced their appreciation and satisfaction concerning their association with you. I wish you the best of luck and success in your new endeavor.

FOR-OFFICIAL-USE ONLY

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CERTIFICATE

This is to certify that

has attended and successfully completed the

SECURITY OFFICE SPECIAL TRAINING COURSE

Security Officer Field Course #12

during the period 14 May to 25 May 1966

FOR THE DIRECTOR OF SECURITY, CIA

WASHINGTON, D.C.

CERTIFICATE

This is to certify that James W. McCord

has attended and successfully completed the

SECURITY OFFICE SPECIAL TRAINING COURSE

Physical Security Training Course #8

during the period 23 April to 11 May 1962

FOR THE DIRECTOR OF SECURITY, CIA

WASHINGTON, D.C.

TRAVEL AGREEMENT BY STAFF EMPLOYEES ASSIGNED TO PERMAHENT DUTY STATION OUTSIDE CONTINENTAL UNITED STATES

- 1. In accordance with the policy of the Central Intelligence

 Agency, I agree to serve outside the continental United States a minimum tour of Two Years from the date of my arrival at my permanent post of duty, unless said tour is sooner terminated by the Government for its convenience, or it is terminated by the Agency for circumstances that are considered by it to be beyond my control.
- 2. It is understood and agreed that if I terminate for reasons within my control in less than 12 months from the date of arrival at said post, I shall reimburse CIA for all travel expenses, including storage and per diem, incurred in the transporting of myself, my dependents, my household and personal effects and my automobile to my permanent post of duty, and shall pay all return travel and transportation expenses to the United States.
- 3. It is further understood and agreed that if I terminate for reasons within my control subsequent to the twelfth month but prior to the completion of my tour of duty, I shall pay all return expenses for the travel and transportation of myself, my dependents, my household and personal effects and my automobile to the United States.

WITNESS:	ames Walter McCord, Ji (Employee)
	(Employee)
•	22
Office of Personnel	Date: 124-3-62

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S-E-C-R-L-T

TRAINING REPORT

Operations Support No. 50 120 hours, full-time, Phase I 2 - 20 April 62 2 Students 80 hours, full-time, Phase II 23 April - 4 Ney 62 10 Students

Student: McCORD, James W., Jr. Year of Birth: 1924

EOD Date: August 1951 Grade: G8-15 Office : 08

COURSE OBJECTIVES - CONTENT AND METHODS

The Operations Support Course emphasizes the role of support personnal in clandestine activities and their responsibility in originating material of a support nature at headquarters and in the field. The Course objectives are to provide the student with (1) an appreciation of the interrelation—ship between operating functions and support functions; (2) an understanding of some of the basic principles and techniques of Agency operations; (3) a knowledge of procedures, regulations and problems pertinent to the necessary support of operational activities.

a. Phase I covers instruction on organization, functions and responsibilities of the Clandestine Services; basic principles of clandestine activity accompanied by practical exercises; project and agent management; familiarization with defensive and offensive audio surveillance.

About fifty per cent of Phase I consists of lectures, briefings, and discussions; about thirty-five per cent is devoted to field exercises, practical written assignments, practice problems, and observing films as training aids in basic tradecraft. The remainder of the time is devoted to studying and testing.

b. Phase II includes name checks, records procedures, foreign travel, finance and property accounting, dispatch, pouch, cable and message-writing procedures. For this phase, problems have been developed to represent situations as they normally occur at a Station.

About thirty-five per cent of Phase II is composed of lectures, briefings, and discussions; about fifty per cent is devoted to practice problems and practical written assignments. The remainder of the time is devoted to studying and testing.

ACHIEVEMENT RECORD

The adjectival ratings on this student for each major area of this course are the result of an evaluation of his work on his individual projects, on the other exercises, and on the final examination. Comparative judgment takes into account students in preceding classes as well as the present one. The numbers show how many students received each rating. An asterisk (*)—shows—the-rating this student—received.—The rating the student receives represents the student's performance in the course with no allowance made for difference in age, education, experience and so forth.

MALL

McCord, James W., Jr.

MAJOR CATEGORIES

MAJOR CATEGORIES			
PHASE 1	UNSAT	SAT	EXCELLENT
1. Tradecraft - Recognition of elementary principles.	О	5	6
2. Casing - Written observation of an assigned site.	n	2	6
 Personal Meeting Plan - Written paper emphasizing techniques of effecting clandestine meeting. 	0	5	3
4. Personal Meeting - Carrying out student's plan.	. 0	4	l _k
Contact Report - Written report of clandestine personal meeting.	0	2	6
 Operational Support Procedures - General knowl- edge of Clandestine Services Organization and Functions; Agent and Project Management. 	0	2	6
PHASE II			
 Originating Headquarters and Field Dispatches. Indexing Requirements. Field Pouch Manifest. 	ó	2	8
2. Proparation of Headquarters and Field Cables. Writing and Indexing Messages. Use of Message Writing Techniques.	0	7	3
3. Type II Property Accounting - Fundamentals and Execution of Records.	0	1	·· 9
4. Foreign Travel - Currency Conversion and Completion of Travel Voucher.	0	ž.	6
5. Familiarization with Accounting and Preparation of Records.	0	0	10
6. Clandestine Services Headquarters and Field Sup- port Procedures.	1 '	14	5
COMMENTS	· · · · · · · · · · · · · · · · · · ·		
Student cancelled per Registrar/Training, 29 March	1962.		
FOR THE DIRECTOR OF TRAINING: Chief Instructo	or /		Pay 1962

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Complete in duplicate. The data recorded on this form is essential in determining travel expenses allo	wable in connection with leave
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This course helps prepare personnel and their adult dependents for residence for travel in the general area and country of destination. Included are a briefing on "the Americans droad Problem," its implications for the individual employee or dependent and the Legency, practical advice for successful personal adjustment to averyday problems of working and living in the area of assignment, useful information or the area, and gites lines for understanding its major problems. Advice includes ones for officeable inter-personal relations in the particular country or region. Area information includes an analysis of the importance of the region to the finited States and descriptions of the people, their institutions, and current living conditions. The course offers because, punel discussions, films, slide commentaties, and selected resaings for a recommended program of self-study. Impleyees and dependents resently returned from the area help to keep current the information on conditions.

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This is a certificate of attendance only; no attempt was made to evaluate student achievement in this course.

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1 November 1958

SUBJECT: American C-118 Aircraft Downed in Soviet Azerbaijan 27 June 1958 by Soviet MIO-17's

On 27 June 1958, a C-118 cargo plane, assigned to the U. S. Air Force in Wiesbaden, was fired on and forced down near Gendarkh. Soviet Azerbaijan. The plane was carrying nine U. S. airman

assigned to Wiesbaden, Germany. The nine men were en route from Wiesbaden to Teheran and Pakistan on a flight carrying cargo for CIA.

The plane, while en route to Teheran from Nicosia and as a result of bad weather and navigation error, went off its plotted course and crossed into Soviet Armenia. There it was intercepted and fired on by three MIG-17's and caught fire in the left wing. Five of the crew bailed out and the other four rode the aircraft down to a safe landing on a small airstrip at Gendarkh in Soviet Azerbaijan. The crew members who had remained on the plane to its landing got out safely and the plane was burning fiercely when the crew last saw it. The part of the crew that parachuted was surrounded by Soviet peasants, some of whom teat and struck at the crew members. One of the men,

was taken by the mob to a telephone pole and narrowly escaped hanging before being rescued by the Soviet military.

and the remainder of the crew were turned over to the Soviet military, and after an overnight stay in a Soviet military garrison near Stepanakert were taken to a city believed to be Yevlakh, and then flown to Baku, Russia. There they underwent interrogation by Soviet intelligence officers, at least one of whom had served in the United States, as a Soviet Purchasing Commission employee 1943-45, and later in Canada in 1949-55 as First Secretary of the Soviet Embassy. This RIS officer, Vladimir Bourdine, later served in 1955 as a personal interpreter for Mirushchev in a meeting with Prime Minister Nehru of India. Bourdine interrogated [at considerable length during the period 30 June - 3 July 1958, while the crow was imprisoned in the MVD Headquarters building in Baku. Following their individual interrogations, the crew members were required to appear separately before a Commission of Soviet officials at the Baku MVD Headquarters who questioned them about the border violation by the C-118 aircraft, and requested them to sign statements attesting that they had been well-treated and received adequate medical care by the

Soviets. The inquiry by the Commission was perfunctory and did not involve an interrogation in the intelligence sense. The crew was then transported to Astara on the Soviet-Iranian border on 7 July 1958 and turned over to the American Air Attache:

Cn 2 July 1958 this Agency received information indicating that the Soviets might be considering releasing the nine fliers. Since no date or place of release was indicated, cables were sent to the various peripheral stations around the Soviet border indicating the possibility of impending release. The Air Force agreed to abort its Air Attaches in the same areas of the possibility of impending release. At the same time a team of Agency personnel, including a medical officer, an Air Maritime officer, and two representatives of the Security Office were dispatched to Wiesbaden from Headquarters in anticipation of the release of the fliers. Three hours after the team arrived in Germany, the place of release was learned from the Soviets to be Astara on the Soviet-Iranian border, and a USAFE plane was dispatched that hight from Wiesbaden with the Air Maritime team member aboard destined for Teheran to await the turnover of the American fliers at Astara. The fliers were turned over on 7 July 1958, were immediately flown to Wiesbaden, Germany where an initial joint CIA-AF debriefing of them was beguin, and where initial press interviews were held, following careful briefing of the crew as to the text and limitations to be observed. Two days later, two members of the crew, one of whom was were permitted to give an interview to the Paris representative of Timo-Life. Members of the CIA team were present during these press interviews, under appropriate cover arrangements. to furnish guidance to personnel. Following the initial debriefing, the entire crew was flown to

Washington, D. C. on 18 July 1958, for a more extended debriefing. These debriefings were completed on 6 August 1958 and covered the various aspects of possible compromise of the security of CLA personnel, operational and cover units activities, as well as various positive intelligence and counter-intelligence matters.

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of highly sensitive Agency operational activities and of the i	dentitio
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carried briefcases converning classified material, and Frannon	carried
an address book containing several names, addresses and telepho	
numbers of CIA personnel and cover units. The two briefcases	
believed to have been destroyed by the fire in the aircraft aft	
landing. The address book of was taken from him by the	

peasants on landing and was later turned back to him by the Soviet—Commission members at Baku. Neither he nor other members of the crew were questioned about either of the briefcases, their contents, nor about the address book and its contents. We assume that the Soviets have or will process the names in the address book through their Moscow files. Some of the other crew members carried personal notations in their wallets relating to a few other CIA personnel.

We have received no indications that ______ or the other crewmen were drugged or otherwise tampered with by the Soviets. and some of the others did receive shots the first night and second day from the Soviet military for their wounds and burns; however, these shots are believed to have been for legitimate medical reasons.

The substance of the questioning, treatment and techniques of interrogation has been exhaustively explored with all the crew members in the course of the debriefings. In summation, the interrogations of the crew members were superficial and do not appear to have been backed up by close coordination and communication with Moscow for intelligence research purposes. It is possible that the quick acknowledgment by the Soviet Foreign Office of the landing of the C-118 members.

Soviet territory precluded the MVD from fully exploiting the crew members.

Group and given preferred treatment, apparently with the intention of developing them for information purposes. We are convinced that both men handled themselves extremely well and did not disclose any information concerning the Agency or its activities.

To date we have no indication that the Soviets knew at the time they interrogated the crew men, that the flight of the C-118 was connected with CIA in any way, nor that they knew were CIA personnel. We do believe that in time the Soviets, through address book, which lists the open Agency telephone number EX 3-6115 below his name on the first page, will connect him and possibly others in the address book with CIA. Since the Soviets questioned him about the 7170th Support Group and the 7405th Support Squadron in Wiesbaden, it is therefore presumed that they will associate those units with this Agency.

In addition to this report, debriefings of the crewmen were taped and typed, which will total some 7,000 = 9,000 pages when completed, are being distributed to the CI Staff and

other interested components of this Agency as they are completed. Questions were solicited by this Office of all interested components, in order to cover all matters in the debriefings of interest to the Agency. Careful arrangements have been made with the Air Force in order that Agency interests will be adequately protected and proper security will be maintained in the handling of information and reports derived from the debriefings, and so that no compromise of the Agency interest in the flight of the C-118 will be made to the press.

CONCLUSIONS:

- A. It is our opinion that the possible compromises arising out of this incident are relatively minor in nature and that no major compromises occurred.
- B. That the Soviets "missed" on the true nature of the flight and personnel of the C-118.
- C. That the reasons the crew members were given an early release were as follows:
 - 1. Primarily, the Soviet interrogators failed to use all of the leads at their command, particularly address book, and failed to break the crewmen through interrogation.
 - The crew did not inadvertently disclose through interrogations, the purpose of their flight, its relation to the Agency and that of of its crew to CIA.
 - 3. The Soviets apparently failed to check out the names and other data in _____ address book through their files prior to release of the crew.
 - 4. No incriminating information or material was immediately recovered from the burned aircraft.
 - 5. Several of the crew destroyed incriminating building passes and notations in their wallets while on their way down in their parachutes, or immediately after landing in their chutes.
 - 6. There were either no leaks or insufficient leaks of incriminating information through any room conversations at Baku among the crew, which may have been monitored by the Soviets, or such conversations as there may have been were not properly interpreted, or interpreted soon enough to tip the Soviets that there was something unusual about the flight or the crew.

- 7. The crew members were all in uniform and not in mixed civilian and Air Force clothing, which properly established their cover.
- 8. Sufficient pressures were exercised by Agency, State,
 Air Force, and Zzecutive action upon the Soviets to
 effect the release of the crew-as-zvon-as-possible.
- 9. A factor that probably had an important bearing was the early acknowledgment by the Soviet Foreign Office of the downing of the aircraft and the attempts by the Soviets in the early stages to make this appear as a deliberate violation of the Soviet air frontier. This tended to take the "play" away from the MVD and military intelligence. In addition, this Government was stepping up the pressure for the release of the nine Army personnel who landed in East Germany in a helicopter, and the Soviets probably had no desire to create a duplicate of this incident.
- 10. Safeguards taken by the Agency and the Air Force were such that there was no leak to the press, during the crew's internment, of the fact that there was an intelligence connection of the flight and crew of the C-118.
- D. That it is not believed, based on the evidence at hand, that the crew was drugged or otherwise tampered with medically.
- E. That there are valuable points of guidance from a cover, operations, policy and code of conduct standmint which can be gathered from experiences of these creams in the hands of the Soviets and can aid the Agency and its personnel in any future situation of a similar nature in which the Soviet military and RIS interrogators are encountered.

ACTION TAKEN TO SAFEGUARD AGENCY INTEREST IN THIS MATTER:

- A. All possible steps were taken during the period immediately preceding and immediately after the release of the crew to effect the minimum of publicity and to safeguard and limit such publicity as was given out, in order to avoid disclosing the CIA connection of the flight and some of its crew.
- B. Throughout the entire debriefing process in Germany and in the U. S., the maximum care has been taken to safeguard the information taken by transcript and classify it so that there would be access to the information therein on a needto-know basis and by only properly cleared persons.

C. Steps were taken immediately by the German-Station afterthe downing of the C-113 to change the combinations of the safes and locks in the buildings to which the crew had access.

D.	The	three	men from this Agency who were aboard the flight	t,
			and the aircraft commander,	
	are	perus	removed from the German area, being returned to	
	the	v. s.	The three CIA crawmen	_

E. Steps are continuing to be taken to properly safeguard Agency interests and personnel in regard to names of Agency personnel who appeared in ______ address book or in other notations appearing in any papers carried by other members of the crew.

RECOMMENDATIONS:

- A. Continue to take all possible steps to prevent any disclosure to any unauthorized persons, particularly the press, about the CIA personnel aboard the C-118, or the true nature of the flight.
- B. Continue to take all possible steps to change the cover designation of the units appearing in address book to prevent any further compromise of these units.
- C. Permit no further publicity about the flight itself, in order to minimize the possibility of the press learning of the CIA interest in the flight of the C-ll8.
- D. Carefully follow all matters relating to the International Court of Justice interest in this flight, in order to prevent any compromise of Agency interests.

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SECTION C.	Prome	iation (42)				
1. MY PRONUNCIATION IS NA	TIVE.	··				
2. BHILE NATIVES CAN DETE	CT AN ACCENT IN MY PAUNUNCERT	ION THEY HAVE	NO DIFFICUL	TV UNDERSTANDING	; w Ę,	
3. MY PRONUNCIATION IN OR	VIOUSLY FORTIGN, BUT ONLY RES	SLY CAUSES DE	FICULTY FOR	NATIVES TO UNDE	(457AND.)	
A. WY PROBUNCHAFTON IS OC	CASIONALLY DIFFICUL* FOR WATE	vi 3 10 uncies	*440,			
5. I HAVE NO SHILL IN PRO	NUNCIATION .					
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CONTINUATION OF PART II-LANGUAGE ELEMENTS	
Speaking (43)	
I SPITA FILLINGIA AND ACCURATELY IN ALL PRACTICAL AND SOCIAL SUIGNITIONS () CONVERSE PRIELY AND IDIOMA. IN ALL PITLOS WITH WHICH I AM FAMILIAR.	TIGALLY
2 BERTAN FECTIVEN AND ACCUMATELY IN NEARLY ALE PRACTICAL AND SOCIAL SLIDADIUMS: GAM-GOMYFINDE-IN-MOS 	יד-רינניסא
5. I GET ALONG QUITE HILD IN SITUATIONS OF GALLY LIFE AND TRAVEL AND CAN CONCUCT BOUTINE DISTINCTS IN PARTICU	LAR FIELDS
4. I WANAGE TO GET ALONG IN THE MOST COMMON STEDATIONS OF DAILY LIFE AND TRAVEL.	
5. I HAVE NO ABILITY TO USE THE LANGUAGE IN ANY OF THE ABOVE RESPECTS.	
SECTION E. Understanding (44)	
1. I UNDERSTAND NON-TECHNICAL CONVERSATION ON ALL SUBJECTS, BOTH FAGE-TO-FACE AND ON THE TELEPHONE! I UNLEASED TO THE RADIC AND AT THE MOVIES, PLAYS, AND LECTURES.	INDERSTANC
I UNDERSTAND NON-TECHNICAL CONVERSATION ON NEARLY ALL SUBJECTS, BOTH FACE-TO-FACE AND ON THE TELEPHIS 2. UNDERSTAND MUSICION ANAT THERR ON THE RADIO AND AT THE MOVIES, PLAYS, AND LECTURES, INCLUDING MOST J PUNS.	MEL I GEES AND
3. PHOVER I UNDERSTAND NEARLY ALL CONVERSATION ON TOPICS OF DAILY LIFE AND TRAVEL, BOTH FACE-TO-FACE AND ON TH PHOVER I UNDERSTAND MUCH OF MATE HEAR ON THE RADIG, AND AT THE MOVIES, PLAYS, AND LECTURES.	E TELET
4. I UNDERSTAND THE SIMPLEST CONVERSATION, BOTH FACE-TO-FACE AND ON THE TELEPHONE: I UNDERSTAND SOME OF I HEAR ON THE RADIO AND AT THE MOVIES, PLAYS, AND LECTURES.	#HAT
E. I AM NOT ABLE TO UNDERSTAND THE SPEKEN LANGUAGE.	
BEFORE CONTINUING - CHECK PART II TO ENSURE THAT YOU HAVE CIRCLED ONE NUMBER PER SECTION.	
PART 111-EXPERIENCE AS TRANSLATOR OR INTERPRETER (45)	
1. I HAVE MAD EXPERIENCE AS A TRANSLATOR.	
2. I HAVE HAD EXPERIENCE AS AN INTERPRETER.	
3. 9214 27 THE ABOVE STATEMENTS APPLY.	
A. NOVE OF THE ABOVE STATEMENTS APPLY.	
PART SY-CERTIFICATION	
I CENTIFF THAT THE INFORMATION GREEN ABOVE IS TRUE AND ACCURATE TO THE BIST OF MY ANOREEGEF AND BELLI THIS CERTIFICATION CONSTITUTES MY APPLICATION FOR A MAINTINANCE ARARD PROFITED I AM ELIGIBLE UNDER THE TERESCENTION NO. 23-113. PAR. 10(4): I UNDERSTAND THAT I MUST PASS AN OBJECTIVE LANGUAGE PROFICERACY TEST BECAUSE LIGIBLE FOR AN ARRESD. AND THAT I MERSPECTICLE OF THE DRIED PROFILE AND MAINTINANCE ARRESDED BELLICIBLE FOR AN ARRESDED BELLICIBLE AND THE TRAITING THE STORM.	
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(FI MD COVEYSION) Mashington 25, D.C.

CERTIFICATE

Captain

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(Grade)

(SN)

event of partial or full mobilization, he will be made available for active military service.

I certify that no delay in his entry on active duty will be requested by this employing agency if he is ordered to active military service during a period of mobilization.

Date: 12 Jan 1956

Cortain, Infantry : Militation Training Officer



CENTRAL INTELLIGENCE AGENCY

WASHINGTON 28, D. C.

OFFICE OF THE DIRECTOR

9 DEC 1955

MEMORANDUM FOR: James W. McCord, Jr.

SUBJECT:

Notification of Membership in the Career Staff

- 1. On behalf of the Director of Central Intelligence, it gives me pleasure to inform you that your application for membership in the Career Staff has been accepted by the CIA Selection Board. The effective date of your membership is 22 August 1954.
- 2. Please indicate that you have received this notification by signing in the space provided below and return it to the Head of your Career Service. He will forward it to the Executive Director of the CIA Selection Board.
- 3. Because your membership in the Career Staff is classified information, it is necessary that this notification be conveyed to you in this manner. The application for membership which you signed has been endorsed on behalf of the Director of Central Intelligence by the Executive Director of the CIA Selection Board and placed in your permanent Official Personnel Folder.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

Harrison G. Reynolds Chairman, CIA Selection Board

Noted:

(4)

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**** Of COSTINUED COSES STRATE

JAMES W. NCOORD, JR.

27 August 1951

14 September 1951

FOR THE

3 October

1

CERTIFICATION:

14-00000

This is to certify that I personally witnessed James Walter McCord, Jr., subscribe his signature to these papers on this date.

24 August 1951

STATEMENT OF FEDERAL CIVILIAN AND MILITARY SERVICE I FEDERAL CIVILIAN SERVICE , HEGIN WITH THIS AGENCY AND IDDION IN REVERSE CHRONICAGE ONDER O 406901 LOCATION Present Acency San Francisco - Enn Francisco Esa Dicco Wash-Federal Sureau of Invent ington D. C. Federal Eureau of Inventi-Washington D. New York City | 9 kar 1942 22 No v 1943 <u>estion</u> Total Civilian Service II MILITARY SERVICE (INCLUDE ONLY PERIODS OF ACTIVE DUTY: DO NOT INCLUDE TERMINAL LEAVE)

BRANCH OF SERVICE wo. DA. MG. S. Army Alr Corns Oct Total Military Service II CERTIFICATION

I hereby certify that the above Civilian and Military service is complete and accurate to the hest of my knowledge.

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SEC. II, WORK EXPERIENCE

1. State the nature of duties performed with this organization, starting with your present position. Approximate dates (month and year) are sufficient.

Use a continuation sheet, if necessary, to adequately describe your duties.

Description of Duties:
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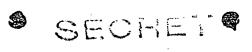
SECHET WORK EXPERIENCE (CONT'D.)

14-00000

2. Previous Employment: Describe your previous work experience in sufficient detail to permit full recognition of your qualifications. Include military work _experience. List_last_position first.______

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SEC. II. WORK EXPERIENCE (CONT 3. Special-Work Experience: Check you may have been employed. 01 U.S. Secret Service 02 Civil Police 03 Military Police 04 U.S. Border Patrol 05 U.S. Narcotics Squad 06: FBI 07 Criminal Investigation Div. 21 Office of Naval Intelligence 22 Office of War Information 23 Army G-2 20 Office of Strategic Services	'(ם י	of th	Air For Cou Imm Stra Con Con Offic 30an	For eight eight reduced reduce	orce gn_E grati gic S gn Se gl In l Fo nate of F	A- conditell on dervi ervi telli rce: or o act		Adura Unitate e Gurif orm	mi liz it e E roi ty ati	nps atio Dept. up Ager on s	n acy	ch
SEC. III. FOREIGN LANGUAGES		^	cuc			,,,,,	unic	alic	,,,,	COI		
List below the foreign languages in whi	ch ye	u ha	ve	801	me o	om	peter	ice.	. 1	Be s	ure t	0
include uncommon modern languages.	Chec	k ()	() y	oui	r co	mpe	tenc	e ar	ad l	ho w	acqu	ired.
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and written torin (e.g., maore), expla	yo	u. (01111	pet	· CIIC							
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**Specialized Language Competence: De	scrit	c ab	ilit	y t	o de	s p	ecial	120	d 1.	angu	age	work
involving vocabularies and terminolog												



SEC. IV. AREA KNOWLEDO	GE	EDG.	L	W	O	Y	EA	R	. A	W	. 1	SEC
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List below any forcign countries or regions of which you have knowledge gained as a result of residence, travel or study. Study can mean either academic study, or study of a forcign country resulting from an intelligence, military, commercial or professional work assignment.

Country or Region	Dates of Residence, Study	Manner in Wi Was Aquired		
	Etc.	Residence	Travel	Study
none				
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2. Specialized Knowledge of Area
List specialized knowledge of foreign country such as knowledge of terrain,
coasts and harbors, utilities, railroads, industries, political parties, etc.,
gained as a result of study or work assignment. Include name of employer

Country	Type of Knowledge	How and When Gained
	1.	
·····	· ·	
	 	

SEC. V. TYPING AND STENOGRAPHIC SKILLS (PRESENT UTILIZATION)

5kill	Per Cent of Time Used	Not Used	WPM (Approximate Proficiency)			Otten	
Lyping	1	2.		1.	Yes	2. ,.	No
Shorthand	1.	2,	185.1	1.	Yes	2.	No
Shorthand :	System: 1.	Manual 2.	Machine 3. Speedy	criting.			

SEC. VI. LICENSES, HOBBIES, SPECIAL QUALIFICATIONS

1. Licenses: List any licenses or certification such as teachers, pilot, marine, etc.	2. Hobbies: List any hobbies such as sailing, skiing, writing, or other special qualifications.

SEC. VII. PROFESSIONAL AND ACADEMIC HONORS

List any professional or	r academic	associations ur	r honorary	societies	in which
you hold membership.					
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SEC. VIII. PUBLICATIONS				
List below the type of writing (non-fiction: profe				
general interest subjects, current events, etc; fi				ories, etc.
of any published materials of which you were aut	hor or	co-autho	r.	
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and H				
SEC. IX. INVENTIONS				
Describe any devices you have invented as to type	e of wo	rk tor wi	uch inte	ended
and whether patented.				
Device	-t		atentec	·
110.40	(1)	Yes	(2)	No
	(1)	Yes	(2)	No
	(1)	Yes	(2)	No
SEC. X. TESTS (Within present organization) Describe below the type of tests which you have to Type of Test	iken,		Date	Taken
<u>n</u> no				
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	, .			
SEC, XI. PHYSICAL HANDICAPS	•			
List any physical handicaps you may have.				
41-30				<u> </u>
				
				
EC. XII. OVERSEAS ASSIGNMENT				
Are you willing to accept periodic tour of duty ove			•	
(1) 2 year Tour y (2) 4 year Tour year (3) Not	rseas /			
(1) C year lour y (2) 4 year lour year (3) Not	interes	125		
EC, XIII, WORK ASSIGNMENT				
In view of your total experience and education, for	what a	ssigame:	nt do	
you think you are best qualified?				
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	XIV. MILITARY STA	TUS		
	Present Draft Status		•	
F	lave you registered u	inder the Selective Se	rvice Act of 1948? Yes	No
1	Lyes, indicate your	precent draft classifi	cation	
1 .	•		V-A	
2. 1	Present Reserve or I	lational Guard Status		
	Do you now have Reso	rve or National Guar	rd Status Yes No.	
1 1	fyes, complete the f	ollowing.		
	. National Guard	•	x .	
	Air National Gu	ard		
,	Active Reserve	Status (member of or	counized unit)	
1 3	Inactive Reserve	. Status	gamee's amity	
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SEC. X	VI. REMARKS			
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DATE	10 November 1992	SIGNA	TURE	

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RESIDENCE AND	DEPENDENCY R	EPORT
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tion with enignment of remains of employee or member of	ta desermining kransp family,	ortation expenses arrogatie in connec
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820 Karely Ale Alamede Mil	RESIDENCE	
Avilax Toxie		
MARITAL STATUS		DATE OF MARRIAGE
PLACE OF DIVORCE WICHT		DATE OF DIVORCE SICHE
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PLACE SPOUSE DIED		DATE SPOUSE DIED
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IDENTIFICATION OF WINGING OF IMPRODUCE FAMILY	RELATIONSHIP	DATE OF RIRTH
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August 22, 1951		Willy my Core

GENTRAL INTELLIGENCE AGENCY 2430 E BTREET NW. WASHINGTON 25, D. C.

Date __ 22_August_1951

Doar Mr. McCord:

1. This is to notify you that the United States Government as represented by the Contral Intelligence Agency, has accepted your employment effective.

Position: GS-11

Base Salary: 35400 per annum

2. You will be:

- a. Entitled to annual and sick leave in accordance with Civil Service Commission rules and regulations, or such other provisions of law or regulations as may be established in lieu thereof.
- b. Reimbursed for travel expenses in accordance with CIA Regulations or Standardized Government Travel Regulations, as amended.
- c. If stationed outside continental United States, granted such monetary allowances as are prescribed by CIA Regulations.
- 3. Employment is conditioned upon satisfactory completion of the training courses prescribed by CIA and satisfactory performance of duty for a total period of six menths from date of employment. In the event either training or performance of duty is deemed unsatisfactory by CIA, you will be offered other types of employment if available, or your employment will be terminated.
- 4. Your appointment is for such time as your services may be required and funds are available for the work of CIA. Notice of termination will be given you by procedure similar to that provided by Civil Service rules and regulations.

Official authorized to sign lottors of appointment

I accept the above agreement as a condition of my employment by CIA.

Employou

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Form No. 51-105 June 1948 14-00000

APPOINTMENT AFFIDAVITS

IMPORTANT.—Before awearing to these appointment affidavits, you should read and understand-the

Central Intelligence Agency		·
([)=primering extery)	(Deres or division)	Prime of employment)
i, Jones Ralter McCord, Jr.	d	o viewaly swear (or affirm) that—
A. OATH OF OFFICE	•	·
I will support and defend the Constitute domestic; that I will bear true faith and without any mental reservation or purpose duties of the office on which I am about to	allegiance to the secf evasion; that I	ame; that I take this obligation freely will well and faithfully discharge the
B. AFFIDAVIT AS TO SUBVERSIVE ACTIVITY	AND AFFILIATION	
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D. AFFIDAVIT AS TO PURCHASE AND SALE O	F OFFICE	
I have not paid, or offered or promised firm or corporation for the use of influence		
E. AFFIDAVIT AS TO DECLARATION OF APPO	:MTEE	·
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DECLARATION OF APPOINTEE

This form is to to completed before entrance on duty. Answer all questions. Any false statement in this declaration will be grounds for cancellation of application or dismissal after appointment. Impersonation is a criminal offense and will be presecuted accordingly.

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INSTRUCTIONS TO APPOINTING OFFICER

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READ INSTRUCTIONS CAREFULLY BEFORE COMPLETING, TYPE OR PRINT, AVOID USING LIGHT COLORED INKS

Now that your qualifications are a matter of computer record, they must be periodically updated. This is done automatically for much information; however, some must be obtained directly from you. This form is for that purpose. Section I must be completed in all cases. You need provide other information only if there have been changes since you submitted your Form 444), "Qualifications Supplement to the Personal History Statement," or a previous update form. If you are in doubt whether information has been previously submitted, enter it in the appropriate section. The signed dated form should be returned through administrative channels to the File Room, Office of Personnel, Room 5E-13 Headquarters, whether information is added or not.

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PERSONAL HISTORY STATEMENT

instructions:	1. Answer all questions completely. If question is not apple "unknown" only if you do not know the answer and came personal records. Use the blank pages at the end of this any question or questions for which you do not have suff	not obtain the answer from 1 form for extra details on
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НА	E YOU READ AND DO YOU UNDERSTAND THE INST	RUCTIONS?(Yes or No)
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HAVE YOU TAKEN STEPS TO CHANGE PRESENT CITIZENSHIP?

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Sec.	3. MARITAL STATUS
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	B. WIFE OR HUSBAND (IF YOU HAVE BEEN MARRIED MORE THAN ONCE—INCLUDING ANNUL- MENTS—USE A SEPARATE SHEET FOR FORMER WIFE OR HUSBAND GIVING DATA REQUIRED BELOW FOR ALL PREVIOUS MARRIAGES.)
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	C. IF YOU ARE WILLING TO TRAVEL SPECIFY: OCCASIONALLY
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	D. CHECK IF YOU WILL ACCEPT APPOINTMENT, IF OFFERED: IN WASHINGTON, D. C
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SEC. 1	5. CHRONOLOGICAL HISTORY OF EMPLOYMENT FOR PAST 15 YEARS. ACCOUNTY FOR ALL PERIODS. INCLUDE CASUAL EMPLOYMENT. INCLUDE ALSO PERIODS OF UNEMPLOYMENT. GIVE ADDRESSES AND STATE WHAT YOU DID DURING PERIODS OF UNEMPLOYMENT. LIST LAST POSITION FIRST. (List all civilian ployment by a foreign government, regardless of dates.)	DDS NG				
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E. ARE YOU NOW OR HAVE YOU EVER BEEN A LICENSED OR CERTIFIED MEMBER OF ANY TRADE OF PROFESSION, BUCH AS PHOT, ELECTRICIAN, RADIO OPERATOR, TEACHER, LAWYER, CPA, ETC. 21comp in above IF YES, INDICATE KIND OF LICENSE AND STATE FIRST LIC. OR CERTIFICATE (YR) ______ LATEST LIC. OR CERTIFICATE (YR) _____ F. GIVE ANY SPECIAL QUALIFICATIONS NOT COVERED ELSEWHERE IN YOUR APPLICATION SUCH AS: (1) YOUR MORE IMPORTANT PUBLICATIONS (DO NOT SUBMIT COPIES UNLESS REQUESTED) (2) YOUR PATENTS OR INVENTIONS (3) PUBLIC SPEAKING AND PUBLIC RELATIONS EXPERIENCE (4) RONORS AND FELLOWSHIPS RECEIVED G. HAVE YOU A PHYSICAL HANDICAP, DIREAGE, OR OTHER DISABILITY WHICH SHOULD BE CONSIDERED IN ASSIGNING YOU TO WORK? IF ANSWER IS "YES," EXPLAIN: <u>lio</u> IL DO YOU RECEIVE AN ANNUITY FROM THE UNITED STATES OR DISTRICT OF COLUMBIA GOVERNMENT UNDER ANY BETTREMENT ACT OR ANY PENSION OR OTHER COMPENSATION FOR MILITARY OR NAVAL SERVICE? IF ANSWER IS "YES," GIVE COMPLETE DETAILS!,

alternative and a second

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Sec. 18. GIVE FIVE CHARACTER REFERENCESIN THE U. SWHO KNOW YOU INTI- MATELY-(Give residence and business addresses where possible.)	
Street and Number City State	
nes. App. 93's - Cand 16., claimed, Calare nes. App. 93's - Cand 16., claimed, Calare nes. App. 97's brookened, Cale Cale	,
Paul A. Auguri Rus. ADD. Res. ADD. Cadirio Ave., Almoda, Lal.	
BUS. ADD. 0/0 Vote Aus Nousing various Land	7,
W. C. Partin Bus. April Jocusa Co. So Danie Jocusa, Res. Add. Portag	
Dr. C. C. H cyley nus Add Co Dra. Harbour and Hayloy, nes Add. Londra - alle, longs	
SZC. 19. NAMES OF FIVE PERSONS WHO KNOW YOU SOCIALLY IN THE UNITED STATES— NOT REFERENCES, RELATIVES, SUPERVISORS, OR EMPLOYERS—(Give residence and business addresses where possible.)	
Street and Number City State Bus. ADD RES. ADD. RES. ADD. RES. ADD.	
2 Thomas Clifton Bus. ADD. Boi: 267 Hosholl, Tomas RES. ADD. S. 20	
Richard 1118 Bus ADD. 631 Cainbridge, Mamode, Cal.	
Evono England Bus. ADD. 1132 Four St., Mamoda, Cal.	
sien. G. M. McMo211y Bus. ADD. 2007 Salado No., Austin, Jonas	
SEC. 20. GIVE THREE NEIGHBORS AT YOUR LAST NORMAL RESIDENCE IN THE U. S.— (Give residence and business addresses where possible.)	
Street and Number City State	
RES. ADD. 020 Pacific Avo. Alamoda, Cal.	
MFS ADD 0204 Facilie ave, Marioda, Cal.	
RES. ADD. CLUB TROITE TO TOO TOO TOO TOO TOO TOO TOO TOO TO	
SEC. 21. FINANCIAL BACKGROUND	
A. ARE YOU ENTIRELY DEPENDENT ON YOUR SALARY: 100 IF NOT, STATE SOURCES	
B. NAMES AND ADMITISEES OF BANKS WITH WHICH YOU HAVE ACCOUNTS TANK OF TICKER	
(11)	•

	D. GIVE THREE CREDIT REVERENCE	CCSIN THE U. S.
	I NAME PERSON NAMED OF THE	. Q. ADDRESS CONTRACTOR SOLICION CLLIC.
	2. NAME 1.6 G. CHAROLL CO.	(Cr. and Vinniar) (City) (Brata).
	8. NAME MOMBO MADAMOST	1.00 ADDRESS 203 LeTerrandi 170, Californi, Cal
SEC.	22. RESIDENCES FOR THE PAST 15	5 YEARS
	FROM 1/10 To Present	(St. and Number) Green States (States)
	гком 7/59 то _1/53	2303 Long way wirelow, and reading
	FROM 1/12 то 7/12	(B), and number: (Cross (State)
	FROM 10/10 то 1/9	Old In Condition The annual Steen Re Co
	ном 6/1,0 то 10/1,0	(B) and number) (Gree) (State) (Gautry)
	гиом 9/16 то	(Bused paramet) (City) (State) (Country)
	гком 11/44 то 9/44	(the and number) (the) (State) (County)
	FROM .22/:3 TO .12/:3	(Mr. ned Seather) (Ca) (State) (Country)
Sec.	23. RESIDENCE OR TRAVEL OUTSI	DE OF THE UNITED STATES
	A, FROM (11/19 TO 6/10/19	(City or section) (Country) (Purpose)
	FROM TO TO	(City or sertion) (Country) (Purposa)
	FROM TO	(City on mertion) (Country) (Purpose)
	FROM TO	(Capar sections (Country) (Parpose)
	FROM TO	(City of section) (Country) (Parpine)
SEC.		LL CLUBS, SOCIETIES, PROFESSIONAL SOCIETIES, EM-
,,,,	OF, ANY ORGANIZATION HAVING HEA	ANY KIND GREEUE MEMBERSHIP IN, OR SUPPORT ADQUARTERS OR BRANCH IN A FOREIGN COUNTRY) TO NGLD:
<i>,,,</i> ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	OF, ANY ORGANIZATION HAVING HEA	adquarters or beasce in a foreign country) to ngli: . Univ. of Temps Chapter, Austin. Fores, UTA
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	OF, ANY ORGANIZATION HAVING HEAWHICH YOU BELONG OR HAVE BELON All Hogoryo Appointing (Name and Chapter)	ADQUARTERS OR BRANCE IN A FOREIGN COUNTRY) TO
,,,,,	OF, ANY ORGANIZATION HAVING HEAWHICH YOU BELONG OR HAVE BELON All Honoryo Association, (Name and Chapter)	ADQUARTERS OR BRANCE IN A FOREIGN COUNTRY) TO NGLD: , Unity, OF Tenne Chapter, Austin, Foreig, Unity, Country) 5 to 9/16
,,,,,	OF, ANY ORGANIZATION HAVING HEAWHICH YOU BELONG OR HAVE BELON A 12 HOROTVO AGROCIATION, (Name and Chapter) DATES OF MEMBERSHIP: 9/12	ADQUARTERS OR BRANCE IN A FOREIGN COUNTRY) TO NGLD: , Unity, OF Tenne Chapter, Austin, Foreig, Unity, Country) 5 to 9/16
<i>,</i>	OF, ANY ORGANIZATION HAVING HEAWHICH YOU BELONG OR HAVE BELON A Attraction Administration (Name and Chapter) DATES OF MEMBERSHIP: 9/10 (Name and Chapter) 2 (Name and Chapter)	ADQUARTERS OR BRANCS IN A FOREIGN COUNTRY) TO NGLD: , Unity, OF Tenne Captor, Amelia, Foreig, United (Country) 5 to 9/16 cater (Cap) (State) (Country)





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	7. (Name and Chapter) (98)	and Number	(63(7)	(Htate)	(Country)	
	DATES OF MEMBERSHIP:		************			
SEC.	25. MISCELLANEOUS	الراج يموسا مهامها	reconstruction of the second	ಹಾಗ್ ನಿರ್ವಾ ತ್ ವರ್ಷ		
£/45-51	A. DO YOU ADVOCATE OR HAVE	YOU EVER A	DVOCATED; OR .	ARE YOU NOW	OR HAVE YOU	
	EVER REEN A MEMBER OF, OR ZATION WHICH ADVOCATES T	HAVE YOU SU	MORTED, ANY I	OLITICAL PART	Y OR ORGANI	
	ERNMENT IN THE UNITED ST	TATES? HO	wor our con	BIITUTIONAL F	ORM OF GOV	

	IF "YES," EXPLAIN:				***************************************	
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	n do vou use, or leve kon ve	HOD, INKO XIGAR	Kierkam Zes	IF	SO, TO WHAT	
	C. HAVE YOU EVER BEEN ARKE					
	LAW OTHER THAN A MINOR TI	RAFFIC VIOLAT	HON? IF SO, ST	ATE NAME OF		
	STATE, COUNTRY, NATURE OF	OFFENSE ANI	DISPOSITION OF	CASE:		
	***************************************				***********************	
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	D. HAVE YOU EVER BEEN COURT		WHILE A MEMBE			
	IF ANSWER IS "YES," GIVE DET					
	THE TANK BELOND WITH MANES OF			ACENCIES OF		
	ELLIST BELOW THE NAMES OF GOVERNMENT DEPARTMENTS, AGENCIES OR OFFICES TO WHICH YOU HAVE APPLIABLED PROPERTY SAMELY \$100.					
	U. a. Civil morvice arrission					

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	Companies and Continues and Commission Continues	······································	. *************************************	************************		
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		(13)			14 483.13-1	

	F. IF, TO YOUR KNOWLEDGE, ANY OF THE ABOVE HAS CONDUCTED AN INVESTIGATION O YOU, INDICATE BELOW THE NAME OF THAT AGENCY AND THE APPROXIMATE DATE O THE INVESTIGATION:
	Policy, Amon of Invocity time agret, 1948
E-ve.st.gra	
SEC. 2	6. PERSON TO BE NOTIFIED IN CASE OF EMERGENCY:
•	NAME Sancia Ruth Record Relationship 1900
	ADDRESS 020 Pacific vomio Alamoda California int. (Country)
Sec. 27	7. YOU ARE INFORMED THAT THE CORRECTNESS OF ALL STATEMENTS MADE HEREIN WILL BE INVESTIGATED.
	ARE THERE ANY UNFAVORABLE INCIDENTS IN YOUR LIFE NOT MENTIONED ABOVE WHICE MAY BE DISCOVERED IN SUBSEQUENT INVESTIGATION, WHETHER YOU WERE DIRECTLY INVOLVED OR NOT, WHICH MIGHT REQUIRE EXPLANATION? IF SO, DESCRIBE, IF NOT ANSWER "NO."
	no.
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***************************************	energy programme and the second of the secon
SEC. 28.	I CERTIFY THAT THE FOREGOING ANSWERS ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF, AND I AGREE THAT ANY MISSTATEMENT OR OMISSION AS TO A MATERIAL FACT WILL CONSTITUTE GROUNDS FOR IMMEDIATE DISMISSAL OR REJECTION OF MY APPLICATION.
	SIGNED AT Alemode, C. 15 Cornin DATE Tay 16, 1951
	Sand Here Me and James Walter Mis Sord is
BER OF THE AD	FOLLOWING PAGES FOR EXTRA DETAILS. NUMBER ACCORDING TO THE NUMTHE QUESTION TO WHICH THEY RELATE. SIGN YOUR NAME AT THE END OF DED MATERIAL. IF ADDITIONAL SPACE IS REQUIRED USE EXTRA PAGES THE ZE AS THESE AND SIGN EACH SUCH PAGE.



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TO : Chief, 63

Director of Security

Director of Personnel

FROM Chief, Communications Security Staff

SUBJECT: Notification of Cryptographic Clearance - James W. Molord, Jr.

- 1. Subject employee has been granted a cryptographic clearance under the provisions of CIA Regulation 90-500. Clearance is effective 27 10 63
- 2. Subject has been informed of the granting of clearance, has been briefed concerning cryptographic and related communications security matters, and has signed a Briefing Statement acknowledging responsibility for the protection of cryptographic information.
- 3. When Subject employee no longer requires the clearance in order to perform his assigned duties, it is requested that the Communications Security Staff (2411 "I" Bldg., Ext. 3021) be notified by Chief. Contact that the clearance may be revoked.

FOR THE CHIEF, COMMUNICATIONS:

Distribution:

1 - Clief, ∞ 1 - Security Office (Briefing Statement attached)

1 - Personnel Office

1 - 0C-S/PROT File

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SECURITY APPROVAL

Date: 14 August 1951

Your reference:

Case Humber: 52049

TO

Chief, Employees Division

Special Support Staff

FROM

noteixidexitix/dixision

Chief, Special Security Division

SUBJECT: McCOhD, James Walter, Jr.

1. Note "X" below:

X Security approval is granted subject for access to classified information.

Provisional clearance for full duty with CIA is granted under the provisions of paragraph 4, Administrative Instruction 10-2, which provides for a temporary appointment pending the completion of full security investigation.

- 2. Unless the applicant enters upon duty within 60 days from above date, this approval becomes invalid.
- 3. Subject is an applicant for a position in I & S.

HOBERT H. CUNNINGHAM

CONDICTORADORS

FORM NO. 39-101

3 nd Agency material enveloped at request of Security