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McCORD, JAMES W., JR.

S-F-C-R-E-T

3 1 AUG 1970 70-4562

OF HE SO S SOA

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

### Done 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 Bederal service.

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

Sincerely.

Richard Helma

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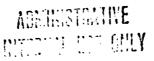
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31 August 1970

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 purplus 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

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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

### Distribution:

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I her separ	reby acknowledge the receipt of the following forms and/or information concerning my ration from CIA as indicated by check mark:
	1. Stand: N Form 8 (Notice to Federal Employee about Unemployment Compensation).
/	2. Standard Form 55 (Notice of Conversion Privilege, Federal Employees' Group. Life Insurance).
	3. Standard Form 56 (Agency Certification of Insurance Status, Federal Employers' Group Life Insurance Act of 1954).
	4. Standard Form 2502 (Application for Refund of Retirement Deductions).
/	5. Form 2505 (Authorization for Disposition of Faychecks).
	6. Applicable to returnee (resignee from overseas assignment).  I have been advised of my right to have a medical examination before my separation from this Agency and of the importance of such a medical check to my health and well-being.  Appointment arranged with Office of Medical Services.  Appointment for Office of Medical Services examination declined.
	7. I have been informed of "confilet of interests" policy of the Agency and foresee no problem in this regard concerning my new employment.
	8. Form 71 (Application for Leave).
	9. CSC Pamphlet 51 (Re-employment Rights of Federal Employees Performing Armed Forces Duty).
	10. Instructions for returning to duty from Extended Leave or Active Military Service.
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1 4 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/ hiters S. Mattres

Robert S. Wattlee Director of Personnel

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(10 Aug 70)

SECRET Emission for solve solv

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

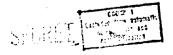
: Memorandum to Chief, Administrative Staff/ OS from C/OCB/CCS, dated 14 July 1970,

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)



### 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 initiative and ingenuity.

During the seven years engaged in research and report writing, there was much independence of action and success depended on imitiative, imagination and resourcefulness in pioneering new areas of imterest. 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 1968, 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.

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14-00000

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

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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 Foderal service.

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

Richard Helma Director

Distribution:

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/s/ in B. Fisher

2 7 AUG 1978

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Originator:

Director of Personnel

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MEMORANDUM FOR: Director of Central Intelligence

SUBJECT

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

REFERENCE

- : Mamorandum 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., CS-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 hand 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.

ONADMI ADERLY COMMERCHINES Robert S. Wattles Director of Personnel

181 Balont & Water

The recommendation contained in paragraph 4 is approved:

. . Js/ Richard Helms

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Director of Central Intelligence

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MC CORD, James A.

(1/2021/2021)

10 March 1969

MENDRANDUM FOR: Mr. John W. Coffey

13 14 29 14

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 flavless; 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 done!

Richard Helms Director

oc: Acting Executive Director

SECHET:

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, Bill Wilkinson and Jim Greene for the work they did in planning our role in the ceremonies. Equally impressive was the performance of Hollis Whitaker 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.

Howard J. Opporn Sirector of Sigurity

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# TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

OFFICE OF THE DIRECTOR

WASHINGTON, D.C. 20226

September 5, 1968

Mr. 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, Plorida.

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

George Schwegman Carroll Helkerson.

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

Sincerely,

Thomas J. Lailey

Assistant Director

## CONFIDENTIAL



# NATIONAL COMMUNICATIONS SYSTEM OFFICE OF THE MANAGER

WASHINGTON, D.C. 20305

IN REPLY REFER TO: MCS~EO

2 1 NOV 1957

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

Dear Mr. Osborn:

On 8 November 1967, Mesors, James McCord, William Flannery, and William Marcy of your agency provided a most interesting and informative 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 sudio 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 SUCCESTY AGENCY Office of The Director Fort George G. Mondo, Maryland, 20758

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. Frank Farrell, 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 March 1966

Mr. James V. McCord, Jr.

THROUGH Head of RS Career Service

Notification of Non-eligibility for Designation as a SUBJECT

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 Carcer 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 cated 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 determinationmade\_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 Headquarters (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

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

SECRET





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,

Amus & Beau

for Grover L. Angel

Dean

cc: CGS File Registrar # 183595

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R.W. White

23 %rtember 1954

Joseph B. Reff

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 1951

10:

In accordance with the regularments of the Federal Personnel Mound, it is requested that the Official Forcennel Folder end leave Record of:

WFE:

MCCORD, James Walter, Jr.

D'A :

26 Jan. 1924

PERTICONA RICHARD IN:

Department of Justice-P.B.X.

BRANCH OR DIVISION

Washington, D. C.

DATES OF ENFLOTMENT : October 1948 to February 1951

Be forwarded to:

LOCATION

Mr. E. B. J. Hopkins Chief, Personnel Civision Control Intelligence Agency 2430 E Street, H. W. Unehingion 23, D. C.

Garage San San Sign

## COUFIDEUTIAL

22 furnat 1251

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

- 1. However an addition my be m de to the education section insemuch as one summer semester in evening Law School, lincoln University, O k-lend, Celif., was completed since the detect the appliestion. 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 a letter Reserve Order from Familton 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 Clameda, California July 20, 1951

Er. Joseph B. Hamm Chief, Forsomel Procurement Central Intelligance Agency 2:30 F Sarcet, N. W. Washington, D. C.

Doar Ir. Ragant

Moleronce 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 make several decisions of considerable financial importance to me. Should your organization be in a position to indicate whother favorable consideration has been given by application, or to indicate by what date you may be in a position to make a decision in shat 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 overseas or in this country at your discretion, and at the starting salary you believe commonsurate with my past emperionce.

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

Very truly yours

James Whiter McCord Jr James salter (cCord, Jr.

#### REQUEST FOR SECURITY CLEARA

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() Photographs	Division
Form No. 37-10h	

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

200

Mr. James Walter McCord, Jr. 22. Facilie Avenue Alxada, 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 out 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

- 1. I. long little more as a understand that by virtue of my duties in the Central Intelligence Agency. I may be the recipient of information and intelligence which concerns the present and future security of the United States and which belongs to the United States. This information and intelligence, together with the methods of collecting and handling it, are classified according to security standards set by the Central Intelligence Agency. I have read and understand the provisions of the Act of Congress of June 15, 1917 (Espionage Act), as amended, concerning the disclosure of information relating to the National Defense and I am familiar with the penalties provided for violation thereof.
- 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 matters.
- 23. 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 cath 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 \_\_\_\_\_\_19\_\_\_.

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RESTRICTED

FORM 80. 38-33

d20 Pacific Avenue alamedo, California April 13, 19 d

Director Control Intelligence Agency Washington, D. C.

Doar Sir:

I am interested in securing an interview with your local Agent-In-Charge regarding the position of Special Agent with your organization. By prior investigative experience includes four yours with the Federal Bureau of Investigation, two 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 as a Invelligence Officer Research 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 Watte 188 Garl, Ja.
Journes Walter McCord, Jr.

### WATERGATE FILE REVIEW FLAG

SUBJECT:	McCORD. James			. 1
				. ,
FILE NO:	58124	DATE FLAGGED:	24 April	1974

-- All information contained in this file through the 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

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20 Jul 64 SUBJECT  McCORD, JAMES W, Jr  FILE NO.  E3930
McCORD, JAMES W, Jr
FILE NO. <b>K3930</b>
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SECRET

8 March 1961

File No. K-3030

MEMORANDUM FOR: Chief, Records and Services Division

Cifice of Personnel

SUBJECT

MeCCRD, James W.

- 1. Cover arrangements arrangements are been completed for the above-named Subject. TDY
- 2. Effective 11 Mar 27 March 61 it is requested that your records be properly blocked requested to deny assummed Subject's current Agency employment to an external inquirer.

TAX ALTER CONTROL OF C

FOR GLT: EL MOCHOUSE Acting Chief Central Sover Group

cc: SSD/OS

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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 Joing 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 akin 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,

Carroll A. Duchay Personnel Officer

Enclosures: Questionnaire Return Envelope

Distribution:

Original - Addressee

1 - OPF

1 - RAD Subject's File

OP/RAD/EFAB/:1Shebe:mlp (23 April 1971)





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"PAY ADJUSTMENT IN ACCOMMANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE DRIVER 11524 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 GCTDERR 1962"

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EFFECTIVE DATE OF PAY ADJUSTMENT: 28 DECEMBER 1969

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PAY CHANGE NOTIFICATION

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

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 JULY 1968

NAME SERIAL DRGN. FUNDS GR-STEP SLD MCCERS JAMES W JR NEW SALERY SALARY 058124 15 245 GS 15 7 \$22,082 \$23,734

PAY ADJUSTMENT IN ACCORDANCE MITH SALARY SCHEDULES OF PL 90-2.6 PURSUANT TO AUTHORITY OF ECT AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A-DOT DIRECTIVE DATED 8 OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENT: 8 OCTOBER

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MCCORD JAMES

SERIAL DAGK. FUVAS GR-STEP OL D NEW SILARY ~5912a 15 240 V SALARY 95 15 7 \$21,192 \$25.082

\*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 OCTOBER 1962.\*\*

EFFECTIVE DATE OF PAY ADJUSTMENTS 3 JULY 1966

SERIAL DRGN. FUNDS GR-STEP SALARY

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16 246 PCCORD JAMES OLD SALARY RATE NEW SALARY RATE PSI ISI ADI. GS 15 6 \$20,535 06/20/65 GS 15 7 \$21,172 06/14/67 . . : تر: NO EXCESS LWOP -6--IN PAY STATUS AT END OF WAITING PERIOD LWOP STATUS AT END OF WAITING PERIOD CLERKS INITIALS AUDITED BY .T. 9 ---I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE. SIGNATURE: 1 es 5002 en 1 est (4-51)

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\*PAY ADJUSTMENT IN ACCORDATION WITH MALARY SCREDULES OF PL 89-301 PURSUANT TO AUTHORITY OF DOI AS PROVICED IN THE CIA AST OF 1949. AS AMENDED, AND WEDCE POLICY DIRECTLY DATED A DUTOBER 1962.

EFFECTIVE DATE OF PAY ADJUSTMENT: 10 UCTOBER 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- 1	\$3,385	\$3,500	\$3,615	\$3,730	\$3,845	\$3,960	\$4,075	\$4,190		\$4,420
GS- 2	3,680	3,805	3,930	4,055	4,180	4,305	4,430		4,680	4,805
GS- 3	4,005	4,140	4,275		4,545	4,680			5,085	5,220
GS- 4	4,480	4,630	4,780	4,930	5,080	5,230		5,530	5,680	5,830
GS- 5	5,000	5,165				5,825				6,485
GS- 6	5,505	5,690	5,875	6,060		6,430	6,615	6,800		7,170
GS- 7	6,050	6,250	6,450	6,650	6,850	7,050	7,250	7,450		7,850
<b>GS-8</b>		6,850	7,070	7,290	7,510	7,730				8,610
GS- 9	7,220	7,465	7,710			3,445	8,690	8,935	9,180 10,060	9,425
GS-10		8,170	8,440	8,710	8,930	9,250	9,520	9,790	11,000	11 205
GS-11	2,650	8,945	9,240	9,535	9,830	10,125	10,420	10,715	12,010	12 445
GS-12	10,250	10,605	10,960	11,315	11,670	12,025	12,380	15,733	15,000	15,973
GS-12 GS-13	12,075	12,495	12,915	13,335	13,755	14,175	14,595	12,013	10,400	10 590
GS-14	14,170	14,660	15,150	15,640	10,130	10,020	10.000	20.450	21 020	21 500
GS-15	16,460	17,030	17,600	18,170	18,740	19,310	19,000	20,930	24,020	21,000
GS-16	18,935	19,590	20,245	20,900	21,000	22,210	22,803	23,320	27,110	
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S. SPERME

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14-00000

IN ACCOPDANCE WITH THE PROVISIONS OF PURLIC MAN 87-793 AND DOI MEMORANDHY DATED 1 AUGUST 1956, SALARY IS ADJUSTED AS FOLLOWS.

EFFECTIVE, 5 JANUARY 1964.

NAME SERIAL ORON FUNDS GR-ST SALARY SALARY
MCCORD JAMES W JP 058124 44 400 CF GS 15 4 \$16.005 \$17.210

1. Serial Mo		2.	Name	1		Cost Center	Number	4.	LWOP	Hours
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IN ACCORDANCE WITH THE PRO ISIONS OF PUBLIC LA BY - 79% AND DOLLMENDRANDUR DATED IL AUGUST 1986 . SALARY IS ADJUSTED AS FOLLOWS. EFFECTIVE: 14 OCTOBER 1982

NAME SERIAL ORGIN FUNDS GRUST SALARY GRUST SALARY
MCCORD JAMES H JR | DESIRA 54460 | CF 15 3 \$14380 | 15 3 \$15525

14-00000

CONTROL OCCURRENCE INTO THE STATE OF ST

SECRET

Form 560

360 OBSOLETE PREVIOUS EDITION

				(WHEN FI	LLED IN)	•	*			
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6.	0	LD SALARY R	ATE		7.	,	EW SALARY	RATE		
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IN ACCORDANCE WITH THE PROVISIONS OF P. L. 86-563 AND DCI MEMO DATED 1 AUGUST 1956, 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

## SECRET (WHEN FILLED IN)

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Use Previous Edition SECRET

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GENERAL SCHEDULE SALARY INCREASE RETROACTIVELY EFFECTIVE

12 JANUARY 1958 AUTHORIZED BY P. L. 85 - 462 AND DCI

DIRECTIVE. SALARY AS OF 15 JUNE 1958 ADJUSTED AS FOLLOWS

NAME SERIAL GRADE-STEP OLD SALARY NEW SALARY
MCCORD JAMES W JR 158124 GS-14-2 \$10.535 \$11.595

GORDON M. STEWART
/S/ DIRECTOR OF PERSONNEL

SECRET

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FRIEDRICH OF

FRIEDRICH COMMISSION

### SENTRAL INTELLIGENCE AGENO

NOTIFICATIO	N OF	2 DATE OF B		3. MURBEL OR MITOR I	OC-C
MR. JANSES W. HOCORD, JR. 153124	in and the second of the secon	26 Jan	1924		14 June 1957
This is to notify you of the following action affecting you				<u></u>	
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Investigator (CI) 7367	P. POSITIO	N TIPLE	Sec	writy Officer	T365-14
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Fr. Junes To Eccord, Jr.	26 Jan			21. Hay 1055
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	11. HEADQUARTERS .	Washing	ton, D. C.	• •
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4. PERSONNEL FOLDER COPY

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#### CENTRAL INTELLIGENCE AG. . . Y

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Rr. James V. I	iccord, Jr	• .		26 Jan	1984		4 June 1954
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#### JENTRAL INTELLIGENCE AGL IC

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tr. James V. HoCord, Jr.		26 Aug	1924	100	23 Apr 1954
his is to notify you of the following action a	flecting you	ir emplyen		7. CIVIL MAYICE OR OT	HER LEGAL AUTHORITY
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	11. HEADQU	IARTERS	Vach	ington, D. C.	•
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DIEAS COTHES				SA DATE OF EGGINE	CD-S
16 17. APPROPRIATION		18. CAMBURYT T	STACE	MINT AFFICAVITS	
17. APPROPRIATION RACE TROM: 4-7103-20 To. Same		IL CARRIET T RETIREME (11) AS	NEACE !	19 DATE OF APPOINT- MENT AFFIGAVITS (FCESSIONS ONLY)	CLAIMED THE
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4. WHISOMNEL FOLDER COPY

STANDARD FORM 50

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## JENTRAL INTELLIGENCE AG. AC

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Ar. James W. McCord, Jr.		क्र उक्त	24		26 Dec 53
This is to notify you of the following action a	Aectica you	ir employs	nent:		OTHER LEGAL MITHOPITY
E NATURE OF ACTION (USE STANDARD TERMINOLOGY)		B.O.	В.		
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4. PERSONNEL FOLDER COPY

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REQUEST FOR PERSONNEL AC	TION .	SECURI	TY/ (NF	ORMATION	0
REQUESTING OFFICE: Fill In Items 1 through					rwise instructed
If applicable, obtain			OF BIRTH	A REQUEST NO.	4 DATE OF REQUES
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MR. JALES W. LOCO D			6/24		1/7/53
L Nature of Action Rengisted A PERSONNEL (Specify whether appointment, promotion, se	paration, el	(r.)		& EFFECTIVE DATE A. PROPOSED:	LIGAL AUTHO
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### SECRET - SECURITY INFORMATION

Inspection & Security Office Page 6 of 7 parties 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 are the same on the From and To sides.

2/0.400 - 1/11/53

NAME	ORG.INF.&	SCHEDULE	SLOT ACTION	ORG.INF.&	SCHEDULE	SLOT
	POS.TITLE	SERI ES-GRADE	NOS.	POS.TITLE	SERIES-CRADE	NOS.
hicago Field office (cont'd.	1				Chicago Field	Office
reen, Paul R.	Inv. Gen.	GS-11	T180.01 &,c	Inv. Gen. 🦠	GS-1510-11	T180.05-11
Brown, Stuart A.	Inv. Gen.	GS-11	T181 &, :	Inv. Gen.	CS-1810-11	11-80.05-11
Wakefield, James C.	Inv. Gen.	GS-11	m81.04 e,c	Inv. Gen.	GS-1810-11	T180.07-11
umbrose, Vance E	Inv. Gen.	GS-11	7180.04 Lic	Inv. Gen.	GS-1810-11	T181
raham, Elwood M.	Inv. Gen.	GS_11	T211.07 E.C	Inv. Gen.	GS-1810-11	T181.01
Francis, Donald T.	Inv. Gen.	GS-11	7181.03 L,C	Inv. Gen.	GS-1810-11	T181.02
nderson, Charles E.	Inv. Gen.	GS-10	T181.02 61C	Inv. Gen.	GS-1810-10	T181.03-10
clle, Tell C.	Inv. Gen.	GS-10	T181.08 6, C	Inv. Gen.	GS-1810-10	T181.04-16
underson, Theodore M. 😘 🔠	Inv. Gen.	GS-10	1181.07 e,c	Inv. Gen.	GS-1810-10	T181.05-1C
lettinger, Helga M.	Clerk Steno.	G <b>S-3</b>	7215 L,C	Clerk Steno.	GS-312-3	T186.02-3
an Francisco Field Office				. *	San Francisco	Field Gffice
inch, William G.	Inv. Gen.	GS-13	7189.01 f.C	Inv. Gen.	GS-1810-13	T188
pears, C. Calvin	Inv. Gen.	GS-12	m89.02 6,c	Inv. Gen.	G5-1810-1 <b>2</b>	T189-12
cCord, James h.	Inv. Gen.	GS-12	T190.03 &, C	Inv. Gen.	GS-1810-12	T189.01-12
Haviland, Glenn A.	Inv. Gen.	3S-11	7190.02 e.c	Inv. Gen.	GS-1810-11	T190.01-11
tason; Robert E.	Inv. Gen.	GS-11	7207.02 G.C	Inv. Gen.	GS-1810-11	T190.02-11
Stith; Ernest P.	Inv. Gen.	GS-12	T190.05 & C	Inv. Gen.	GS-1810-12	T190.03
dabriel, derome A.	In⊽. Gen.	GS-9	1212.06 G.C	Inv. Gen.	GS-1810-9	T191.06-9
Nelt, William H.	Inv. Gen.	GS-10	TZ16.08 6,C	Inv. Gen.	GS-1810-10	T191.05 - K
Quackenbush, Allica J.	Inv. Gen.	GS-9	T212.05 f, C	Inv. Gen.	GS-1810-9	T191.06-9
os Angeles Field office		•			· Los Angelæa F	
abiite, Victor R.	Inv. Gen.	GS-13	7147.02 b, c	Inv. Gen.	GS-1810-13	T326 - 13
Mullan, William J.	Inv. Gen.	GS-13	T189 4,C	Inv. Gen.	GS-1810-13	T327
Mullan, William J. Rich, Edward H. McChilan Formand F	Inv. Gen.	GS-12	T188 4, C	Inv. Gen.	GS-1810-12	T328-12
McChilan, Raymond F.	Inv. Gen.	GS-13	7179 GC	Inv. Gen.	GS-1810-13	T328.01
Alden, John S.	Inv. Gen.	GS-12	T190.01 &, c	Inv. Gen.	GS-1810-12	T329
Meek, Bert B.	Inv. Gen.	GS-12	T190.04 L, C	Inv. Gen.	G~-1810~12	T329.01
Ginger, John W.	Inv. Gen.	GS-12	T172 2.C	Inv. Gen.	GS-1810-12	
Geraty, Franklin R. 2	Inv. Gen.	GS-9	T172.12 &, C	Inv. Gen.	GS-1810-9	T329.03-9
Conners; Denald C.	Inv. Ger.	GS-9	7191.04 L, C	Inv. Gen.	GS-1810-9	T329.04 -
Kuh, Richard E.	Inv. Gen.	GS-7	T172.03 60C	Inv. Gen.	GS-1810-\$	T330 - 7
Coonan, John S.	Inv. Gen.	GS-7	7212 Le	Inv. Gen.	GS-1810-7	T330.01.5
Kreykenbohm, Warren C.	Inv. Gen.	GS-9	7213.03 E,C	Inv. Gen.	GS-1810-9	T330.02 -4

App.by: Ellichmidl Staif or Div. Chief App. by: Calm Cafetone

App.by: D. Z. Arlie
Fersonnel Div.

<i>i</i> .			¥.						•	10	Sept.	152
	1. Agency and CENTRAL INT	-	-					2.	7 20	3 Bio	ck No	4, Slip No
	5. Employee's n		of security accou	ant number	when appropr	rusta)		6. Grade	and salary \$5940 a	'n		ı
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	Periodic st	op-increase	Pay adjustm	ent 🔲 O	ther step-incre	fase			10			
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#### SPECIAL SECURITY DIVISION FIELD OFFICES

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HUNT, William C.	Investigator(Gen)	GS-1810-13	T187-13
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MULIAN, William J.	Investigator(Gen)	6 <b>5-1</b> 810 <b>-12</b>	T189-12
FINCH, William G.	Investigator(Gen)	GS-1819-12	T189 <b>.01-1</b>
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HAVILAND, Glenn A.	Investigator(Gen)	GS-1810-11	T190.02-1
MCCCRD, James V.	Investigator(Gen)	GS-1610-11	T190.03-1
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ALDEN, John S.	Investigator(Gen)	6 <b>S-1</b> 81 <b>0-11</b>	T191.01
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CONNORS, Donald O.	Investigator(Gen)	05-1310-7	7191.04-7
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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

No Park Also

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

2 9 APR 1970

Date

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MEMORANDUM FOR: Director of Security

SUBJECT

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

Fitnéss 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 physical security equipment and techniques 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.

- 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:

14-00000

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. Osporn Director of Sugurity 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 communication 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 manage the Division in such a manner as to maintain a high state of morale. Perhaps the most outstanding accomplishments which I attribute to Mr. McGord'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

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Fitness Report - McCORD, James W., Jr. - Emp. Ser. No. 058124 Reporting Period 1 April 1967 - 31 March 1968 Section C. (Continued)

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

Ermal P. Geiss

Deputy Director of Security (PTOS)

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### SECTION C HARRATIVE COMMENTS

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Mr. McCord supervises his Division in a vigorous manner. He is capable of instilling enthusiasm 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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ECIFIC DUTY NO. 8		RATING LETTER
Schedules and plans overseas coverage		5
ECIPIC DUTT NO. 4		RATING
Protection of Washington Area Buildings from penetration	•	s
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OVERALL PERFORMANCE IN CURRENT POSITION		·
the into account everything about the amplayee which influences his effectiveness in his current positiveness of specific duries, productivity, conduct on job, cooperativeness, pertinent personal traits tricular limitations or tulents. Based on your knowledge of employee's averall performance during to the latter in the price principles of corresponding to the statement which mast accurately reflects his level of MICK 1000.	or habits, and the rating period,	BATING LETTER

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NARRATIVE COMMENTS

SECTION C

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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 courdinations 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.

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FITNESS REPORT

James W. McCord, Jr.

SECTION D

CERTIFICATION AND COMMENTS

3. Comments of Reviewing Official

I concur thoroughly with Mr. Winters' 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 counter-measures 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

Official Title of Reviewing Official

Typed Name and Signature

31 March 1966

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 CO	MENTS
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30 March 1965	Director of Security	Howard Osborn
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17 March 1964

58124

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; McCord

I agree that is a very strong security officer. He tends to be conservative in his views and judgments. He maintains excellent morale in his Branch. In the never-ending conflict between economy and a desirable level of security, he usually leans toward the latter.

> Wendell Little

558 124 558 64 851

MAN

28 March 1963

MEMORANDUM FOR: Director of Personnel

SUBJECT

Fitness Report (June 1962 - March 1963)

JAMLS W. MCCORD

- 2. His duties were as follows:
- 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.
- 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.
- 3. 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 so.

i. I would rate . .

1.5 MAY 1963

- 2 -

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:



JAMES W. MCCORD /5/

on. (DATE)

## 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.

WEADELL Little /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

Reviewed by:

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SUBJECT:

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

During the reporting period, Nr. 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 consistive 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 cualities of initiative, energy, and imagination in developing this case.

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

Paul F. 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: 4/37/1.

deviewed by September Date 4/12/60

RECEIVED FOR SS/CSE SECRET 28 APR FITHESS REPORT SECTION A GENERAL (Middle) 2. DATE OF McCORD, 26 January 1924 male 35-14 Janes 1. off/div/or of assessment OS/SRS/Cffice of the Chin S. SERVICE DESIGNATION 6. OFFICIAL ROSITION TITLE Security Officer X WEWSER REASSIGNMENT/SUPERVISOR NOT ELIGIBLE SEFERRED INITIAL DECLINED PENDING DENLED X ANNUAL REASSIGNMENT/EMPLOYEE SPECIAL (Specify) DATE REPORT QUE IN O.P. 30 ipril 1959 5/22/58 3/31/59 SECTION B EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES List up to six of the most important socific duties performed during the rating period. Insert rating number which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised). 2 - Barely adequate 3 - Acceptable 4 - Competent 5 - Excellent 6 - Superior HATING SPECIFIC DUTY NO. 4 SPÉCIPIC DUT ( NO. 1 Assists in the development, imple-Receives, evaluates and develops mentation and coordination of all CI 7 information of a counter intelligence 6 RATING SPECIFIC DUTY NO. 5 programs PECIFIC DUTY NO. 2 RATING Assists in the supervision of all Analyzes and evaluates results of aspects of the CI program 6 7 counter intelligence operations. SPECIPIC DUT . NO. 3 RATING SPECIFIC DUTY NO. 6 Conducts such personnel investigations, Plans operations necessary to resolve counter intelligence cases EVALUATION OF OVERALL PERFORMANCE IN CURRENT POSITION SECTION C Take into account everything about the employee which influences his effectiveness in his current position - performance of specific duties, productivity, conduct on job, cooperativeness, persinent personal traits or hobits, particular limitations or tolents. Based on your knowledge of employee's averall performance during the rating period, place the rating number in the box corresponding to the statement which most accurately reflects his level of performance. Performance in many important respects falls to meet requirements. extormance meets most requirements but is deficient in one or more important respects. 6 3 - Partarmance clearly meets basic requirements. - Performance clearly exceeds basic requirements. 5 - Performance in every important respect is superlar.
6 - Performance in every respect is outstanding. SECTION D DESCRIPTION OF THE EMPLOYEE In the rating boxes below, check (X) the degree to which each characteristic applies to the employee 4 - Above average dagree 1 - Least possible degree 2 - Limited degree 5 - Outstanding degree CHARACTERISTICS 48 15 1 n/561 50% x

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MARRATIVE DESCRIPTION OF MANNER OF JOB PERFURMANCE

Stress strengths and weaknesses demonstrated in current position. Indicate suggestions made the employee for improvement of his work. Give recommendations for his training. Describe, if appropriate, his potential for development deallog assuming greater responsibilities. Amplify or explain, if appropriate, ratings given in SECTIONS B, C, and D in partie the best basful by detyrmining future personnel actions.

During the past year Mr. McCord has shown superior supervised find deganizational ability. During July and August he personally organized and supervised a major (fig project overseas which was of national interest. His plan of action was implemented smoothly and the CI mission was accomplished. Another major project was appropriately 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 inazination and tenacity of purpose in mosting problems. He is continuing to improve himself. No special training is planued 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	
1	certify that I have seen Sections A, B, C	, D and E of this Report.
DATE	SIGNATURE OF EMPLOYEE	Λ Δ
акресо <b>в April 1959</b>	Jane, WMa	ent de
2.	BY SUPERVISOR	
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8 April 1959	Chief, Security Research Staff/OS	Harles A. Westrell
3.	BY REVIEWING OFFICE	AL
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any question. If this is the instead report on the Personnel no later than 30 days after the date indica-	employee, it must be completed and forwarded to the Office of								
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CONVENTS CONCERNING 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.

SECTION H.

FUTURE PLANS

1. 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.

SECTION I.

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DESCRIPTION OF INDIVIDUAL

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A DIRECTIONS: Consider only the shill with which the person has performed the duties of his job and rate	C. MRECTIONS: Based upon that he has said, his actions,
him accordingly.	and are other indications, give your opinion of this person's attitude toward the agency,
I. DOES NOT PERFORM DUTIES ADEQUATELY, HE IS INCOMPETENT.	1. NES AN ANTAGONISTIC AFFITURE TORARD THE AGENCY TILL DEFINITELY LEAVE THE AGENCY AT THE FIRST
2. BARELY ADEQUATE IN PERFORMANCE! ALTHOUGH HE	COPCOTONITY.
MAS HAD SPECIFIC GUIDANCE OR TRAINING, HE OFFEN FAILS TO CARRY OUT RESPONSIBILITIES	1 2. NAS STRONG MEGATIVE ATTITUDE TOWARD AGENCY
COMPETENTLY.	TEMPORARY STOP UNTIL HE CAN GET SOMETHING
3. PERFORMS MOST OF HES CUTTES ACCEPTABLY: OCCA-	9: TENES TO HAVE AN UNFAVORABLE ATTETUDE TOWARD
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S. A FINE PERFORMANCE, CARRIES OUT WANT OF HIS	BILL OLT IF THESE CONTINUE.
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8. PERFORMS HIS DUTIES IN SUCH AN OUTSTANDING	SCHECKE OFFERED HIM SOMETHING BETTER.
MANNER THAT HE IS EQUALLED BY FEW OTHER PAR- SONS RHOWN TO THE MATER.	ALLOWANCES FOR RESTRICTIONS IMPOSED BY
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	T. NAS AN SNTHUSIASTIC ATTITUSE TOBARD THE AGENCY
	PLACE BUT IN THE AGENCY.
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8. DISECTIONS: Considering others of this person's grade and type of assignment, how would you rate him on	
potentiality for assumption of greater responsibili-	parada in making your rotingabill in job dution, conduct on the job, personal characteriatics or
ties nursally indicated by presetton.	Astite, and apprical defects or talents.
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## SECRET SECRETY INFORMATION

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## SECRET SECURITY INFORMATION

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l ·	for developing information from research and	I investigation, and in
,	cretion in sensitive assignments.	
CN BRAT ASSECT OF	PERFORMANCE-SHOUTS-FERSON-CONCENTRATE EFFORT FOR SELF II	MPROVEMENT
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s. COMMENT ON THIS PER	RESON'S ABILITY TO MANDLE GREATER RESPONSIBILITIES NOW OR IN 1	THE FUTURE.
Yes, he has	s definite promise of future increased responsi	ibilities.
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5. ARE THERE STREE DUT possible.1	TIES WATCH BETTER SUIT THIS PERSON'S QUALIFICATIONS? TRACOMME	and appropriate reassignment, if
Not at this tir	me.	
		•
. SMAT TRAINING OR RO	DTAYION DO YOU RECOMMEND FOR THIS PERSON?	
	time. Will consider for Phase II Operations C	Course when work load
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	UATION REPORT HAS BEEN DISCUSSED WITH THE PERSON EVALUATED.  . d and 9, are shown below under liten 20.	ADDITIONAL COMMENTS INCLUDING
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20.	CUMMENIS	(Continued):		

#### INSTRUCTIONS

1. Instruction to the Administrative or Personnel Officer

Consult current Administrative instructions regarding the initiation and transmittal of this report.

2. Instruction to the person evaluated

Since this evaluation will become an important part of your record, you will want to give to it as much care and attention as you-mould-like to have it receive from your Supervisor and the Reviewing Official. With respect to Items 8 and 9, you should include courses of instruction or assignments, either within or outside of the Agency, which you consider pertinent to your career development.

- 3. Instruction to the Supervisor and the Reviewing Official
  - As the supervisor who assigns, directs and reviews the work of others, you bear primary responsibility for planning and fostering the development of each person under your supervision, commensurate with his capacity, aptitude, knowledge and swills. As an alert supervisor, you judge the proble working with you on a job-by-job and day-by-day basis and swills. As this information in carrying out your supervisory responsibilities. Although evaluation is a continuous process, it is necessary periodically to record your observations and recommendations for appropriate action. In preparing the report you should consider the individual's capabilities for further development is his present assignment and his potentialities for more effective utilization in other positions, including work of a more responsible and difficult nature.
  - b. The following traits are generally regarded as having some bearing on a person's performance and development. Although you are not asked for specific ratings, do not nesitate to refer to these or similar traits in your comments, which should be terse and precise.

COOPERATION DEPENDABILITY ACCURACY SECURITY CONSCIOUSNESS INITIATIVE

RESOURCEFULNESS
STABILITY UNDER PRESSURE
ABILITY TO OBTAIN RESULTS
JUEGMENT

- c. In fairness to the individual and in the interest of the Agency, the importance of carefully prepared and accurate Personnel Evaluation Reports can not be overstressed. The following basic principles of evaluation should be kept in mind:
  - (1) Base your judgment on
    - what you have observed the individual on or fail to do. Typical performance as well as critical incidents. Examples relevant to the duties under consideration.
  - (2) Different standards prevail in different assignments, every effort should be made to arrive at a just estimate of the qualities of the individual as demonstrated during the report period. Avoid e-apperations. They dottact from the value of the report and are unfair to others.
  - (3) BLASED OPINIONS BASED ON PERSONAL LIMES AND DISCINES MUST BE SCHUPULOUSER ALDIDED. IT SHOULD BE BONNE IN MIND THAT THE PREPARATION OF EVALUATION REPORTS IN IMPOPTANT RESPONSIBILITY OF ALL SUPERVISORS AND THEIR CARRENCE PREPARATION IS AN INDICATION OF THE SUPERVISORS ON ABILITY AND LUACIFICATION FOR THE POSITION HE MOLDS.
- A TRADE DISCESSION DEFNEED SUPERVISOR AND INDIVIDUAL CUNCERNING THIS REPORT IS RECESSARY IN CAPER TO ASSIST IN THE DEVELOPMENT AND DEST USE OF EVERY INDICALLY CAPABILITIES.

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person being evaluated. (Explain right of appeal, if warning memo is prepared.)  b. Sign forms in Item 18. c. Deliver forms to Evaluations Officer.  15. a. Deliver original copy of evaluation form to Transactions and Records Franch, Personnel Division.  b. Retain the earton copy for use of operating office and Office Carman Service Board.  c. Detach instruction Office American Service Form Sixiol if Item Componitional is unusaria.	SECORITY THE ORE	(AT 154		
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#### SECTION D NAKRATEVE DESCRIPTION

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Award for Achievement, Service, or Performance: State character of service during period for which recommended. (Give complete description of administrative, technical, or professional duties and responsibilities of not covered in Section C; include dates of assignment and relief.) What did the Individual do that means the award? Why was this outstanding when computed to athers of life good, and experience in similar positions, or circumstances?—Hoppropriate, include production records and assistance records by other persons or units. What obstacles were encountered or are come? Indicate results of achievement, service, or performance. Include reformance to fitness Reports, Letters of Commendation, or other documentation of realisting and supports this recommendation. Encluse unclassified citation.

When he retires 31 August 1970, hir. James W. Met ord, Jr., will have completed 25 years of Government service, 15 years of which were with the CIA in a variety of assignments covering the investigative, counter-intelligence, everseen security support, and a countermeasures and physical security fields within the Security Coreor Service.

During his early years of employment when assigned to the San Francisco Field Office. Office of hearity, regust 1451 to May 1453, Mr. McCord assisted in the covert entry and processing through sustoms of operational personnel from the Far hist areas and performed safebones duties and related tasks designed to ensure the protection and cover of such personnel.

When serving with the Security Research Staff, 1955 to 1962, hir. McCord worked in direct support of Agency activities abroad of a specialized nature exploiting highly nonsitive intelligence source material resulting in the reconstruction of Seviet explorage networks and resolving operational and occurity leads affecting both the British and United States Governments. The identities, composition and operations of Seviet intelligence services in Europe prior to 1950 and dating back into the 1930's, were reconstructed. Between 1955 and 1969, Mr. McCord was involved in contacting, developing and debriefing these identified and available

CONTINUED ON ATTACHED SHEET

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Section-D-Continuod--James-Walter-McCord, Jr.

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former Soviet intelligence personalities. This activity led to close liaison with British and other Western intelligence representatives involving numerous trips to Europe. This liaison activity with representatives of the British MI-5 established a direct channel of communications resulting in a continuous exchange of leads and a flow of operational data over the years of benefit to the Agency.

During the period of his work with the Security Research Staff, in which he served as Deputy Chief from May 1957, Mr. McCord was the Agency's case officer in a number of double agent cases involving Agency staff employees who had been contacted and were being developed for recruitment by the Soviet intelligence service.

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 10 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

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 Fr. 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 in the development of x-ray equipment for use by the Technical Division in detecting and locating bostile audio devices implanted in office appurtenances and wails of Agency occupied facilities. 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 schievement 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 seeking out new ways and means to harden the security of the Agency's domestic and overseas facilities 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 Contral 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:

Buckley, Robert
Carrico, H. Cliftoa
Elliott, Robert N.
Farrell, Francis M.
Fennessey, Robert E.
Geiss, Ermal P.
Good, Charles B.
Green, James P.
Griffin, Robert B.
Hayes, Robert J.
Herlihy, John F.

Kane, Edward J.
King, Joseph F.
Mantoni, Rudolfo

McCord, James W., Jr.
McGinn, John B.
O'Connell, James P.
Parr, Laurence
Petit, Alan F.
Sullivan, Arthur H.
Todd, Orin H.

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

14-00000

: 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 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

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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

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MEMORANDUM FOR: Chairman, OS Career Board

SUBJECT

14-00000

: 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)

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## ELECTION, DECLINATION, OR WAIVER OF LIFE INSURANCE COVERAGE

-FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM.

IMPORTANT AGENCY INSTRUCTIONS ON BACK OF ORIGINAL

TO	COM	PLETE	THIS	FORM-
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#### FOLLOW THESE GENERAL INSTRUCTIONS:

- Read the back of the "Duplicate" carefully before you fill in the form.
- Fill in BOTH COPIES of the form. Type or use ink.
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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 August 1964.

Signature

JANES W MC COLD

14-00000

CONFIDENTIAL (When Filled In)

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#### TRAINING REPORT

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

Student : James W. McCord, Jr. Cilice : OS

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 condidness 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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MEMORANDUM FOR: Deputy Director of Security for Physical,

Technical & Overseas Security

ATTENTION

: Chief, Technical Security Division

SUBJECT

: Security Presentation - Support Course

1. The Office of Security presentation at the Warrenton Training Center on 2 March 1967 was extraordinarily well received. Colonel Winters, Commanding Officer, WTC, has informed me of a number of superlative comments by those in attendance.

- 2. I want to express my appreciation to Messrs. James McCord, Alan Petit, and Carroll Melkerson for their most effective presentation on audio countermeasures. It was a highlight of the program and contributed immeasurably to its success.
- 3. I'd like to express a special word of thanks to Mr. William Herron, for his splendid support in preparing visual aids for the program on extremely short notice. I am aware that Bill worked long hours over the preceding weekend and virtually all night on one occasion in order to ensure the success of this program, while fulfilling heavy commitments to get audio countermeasures teams into the field.
- 4. I can be justifiably proud of the success of the presentation, and attribute this success in large part to the extraordinary team effort by the Office of Security components involved. Please extend my personal commendation to Messrs. McCord, Petit, Melkerson, and Herron and advise them that a copy of this memorandum will be placed in their Official Personnel Files.

10.00

Howard J. Coborn
Director of Security

cc: Official Personnel Files

TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

onks 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. Arthur Sheridan, 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. Robert Prouty and William Flannery of Mr. McCord's office and Mr. Phil Rush 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. Rouley

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

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## TREASURY DEPARTMENT UNITED STATES SECRET SERVICE

September 13, 1959

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Matter Blowston, Office of Security/ABD

Doar Sir:

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## CONFIDENTIAL

- 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/S 65-5078

27 SEP 3885

MEMORANDUM FOR: Director of Security

SLUTECT

: Cemmendation

1. The Director was pleased with the attached letter from Mr. Rowery in which he expressed deep appreciation for the excellent and dedicated assistance 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 end upon the Agency and I compliment you and your staff for another job well or to.

Deputy Director for Support

Attr Letter did 13 Sept 60 to DCI in Mr. Rowley, subj. Appreciation

#### SECRET

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.

/s/ Rex E. Greaves

Emmett D. Echole
Director of Personnel

Distribution:

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✓ - OPF - McCORD

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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.

Evest I. Holl

Ernest L. Hardt Secretary Security Career Service Board

Attachment

APPROVED

28 JUN 1988

MEMORANDUM FOR: Director of Security

SUBJECT

Quality Step Incréase - 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 to detect clandestine microphones and other devices 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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Section D Narrative Description

Award for Herois Action of Acceptance of Hazard: Was act voluntary? Describe why act was outstanding, and if it was more than normally expected. Explain, why, and how. It an cerial or marine operation, describe type and position of craft, crow position of individual, and all unusual circumstances. Indicare results of the act.

Award for Achievement, Service, or Performance: State character of service during period for which recommended. (Give complete description of administrative, technical, or porfessional duties and responsibilities if not covered in Section C; include dates of assignment and relief.) Whit did the individual do that merits the award? Why was this outstanding when compared to others of like grade and experience in similar positions or circumstances? In appropriate, include production records and assistance rendered by other persons or units. What obstacles were encountered or overcome? Indicate results of achievement, service, or performance. Include reference to Fitness Reports, Letters of Commendation, or other documentation already on file which supports this recommendation.

From early December 1965 through May 1966, Messrs. James W. McCord, Jr., Alan F. Petit, and William M. Marcy of the Technical Division, Office of Security, conceived and developed a unique technique for the use of a small portable X-ray machine which has been placed in extensive use in the Agency's Audio-Countermensures Program. Experimentation during these months indicated that X-ray combined with a fluorescopic screen had distinct advantages in terms of time and effort over the considerably more expensive X-ray film and processor. Along with this, they designed an innovation in the form of a fluorescent screens currently available on the commercial market.

The combination of the X-ray and the fluorescent cloth make it possible to rapidly scan in "real time" large wall surfaces and furnishings, a capability the Agency has not had before.

The Technical Division has greatly enhanced the world-wide use of this equipment in that they designed and developed a packaging plan whereby using two attache cases they are able to easily transport the X-ray fluoroscopic equipment, wall racks, and motor units making it possible to inconspicuously carry it into offices, residences, and safehouses.

These men have shown initiative, ingenuity and great imagination in the application of fluoroscopic scanning with X-ray.

This technique, much of which required many off-duty hours to develop, has greatly enhanced the Agency's capability to detect clandestine microphones and other devices targeted against the Agency both domestically and overseas.

41. ENCLOSURES (List individually) If arginator is not an eyewitness or does not have personal knowledge of the act or performance.

attach affidavits of ayowitness or individuals  1. PRUPUSED CITATION  2.  3.	having personal knowledge of the facts.	·
42. RECOMMENDATION INITIATED DY ERMAL P. GEISS	45. TITLE AND SIGNATURE OF OFFICIAL MAKING RECOMMENDATION	2.2 JUN 1966
Ermal P. Geiss	Deputy Director of Security (	PTOS)
Section E Recommendation Forwards	1 Through Officials Concerned For Their Information	, ·
49.	TITLE AND SIGNATURE	DATE
Head of 68 Career Service	Director-of-Security	<u> </u>
Deputy Director of Operating Component	TITLE AND SIGNATURE	DATE
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# Alf WAR COLLEGE (Air University) United States Air Force Maxwell Air Force Base, Alabama 36112

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8 June 1965

SUBTRICT

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 2 Atchs

1. TR, Mr. Copuland

2. TR, Mr. McCord

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

(Name of Facility)

Agency to training in

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

Air War College

Montgomery, Alabama

beg	inning_	August 1965	and ending _	Juna 1965	· •
lag	ree to t	he following terms	and conditions:		
	(herein which p pletion	oed above, I will consider the Agency) is ceriod shall be dee	ontinue serving the for a period of no med to commence tered by this agree	training under the proceeding the Central Intelligence tless than 36 the first workday as ement, unless I am i	e Agency months, fter com
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of additional expenses determined to be due under paragraphs b or c of

(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)

James W. HcCord

(Type Name)

WITNESS: Way

(Signature)

(Type Name)

(Date)

## HEADQUARTERS UNITED STATES ARMY, EUROPE Office of the Provost Marshal Visit Congression

9 MAY 1964

Dear Jin:

I y tour of duty in Readquarters, United Sates Army, Europe will terminate in late I ay when I leave Europe to undertake new duties in Washington, D. C. I y 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 personality personality would not have achieved the same measure of success, I unlesitatingly ascribe our abundant joint accomplishments to your generous personal contribution.

12/1/2 /2016

Ty 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,

CALL C. TURNE

Brig Gen

USA

Provost arshal

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
Office of the Deputy Director (USATE)
APO 332, US Forces



ATTHOR AFISI-D.

SUBJECT:

1 0 JUN 1964

o Mr. Gordon M. Stewart
Coordinator and Special Advisor
OCA, AMCONGEN
APO 757, US Forces

Dear Mr. Stewart

On the departure of Mr. James W. McCord I wanted you to know of OSI's appreciation for his constant support and cooperation during his tour. He has given us valuable assistance in the performance of our mission.

We appreciate also Mr. McCord's constant efforts to create unity of purpose and action among the many security and counterintelligence agencies in the area. Through his efforts new liaison avenues were opened to OSI which, on several occasions, facilitated the completion of our tasks. His efforts in contingency planning also were noteworthy.

OSI in USAFE will miss Mr. McCord. Please extend our good wishes to him and Mrs. McCord for continued success in their endeavors.

Sincerely

Colonel, USAF

Deputy Director (USAFE)

ple passon

HEADQUARTERS
513TH INTELLIGENCE CORPS GROUP

Office of the Commanding Officer APO 757 US Forces

AEUMC-SD

5 June 1964

SUBJECT: Letter of Appreciation

TO:

Mr. James W. McCord

United States Army Area Security Component

APO 757, US Forces

L. Upon your impending departure from overseas assignment, I wish to take this opportunity to express sincere appreciation on behalf of the 513th Intelligence Corps Group for your splendid cooperation with this organization.

- 2. The conference held by security officers in this area on a monthly basis, which was established largely due to your efforts, has provided an excellent opportunity for closer coordination, exchange of information, and integrated operations; and has resulted in benefits to the overall security missions of the United States agencies in this area.
- 3. Your professional competence, coupled with your cheerful approach to problem areas, has benefited all of those who have had the opportunity to work with you. I feel certain you will render distinguished service in your new assignment, and I wish you every success for the future.

PAUL R. LUTJENS
Colonel, AIS
Commanding

## HEALIDUAPITIES UNITED STATES ARMY SECURITY AGENCY EUROPE OFFICE OF THE CHIEF

APQ 257.

IAEINT-I

8 June 1964

SUBJECT: Letter of Appreciation

TO:

Mr. James W. McCord, Jr. Chief, Security USAASC

APO 757, US Forces

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 S2 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.

JAMES H. KELLER Colonel, AIS Chief

FOR-OFFICIAL-USE ONLY

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## CERTIFICATE

This is to certify that

James W. McCord

has attended and successfully completed the

# SECURITY OFFICE SPECIAL TRAINING COURSE

Security Officer Field Course #12

during the period 14 May to 25 May 1962

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 PERMANENT 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 permament 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, Jr.
(Employee)

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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 8 Students 80 hours, full-time, Phase II 23 April - 4 May 62 10 Students

Student: McCORD, James M., 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 interrelationship 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 Class B 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 (x)—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.

McCord, James W., Jr.

#### MAJOR CATEGORIES

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[	PHASE 1	UNSAT	SAT	EXCELLENT
1.	Tradecraft - Recognition of elementary principles.	О	S	6
2.	Casing - Written observation of an assigned site.	C	2	6
3.	Personal Meeting Plan - Written paper emphasizing techniques of effecting clandestine meeting.	0	5	3
4.	Personal Meeting - Carrying out student's plan.	. 0	ł,	l <sub>k</sub>
5.	Contact Report - Written report of clandestine personal meeting.	0	2	6
6.	Operational Support Procedures - General knowl- edge of Clandestine Services Organization and Functions: Agent and Project Management.	0	2	6
	PHASE 11			
1.	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	4	6
5.	Familiarization with Class B Accounting and Preparation of Records.	0	0	10
6.	Clandestine Services Headquarters and Field Support Procedures.	i '	4	5

COMMENTS

Student cancelled per Registrar/Training, 29 March 1962.

FOR THE DIRECTOR OF TRAINING

Chief Instructor

18 May 1962

Date

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COURSE OF FEETHER - CONTENT AND RETHOD

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 dreat Problem," its implications for the individual employee or dependent and the American dreatical divice for successful personal adjustment to swerpday problems of working and living in the area of assignment, useful information or the area, and gittle lines for understanding its major problems. Advice includes ones for officially includes an analysis of the importance of the region to the United States and descriptions of the people, their institutions, and current living conditions. The course offers because, purel discussions, films, slide commentation, and selected readings for a recommended program of self-study. Employees and dependents recently returned from the area help to keep current the information on conditions.

#### ACHIEVEMENT RECORD

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

FOR THE DIRECTOR O. THAINING:

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REPORT OF HONGE AND MERIT AWARDS BOARD (CONVENED PURSUANT TO PERIEATIONS R 20-675 ANT TE 20-675) 2 Name 1959 The Honor and Merit Awards Posted having considered a recommendation that: --McCORD Walter Actg. Dep. Chief/SRS/OS James PRESENT GRADE STATION 6 7 16 7 431 9010 10 GS-14 Security Headquarters Certificate of Merit with Distinction DFOR HEPOIC ACTION, ON CONTROL MERITORIOUS ACHIEVENENT OR SEPUICE DURING THE PERIOD 1 July - 15 August 1958 APPROVES THE RECOMMENDATION DISAPPROVES THE RECOMMENDATION PAPPROVES, BUT IN LIEU THEREOF, RECOMMENDS THE ABARD OF: CITATION REASONS FOR DISAPPROVAL OF RECOMMENDED MAPS The Honor and Marit Awards Board concludes from the information available to it that the service performed, while of unquestionable value, is not sufficiently outstanding to merit an honor award. W7 00110 SICHARLINE teret want or cuateman, monce and mean's anance attent Gordon M. Stevart SICRATURE EEU Jacto orat de atconsea

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RECOMMENDATION FOR HONOR AWARD [HED JLATIONS P-20-635 & AFR 20-635] 18 December . 1958 TRROUGH: 10: Honor Awards Board PERSONAL DATA SECTION I NAME OF PERSON RECOMMENDED (Last) (First) (Middle) POSITION TITLE Acts. Dup. Chiof/SR3/Od GS-U McCORD, James Walter Socurity
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IF ANY OF THE ABOVE ITEMS WERE SIFFERENT FOR THE INDIVIDUAL RECOMMENDED AT THE TIME OF THE ACT OR SERVICE, INDICATE SUCH DIFFERENCES. POSTHUMOUS RECOMMENDED AWARD Ruth McCord

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Reference is made to the attached memorandum dated 1 November 1958, which is the summary excerpted from the report of the operation submitted on that date.

Upon receipt of information, 2 July 1958, that a member of the Seviet-Foreign Office in Mescow had mentioned to one of the American Embassy staff members that the Soviets had knowledge of the crew of the missing C-113, Kr. McCord was appointed head of a team of men from Headquarters to proceed immediately to Germany to plan for and debrief the crew of the C-118 in case they were released.

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At Wiesbaden, acting upon polic, guidance received from Headquarters, Mr. McCord made detailed plans for the interrogation of crew members; prepared news releases and made plans for the handling of the press; arranged for reunion of the crew members with their families; and arranged medical examinations, all with the view toward avoiding publicity or incidents which might reveal Central Intelligence Agency interest in the highly sensitive nature of the plane's flight.

when the crew arrived at Wiesbaden, Mr. McCord directed the over-all interrogations and participated in portions of the interrogation of the crew members himself. He prepared cables and dispatches for Headquarters as well as the over-all report of the debriefing of the crew. He briefed the crew members regarding their conduct before the press. He also assisted in the plans for the return of the crew members to Washington, all of which entailed around-the-clock work.

Upon return to Washington, Mr. McCord directed the detailed debriefing of the crew, covering all aspects of possible compromise of security of CIA personnel, operations, and cover unit activities, as well as various positive intelligence and counter-intelligence matters. Final reports were prepared and Mr. McCord participated in briefings of the DCI, DDCI, and various Air Force and Defense Department officials.

The ingenuity, foresight, planning and guidance exercised by Mr. McCord from the time the team first left for Europe, through the initial debriefing, and then in following through in the debriefings back at Headquarters, resulted in rapid and thorough interview of the crew members, assessment of the compromise to the Agency, and determination of appropriate action needed by the Agency to counter such compromise. His performance in that instance was of the highest degree and did much credit to this Agency in the highly professional manner in which it was performed.

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Summary memorandum excerpt from report dated 1 November 1953	319817981					
	15 December 1053					

1 November 1958

SUBJECT: American C-118 Aircraft Downed in Soviet Azerbaijan 27 June 1958 by Soviet MI0-17'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. airmen, three of whom are assigned to this Agency. They are Colonel Dale D. Brannon, Major Robert E. Crans and Major Bennie A. Shupe. The other six men were regular Air Force members assigned to Wiesbaden, Germany. The nine men were en route from Wiesbaden to Teheran and Pakistan on a flight carrying cargo for CIA. Col. Brannon and Major Crans were planning to get off the plane in Teheran had the plane remained on course.

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, Major Bennie Shupe, CIA employee, was taken by the mob to a telephone pole and narrowly escaped hanging before being rescued by the Soviet military.

Major Shupe and the remainder of the crew were turned over to the Soviet military, and after an overmight 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 interpretor for Murushchev in a meeting with Prime Minister Nehru of India. Bourdine interrogated Colonel Brannon of CIA at considerable length during the period 30 June - 3 July 1958, while the crew 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 MYD 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 CLA stations around the Soviet border indicating the possibility of impending release. The Air Force agreed to alort 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 begun, 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 mumbers of the crew, one of whom was Major Shupe, a CIA employee, were permitted to give an interview to the Paris representative of Time-Life. Members of the CIA team were present during these press Interviews, under appropriate cover arrangements. to furnish guidance to the CIA 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 CIA personnel, operational and cover units activities, as well as various positive intelligence and counter-intelligence matters.

The three CIA men aboard the plane were extremely knowledgeable of highly sensitive Agency operational activities and of the identities of numerous CIA personnel. Colonel Brannon, as Commander of the CIA Air Support Operations in Europe, was knowledgeable of CIA operational activities on a world-wide banis, with many of these projects being extremely sensitive. Colonel Brannon and Major Robert Crans each carried briefcases containing classified material, and Brannon carried an address book containing several names, addresses and telephone numbers of CIA personnel and cover units. The two briefcases are believed to have been destroyed by the fire in the aircraft after landing. The address book of Brannon was taken from him by the Soviet

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 Colonel Brannon or the other crewmen were drugged or otherwise tampered with by the Soviets. Brannon 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 in Soviet territory precluded the MTD from fully exploiting the crew members. Colonel Brannon and Captain Kane were separated from the 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 three of the men aboard were CIA personnel. We do believe that in time the Soviets, through Brannon's 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:
  - Primarily, the Soviet interrogators failed to use all
    of the leads at their command, particularly Brannon's
    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 three of its crew to CIA.
  - The Soviets apparently failed to check out the names and other data in Brannon's 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 when the Soviets to effect the release of the crew-as-special-possible.
- 9. A factor that probably had an important bearing was the early acknowledgent 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 standpoint which can be gathered from experiences of these creams in the hands of the Soviets and can aid the Agency and its resonnel 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 need-to-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, Brannon, Crans and Shupe, and the aircraft commander, Lyles, are being removed from the German area, being returned to the U.S. The three CIA crowmen are being returned to duty with the Air Force from the Agency.
- E. Steps are continuing to be taken to properly safeguard Agency interests and personnel in regard to names of Agency personnel who appeared in Brannon's 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 Brannon's 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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15-8124	LANGUAGE DATA	RECORD					
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	PART II-LANGUAGE ELEMENTS						
SECTION A.	Reading (40)						
1 CAN READ TEXTS OF A	NY DIFFICULTY, UF A GENERAL NATURE OR IN FIELDS	I AM FAMILIAN BITH, US	ING THE	DICTIONARY			
2. I CAN READ TEXTS OF M	OST GRADES OF DIFFICULTY. OF A GINLPAL NATURE OP	TH FIELDS I AM FAMILE	AR PITH.	USING THE			
3. FREQUENTLY.	VERAGE DIFFICULTY (newspapers, reference moreria	Is. esc.), USING THE G	ICTIONAR	Y			
T. I CAN READ SIMPLE TEX	TS. SUCH AS STREET SIGNS, NEWSPAPER HEADLINES, E	TC., USING THE DICTION	ARY FREQ	UENTLY.			
5. I HAVE NO READING ABI	LITY IN THE LANGUAGE.						
SECTION B.	Writing (41)						
I CAN WHITE PERSONAL LETTERS AND SIMILAR MATERIAL WITH COMPLETE SUCCESS WITHOUT USING THE DICTIONARY. I CAN 1- WRITE FACTUAL NARRATIVE AND EXPOSITORY MATERIAL WITH REASONABLE CLARITY, WITH VERY FEW GRAMMATICAL ERRORS. IN NATIVE STYLE, USING THE DICTIONARY ONLY RARELY.							
I CAN BRITE PERSONAL LETTERS AND SIMILAR SIMPLE MATERIAL BITH COMPLETE SUCCESS, USING THE DICTIONARY ONLY 2. RARELY. I CAN BRITE FACTUAL NARRATIVE AND EXPOSITORY MATERIAL BITH REASONABLE CLARITY, BITH FEB GRAMMATICAL ERRORS, BUT IN A STYLE BHICH MAY NOT BE NATIVE, USING THE DICTIONARY GCCASIONALLY.							
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5. 1 CANNOT BRITE IN THE LANGUAGE.							
SECTION C. Pronunciation (42)							
1. MY PROMUNCIATION IS NATIVE.							
2. BHILE NATIVES CAN DETECT AN ACCENT IN MY PRONUNCIATION THEY HAVE NO DEFFECULTY UNDERSTANDING ME.							
3. MY PROMUNCIATION IN OBVIOUSLY FOREIGN, BUT ONLY RARLLY CAUSES DEFFICULTY FOR NATIVES TO UNDERSTAND.							
4. WY PRONUNCIATION IS OCCASIONALLY DIFFICULT FOR NATIVES TO UNDERSTAND,							
5. I HAVE NO SHILL IN PRONUNCIATION.							
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	CONTINUATION OF PART 11-LANGUAGE ELEMENTS
SECTION D.	Speaking (43)
	O ACCURATELY IN ALL PRACTICAL AND SOCIAL SITUATIONS: I CONVERSE FRELLY AND IDEOMATICALLY and INTERPRETARY.
2- ESPEAN FEEENTEN AN- - RESTRICTION OF THE AN-MAN	D ACCUMATEEN IN NIAMEN ALE PRACTICAL AND SOCIAL SITUATIONSS - I-GAN-GONVERDE-IN-MOST FEEDS - TENERTAND FOUNDS SOME POPULAN SAVINGS, LITERARY OUDTRITIONS, AND COMMON PROVERBS.
3 I GET ALONG QUITE HE	C INSTITUATIONS OF GAILS LIFE AND TRAVEL AND CAN CONDUCT BOUTINF DISTINCTS IN PARTICULAR FIELDS
4. I WANAGE TO GET ALON	NG IN THE MOST COMMON STITUATIONS OF GAILY LIFE AND TRAVEL.
5. I HAVE NO ABILITY TO	OUSE THE LANGUAGE IN ANY OF THE ABOVE RESPECTS.
SECTION E.	Understanding (44)
I. UNDERSTAND NON-TE MEANLY LYTHYTHING 1	CHNICAL CONVERSATION ON ALL SUBJECTS, BOTH FAGE TO FACE AND ON THE TELEPHONE! I UNDERSTAND WEAR ON THE RADIC AND AT THE MOVIES, PLAYS, AND LECTURES.
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E. I AM NOT ABLE TO UNE	PERSTAND THE SPEAKN LANGUAGE.
BEFORE CONTINU	ING - DIECK PART II TO ENSURE THAT YOU HAVE CIRCLED ONE NUMBER PER SECTION.
	PART 111-EXPERIENCE AS TRANSLATOR OR INTERPRETER (45)
I. I HAVE MAD EXPERIENC	E AS A TRANSLATOR.
2. I HAVE HAD EXPERIENC	E AS AN INTERPRETER.
3. BOTH OF THE ABOVE ST	ATEMENIS APPLY,
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Mashington 25, D.C.

#### CERTIFICATE

I concur in th	he Reserve assignmen	tof Ja	mes W. McCord,	Jr.
Captain	AO 2 099 263	with this	(:kmo) organization.	In the
(Grade) event of partial or dilitary service.	(SN) r full mobilization,	he will be	made available	for activ

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

Cartain, 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:

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JAMES W. McCORD, JR.

27 August 1951

14 September 1951

FOR THE

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CERTIFICATION:

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

24 August 1951

Brvin W. Scientiff

TLEASE BEAD INSTRUCTION SHEET BREDGE PREPARING 1915 FORM STATEMENT OF FEDERAL CIVILIAN AND HILITARY SERVICE FEDERAL CIVILIAN SERVICE, STATE HILL WOLLD UNA VONDA CINT HILL HIGH, SERVICE CALLIVES AGENCY LOCATION 45,-Fresent Acency San Francisco - Enn Francisco Federal Sureau of Invent 4 1951/2 San Dicco Mar ington D. C. 42 Federal Eureau of Invest -Washington D. 9 (ar 1942 :ov 1943 ention New York City Total Civilian Service II MILITARY SERVICE (INCLUDE ONLY PERIODS OF ACTIVE DUTY: DO NOT INCLUDE TERMINAL LEAVE) TOTAL SERVICE BRANCH OF SERVICE 64. MJ. DA. MG. 34. 80. 18. Oct Total Hilitary Service II CLRTIFICATION I hereby certify that the above Civilian and Military service is complete and accurate to the heat 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.

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SEC. II. WORK EXPERIENCE (CONT'D.)

2. Previous Employment: Describe your previous work experience in sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to parmit full and a sufficient detail to sufficient detail to sufficient detail to sufficient detail to sufficient detail to sufficient detail to sufficient detail to suf detail to permit full recognition of your qualifications. Include military work experience. List last position first.

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SEC. II.	WORK	EXPERIENC	E (CONT'D	)
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	any-of-the-following organizations-by-which
you may have been employed.	
01 U.S. Secret Service	24 Air Force A-2
02 Civil Police	25 Foreign Economic Admin,
03Military Police	26 Counter Intelligence Corps
04 U.S. Border Patrol	27 Immigration & Naturalization
05 U.S. Narcotics Squad	28 Strategic Services Unit
06 FBI	29 Foreign Service, State Dept.
07 Criminal Investigation Div.	30 Central Intelligence Group
21 Office of Naval Intelligence	31 Armed Forces Security Agency
22 Office of War Information	32 Coordinator of Information
23 Army G-2	33 Office of Facts & Figures
20 Office of Strategic Services	34 Board of Economic Warfare
EC. III. FOREIGN LANGUAGES	35 Federal Communications Comm.

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List below the foreign languages in which you have some competence. Be sure to include uncommon modern languages. Check (X) your competence and how acquired.

C	OMF	ETE	NCE			HQW	ACC	UIR	ED	
Equivalent to Native Fluency *	Fluent but obviously Foreign *	Adequate for Research **	Adequate for Travel	Limited Knowledge		Native of Country	Prolonged Residence	Contact (Parents, etc.)	Academic Study	
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\* If you have checked 'Fluent' for a language that has significant difference in spoken and written form (e.g., Arabic), explain your competence herein

<sup>\*\*</sup>Specialized Language Competence: Describe ability to do specialized language work involving vocabularies and terminology in the scientific, engineering, telecommunications, and military fields. List the language with the type of speciality.





SEC	IV	AREA	KNOWI	EDGE

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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 foreign country resulting from an intelligence, military, commercial or professional work assignment.

Country or Region	Dates of Residence, Study	Was Aquired (check (X) one)				
	Etc.	Residence	Travel	Study		
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none		<del></del>		····		
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			<del></del>			

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 or organization.

Country	Type of Knowledge	How and When Gained				
	·					
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#### SEC. V. TYPING AND STENOGRAPHIC SKILLS (PRESENT UTILIZATION)

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Typing	1	2.		1.	Yes	2. ,.	No
Shorthand	1.	2.	135.7	1.	Yes	2.	No
Shorthand :	System: 1.	Manual 2.	Machine 3. Speedy	vriting.			

#### SEC. VI. LICENSES, HOBBIES, SPECIAL QUALIFICATIONS

1. Licenses: List any licenses or certification such as teachers, pilot, marine, etc.	<ol> <li>Hobbies: List any hobbies such as sailing, skiing, writing, or other special qualifications.</li> </ol>
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#### SEC. VII. PROFESSIONAL AND ACADEMIC HONORS

Ì	List any professional or academic associations or honorary societies in which
1	you hold membership.
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SEC. VIII. PUBLICATIONS			. :	•
List below the type of writing (non-fiction: p				
general interest subjects, current events, e	tc; liction:	novels, e	short st	ories, etc.)
of any published materials of which you were	e author or	co-autho	r.	
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SEC. IX. INVENTIONS	*			
Describe any devices you have invented as to	type of wo	rk for wh	tich inte	ended
and whether patented.	·			
Device			atented	
110.46	(1)	Yes	(2)	No
	(1)	100	(2)	No
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SEC. X. TESTS (Within present organization  Describe below the type of tests which you ha  Type of Test			Date	Taken
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				<del></del>
EC. XI. PHYSICAL HANDICAPS				
List any physical handicaps you may have.				
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EC, XII, OVERSEAS ASSIGNMENT				
Are you willing to accept periodic tour of duty	overseas?			
(1) 2 year Tour y (2) 4 year Tour year (3)	Not interes	tes .		
EC. XIII. WORK ASSIGNMENT				
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SEC, XIV, MILITAR	Y STATUS_				
- 1. Present Draft S	tatus				
	ered under the Sele			Yes.	No.
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			V-A		
2. Present Reserv	ve or National Guar	d-Status			
Do you now hav	e Reserve or Nation	nal Guard Status	Yes	_No.	
If yes, complet	e the following.		*		
1. National C	Guard'		••		
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14-00000

#### 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 Central Intelligence Agency, has accepted your employment effective.

Position: 05-11

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 sutablished in lieu thereof:
- b. Reimburged for travel expenses in accordance with CIA Regulations or Stundardized 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 alen lottors of appointment

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

Employed Matter Mi Earl Jr.

Dato V

Form No. 51-105 June 1948 14-00000

#### APPOINTMENT AFFIDAVITS

IMPORTANT.—Before swearing to these epzintment affidavits, you should read and understand the

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Central Intelligence Ag	iench.			
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A. OATH OF OFFICE	•	•		
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NOTE. If the north is taken before a Notary Public the date of expiration of his commission should be shown.

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#### DECLARATION OF APPOINTEE

This form is to be 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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S. PERSON TO BE NOTIFIED IN CASE OF DIERGENCY  NAME  ADDRESS (Number) (Steam) (Cold)  THE PERSONS NAMED IN STEM & ABOVE FILL ALSO ARE NOTIFIED IN CASE OF PHEREITYCH. IP SUCH NOTIFICATION IS NOT DESIRABLE, DUE TO HEALTH OR OTHER PRETINENT REASONS, PLASE SO STATE UNDER "RIMARES."  YOUNTARY ENTRIES  THE FOLLOWING AGENCY ENDOESED LIFE AND NOSPITALIZATION INSURANCE POLICIES ARE IN PODEC IN MY NAME. THE "POLICY NO." SHOULD BE ENTERED IF POSSIBLE, SINCE THIS INFORMATION WILL ASSIST IN EXPEDITING ACTION BY THE INSURANCE COMPANY SHOULD A CLAIM BEADY.  FULL HAME OF COMPANY ADDRESS OF HOME OFFICE POLICY NO.  THE FULL HAME OF COMPANY ADDRESS OF HOME OFFICE POLICY NO.  THE WARRANT OF THE FOLLOWING: BILL OF THE POLICY NO.  THE WARRANT OF THE FOLLOWING: BILL OF THE POLICY NO.  THE WARRANT OF THE FOLLOWING: BILL OF THE POLICY NO.  THE WARRANT OF THE FOLLOWING: BILL OF THE POLICY NO.  THE WARRANT OF THE FOLLOWING: BILL OF THE POLICY NO.  THE WARRANT OF THE FOLLOWING: BILL OF THE POLICY NO.  THE WARRANT OF THE FOLLOWING: BILL OF THE POLICY NO.  THE WARRANT OF THE FOLLOWING: BILL OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE POLICY NO.  THE WARRANT OF THE	S. PERSON TO BE NOTIFIED IN CASE OF EMERGENCY  NAME  ADDRESS (Number) (Second) (C.17) (Second)  THE PERSONS NAMED IN SIEM & ABOVE SILL AL 90 AM NOTIFIED IN CASE OF EMERGENCY. IP SUCH NOTIFICATION IS NOT DESIRABLE, DUE TO HEALTH OR OTHER PERSONS, PLEASE SO STATE UNDER "RIMARES."  VOLUNTARY ENTRIES  THE FOLLOWING AGENCY ENDORSED LIFE AND HOSPITALIZATION INSURANCE POLICIES ARE IN PODE IN MY NAME: THE "POLICY NO." SHOULD BE EXTERED IF POSSIBLE, SINCE THIS INFORMATION WILL ASSIST IN EMPEDITING ACTION BY THE INSURANCE COMPANY SHOULD A CLAIM RECOME PAYABLE.  4. FULL NAME OF COMPANY  ADDRESS OF HOME OFFICE POLICY NO.  THE FOLLOWING: BILL   10   10   10   10   10   10   10
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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 and 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 applicable write "NA." Write "unknown" ordy if you do not know the answer and cannot obtain the answer from personal records. Use the blank pages at the end of this form for extra details on any question or questions for which you do not have sufficient room.
  - 2. Type, print, or write carefully; illegible or incomplete forms will not receive consid-

	eration.
	HAVE YOU READ AND DO YOU UNDERSTAND THE INSTRUCTIONS?(Yes of No.
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	Initials) Media (Middle) (Lod) Home alcolumn
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	B. NICKNAME 31:3 WHAT OTHER NAMES HAVE YOU USED? 10010
	UNDER WHAT CIRCUMSTANCES HAVE YOU EVER USED THES
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	(Where ', 'by what authority)
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	HELD BETWEEN WHAT DATES? TO ANY OTHER NATIONALITY?(Country)
	GIVE PARTICULARS
	HAVE YOU TAKEN STEPS TO CHANGE PRESENT CITIZENSHIP? LO GIVE PARTICULARS:

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	E IF BORN OUTSIDE U. S. WHEN DID YOU FIRST ARRIVE IN THIS COUNTRY: 112
	PORT OF ENTRY?
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Sec.	2. PHYSICAL DESCRIPTION
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Sec.	3. MARITAL STATUS
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	STATE DATE, PLACE, AND REASON FOR ALL SEPARATIONS, DIVORCES OR ANNULMENTS
	,,
	B. WIFE OR HUSBAND (IF YOU HAVE BEEN MARKED MORE THAN ONCE.—INCLUDING ANNUL- MENTSUSE A SEPARATE SHEET FOR FORMER WIFE OR HUSBAND GIVING DATA REQUIRED BELOW FOR ALL PREVIOUS MARRIAGES.)
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Sec.	4. CHILDREN OR DEPENDENTS (Include partial dependents):
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	2. NAME AGE
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	8. NAME AGE AGE
	CITIZENSHIP ADDRESS (GLand Number) (City) (Country)
SEC.	5. FATHER (Give the same information for stepfather and/or guardian on a separate sheet
	FULL NAME JUNG CALCOP HOUSE SEA
	LIVING OR DECEASED 149490 DATE OF DECEASE CAUSE
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	COUNTRY DETAILS OF OTHER GOVT. BERVICE, U. B. OB FOREIGN
	11:2 <b>110</b>
EC.	6. MOTHER (Give the same information for stepmother on a separate sheet)
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## SEC. 12. POSITION DATA

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	C. IF YOU ARE WILLING TO TRAVEL SPECIFY: OCCASIONALLY
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EC.	15. CHRONOLOGICAL HISTORY OF EMPLOYMENT FOR PAST 15 YEARS. ACCOUNT 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 employment by a foreign government, regardless of dates.)
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	2 Thomas Clifton	HUS. ADD. DON: 267   Hasholl, Yorkin	
	a Richard Illo	BUS. ADD. 631 Cainbridge, Mamode,	Cola
	4 Irono ingland	BUS. ADD. 1132 Four St., Marroda,	Cal.
	s iba. G. M. MoMoilly	RES. ADD. 2009 Salado Se., Austin,	-ones
<b>Ez</b> c. 20,	GIVE THREE NEIGHBORS AT Y		
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SEC.	25. MISCELLANEOUS			war jan andonita	
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	YOU, INDICATE BELOW THE NAME OF THAT AGENCY AND THE APPROXIMATE DATE THE INVESTIGATION:
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F. P. S. CT.	
Sec. 20	3. PERSON TO BE NOTIFIED IN CASE OF EMERGENCY:
	NAME Supply Duth Record RELATIONSHIP 1900
	ADDRESS 020 Pacific vonto Alanoda C.140 ala my (State)
SEC. 27	Y. YOU ARE INFORMED THAT THE CORRECTNESS OF ALL STATEMENTS MAD HEREIN WILL BE INVESTIGATED.
	ARE THERE ANY UNFAVORABLE INCIDENTS IN YOUR LIFE NOT MENTIONED ABOVE WHICH MAY BE DISCOVERED IN SUBSEQUENT INVESTIGATION, WHETHER YOU WERE DIRECTION OF NOT, WHICH MIGHT REQUIRE EXPLANATION? IF SO, DESCRIBE, IF NO ANSWER "NO."
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SEC. 28.	I CERTIFY THAT THE FOREGOING ANSWERS ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF, AND LAGREE THAT ANY MISSTATEMEN' OR OMISSION AS TO A MATERIAL FACT WILL CONSTITUTE GROUNDS FOR IMMEDIATE DISMISSAL OR REJECTION OF MY APPLICATION.
	SIGNED AT Alemode, C. 18 Comia DATE Noy 16, 1991
	(City and State)

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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 27 167 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. Communications Security that the clearance may be revoked.

FOR THE CHIEF, COMMUNICATIONS:

Distribution:

1 - Clief,  $\infty$  1 - Security Office (Briefing Statement attached)

1 - Personnel Office

1 - 0C-S/PROT File

CONFIDENTIAL

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## SECURITY APPROVAL

Date: 14 August 1951

Your reference:

Case Humber: 52049

TO : Chief, Employees Division

14-00000

Special Support Staff

FROM : Chiefx Sezurity Pivisian

Chief, Special Security Division

SUBJECT: McCOhD, James Walter, Jr.

1. Note "X" below:

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.
- 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

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CORPORADERDORY

FORM HO. 39-101

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