

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 Examination for candidates seeking the degree of Master of Science in International Affairs.

Congratulations!

Very truly yours,

Chris & Beau

for Grover L. Angel

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R.W. White

23 Sertember 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 LETELLIGENCE 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

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In accordance with the requirements of the Federal Personnel Marwal, it is requested that the Official Forconnel Folder still Leave Record of:

WEL.

TO:

MCCORD, James Walter, Jr.

D'A :

26 Jan. 1924

PERTICOLI EMILORD IN:

Department of Justice-P.B.I.

MOISIVIC BO BURANA

LOCATION

Washington, D. C.

DATES OF ENEMOTHERS

: October 1948 to February 1951

#### Be forwarded to:

Mr. R. B. J. Hopking Chief, Ferronnel Civinion Central Intelligence Agency 2430 E Street, H. W. Machington 25, D. C.

Sant Sant Danker?

# COUFIDEUTIAL

22 furuat 1251

I, James Wilter Veford, Ir , hereby certify that the information appearing on my Fersonal Mistory Statement dated13 May 1951 is still execurate and correct, except as follower No corrections

1. However an addition may be made to the education section insemuch as one summer semester in evening Law School, Lincoln University, Oklands Celif., was completed since the date of the applies tion. This semester began 4 June 1991 and ended 10 Junes 1991.

2. In the certificate regarding Reserve Status filed with the original

2. In the certificate regarding neserve Status files 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 AP2, Calif., was sent to me advising that I was being transferred from

the Organized Reserve with a mobilization sesignment with the 19th District ~I. Travis AFB, California. ( ) litery Status Questionsirre)

800 Pacific Avenue Chamela, California July 20, 1951

Er. Joseph B. Ragun Chief, Personnel Procurement Central Intelligence Agency 2:30 F Street, N. W. Washington, D. C.

Doar Fr. Ragan:

dolerence is made to your letter dated June 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. your organization be in a position to indicate whother favorable consideration has been given my application, or to indicate by what date you may be in a position to make a decision in that regard, such information would be of very great help to me at this time. As you have been advised earlier, 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 common our ato with my past emperionce.

Any assistance you can furnish concerning the above request will be indeed appreciated.

Very bruly yours

James Walter McGard Jr James salter scoond, Jr.

### REQUEST FOR SECURITY CLEARN

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8 PERSONALISM OF INC.	
Attachments: ( ) PHS ( ) Appendix I	Signature PTC Division
Photographs  Form No. 37-10h  Jun 1951	

r#

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

Fool

Mr. James Walter McCord, Jr. 22. Facific Avenue Alamaa, California

Door Mr. McCord!

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

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

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

Very truly yours,

JOSEPH B. RAGAN Chief, Personnel Procurement Enclosures (9)

#### RESTRICTED

#### SECRECY AGREEMENT

- 2. I agree that I do not now, nor shall I ever possess any right, interest, title or claim in or to any of the information or intelligence or the methods of collecting or handling of it which has come or shall come to my attention by virtue of my connection with the Central Intelligence Agency, but shall always recognize the property right of the United States of America in and to such matters.
- 3. I do solemnly swear that I will never divulge, publish nor reveal either by word, conduct, or by any other means such classified information, intelligence or knowledge, except in the performance of my official duties and in accordance with the laws of the United States, unless specifically authorized in writing in each case by the Director of Central Intelligence.
- 4. I understand that no change in my assignment or employment will relieve me of my obligation under this oath and that the provisions of this cash 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.

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RESTRICTED

TORN BO. 38-33

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

Director Control Intelligence Agency Washington, D. C.

Doar Sir:

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

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

Vory truly yours

James Watter McGarl, Ja.
James Walter McGord, Jr.

Handle With Care

# WATERGATE FILE REVIEW FLAG

SUBJECT:	McCORD.	James			<b>-</b> .	1	
FILE NO:	58124		DATE	FLAGGED:_	24 .	April 1	974

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

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

File Cross Reference - 625000

Officer Reviewing File

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

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### SECRET

8 March 1961

File No. K-3030

MEMORANDUM FOR: Chief, Records and Services Division

Cifice of Personnel

SUBJECT

: McCCRD, James W.

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

HOLD THE THE THE THE TAXABLE PROPERTY OF THE TAXABLE PARTY OF T

Acting Chief Central Sover Group

cc: SSD/OS

SECRET

15 18 6 10 c

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

Dear Mr. McCord:

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

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

For your convenience in replying, we have enclosed a sheet somewhat 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/: Shobe:mlp (23 April 1971)





MC CORD, JAMES W JR  4. CATE AND NATURE OF SEPARATION  RETIREMENT & INVALINDER CIA RETIREMENT  AND DISABILITY SYSTEM 06/31/70  SUMMARY OF ANNIIAL AND SICK LEAVE  SUMMARY OF ANNIIAL AND SICK LEAVE  SUMMARY OF ANNIIAL AND SICK LEAVE  (PICUPS)  Butance from prior leave year ended  1/10.  328 1729  14 Date arrival abroad for ML purposes  (Coursel leave year actival through 8/22  128 64  150 1793  17 Date leave vied prior 24 manning  18 Reduction in credit, if any (current year)  19 Calendar days credit for nest actival date  10 Balance  11 Date leave taken  12 Salary rate(s)  12 Salary rate(s)  13 Control body tredit for nest actival date  14 Date arrival abroad date  15 Reduction in credit, if any (current year)  16 Calendar days credit for nest actival date  17 Date body tredit for nest actival date  18 Reduction in credit, if any (current year)  19 Calendar days credit for nest actival date  10 Balance  11 Date during current calendar yr  12 Salary rate(s)  13 Control body credit for nest actival date  14 Date during current calendar yr  15 Date during current calendar yr  16 CH 63  17 Date during colendar yr  18 MORNITARY LEAVE  19 CH 63  10 Date during presending colendar yr  10 WOF w ANGLE	LAST NAME FIRST NAME			• • • • •	the way of	
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"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE DRIVER 11524 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE C14 ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 GCTDERR 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT: 23 DECEMBER 1969

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PAY CHANGE NOTIFICATION

[4-31]

"PAY ADJUSTMENT IN ACCORDANCE WITH SECTIONS 212 AND 216 OF PL 90-205 AND EXECUTIVE ORDER 11413 PURSUANT TO ALTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A-DOL DIRECTIVE DATED 8 DOTDER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 JULY 1968

NAME SERIAL DRGN. FUNDS GR-STEP GLD MCCERS JAMES W JR NEW SALERY SALARY 058124 15 240 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-DOI DIRECTIVE DATED & OCTOBER 1962." EFFECTIVE DATE OF PAY ADJUSTMENTS 8 OCTOBER

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SERIAL CASK. FUVAS GR-STEP OFD NEM SILARY 15 740 y SALARY 95 15 7 \$21,192 \$25.095 PPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 89-504
PURSUANT 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

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(4-51)

PPAY ADJUSTMENT IN ACCORDATION WITH WALARY SCREDULES OF PL 99-301 PURSUANT TO AUTHORITY OF DOLLAR PLOYING IN THE DIA ACT OF 1949. AS AMENDED, AND A-DOL POLICY PRHECTIVE DATED 9 OUTDRES 1962.

EFFECTIVE DATE OF PAY ADJUSTMENT: 19 UCTOBER 1965

NAME SENTAL DRGM. FUNDS GRASTER SALARY SALARY MCCORD JAMES - UR 058124 .5.248 V GS 15.5 \$16.748 \$19.415

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RZR: 23 JUL 65

098124 MCCORD JAMES W JR 16 160 TYPE ACTION PM ISI ADI GS 15 4 \$18,170 06/23/63 GS 19 5 \$18,740 06/20/65 / NO EXCESS LWOP
/ IN PAY STATUS AT END OF WAITING PERIOD
/ LWOP STATUS AT FND DE WITING PERIOD Jan 23 I CERTIFY THAT THE WORK OF THE ABOVE MAMED EMPLOYEE IS PAY CHANGE NOTIFICATION 961 560

(4-51)

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

CD 4 DF			Per A	lnnum	Rates	and	Steps		. ,	
GRADZ	1	2	3	4	5	6	7	8	9	10
GS- 1	\$3,385	\$3,500	\$3,615	\$3,730	\$3,845	\$3,960	\$4,075	\$4,190	\$4,305	\$4,420
GS- 2	3,680	3,805	3,930	4,055	4,180	4,305	4,430	4,555	4,680	4,805
GS- 3	4,005	4,140			4,545	4,680	4,815	4,950	5,085	5,220
GS- 4	4,480	4,630	4,780		5,080	5,230	5,380	5,530	5,680	
GS- 5	5,000	5,165	5,330		5,660		5,990	6,155	6,320	
GS- 6		5,690	5,875		6,245	6,430	6,615	6,800	6,985	
GS- 7	6,050	6,250	6,450	6,650	6,850	7,050			7,650	
GS- 8	6,630	6,850	7,070	7,290	7,510	7,730	7,950		8,390	
GS- 9	7,220	7,465	7,710		8,200	3,445	8,690	8,935	9,180	9,425
GS-10	7,900	8,170	8,440	8,710	8,930	9,250	9,520		10,060	
GS-11	2,650	8,945	9,240			10,125				11,305
GS-12		10,605								
GS-13										
GS-14	14,170	14,660	15,150	15,640	16,130	16,620 <sup> </sup>	.7,110	17,600	18,090	18,580
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Use Previous Edition IN ACCOPDANCE WITH THE PROVISIONS OF PURLIC DAW 87-793 AND DCI WEMDRANDING DATED 1 AUGUST 1956, SALARY IS ADJUSTED AS FOLLOWS, EFFECTIVE, 5 JANUARY 1964.

14-00000

NAME SERIAL GRON FUNDS GR-ST SALARY SALARY
MCCORD JAMES # JP 058124 44 400 CF GS 15 4 \$16:005 \$17:210

. Serial Mo	. 2	<u> </u>	Name		3.	Cost Center	Number	4.	IWOP	Hours
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NAME SERIAL ORGIN FUNDS GRUST SALARY GRUST SALARY

MCCORD JAMES # JR - 558124 54460 CF 15 3 \$14380 15 3 \$15525

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300 OBSOLETE PREVIOUS EDITION

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OLD SALARY. NEW SALARY GR-ST ORG! SERIAL NAME SD \$13,730 31 12 GS-15 1 158124 MCCORD JAMES & JR

> EMMETT D. ECHOLS 151 DIRECTOR OF PERSONNEL

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Use Previous Edition

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(When filled in) NOTIFICATION OF PERSONNEL ACTION AES: 4 FEB 1959 1. Serial No. 9. Name (Lon-first-Middle) 3. Doro CA Birth 4. Var. Prof. 15. Sax S fr. 1 Codo Mo. | ניגו Mo. | ba. | Yr. 158124 MCCORD JAMES W JR 01 26 24 22 51 305 18 CSC Fornt. 19. CSC Or Other Legal Authority 10. Apmt Affidar, 11. FECEL 12. You 1 Code
No 2 2 Yes 1 | Code No 9 | 1 Mo. Do. 11. 10-1: Codo Mo. Do. 140-2: 08 22 Mo. | Da. 27 50 USCA 403 J 08 22 51 PREVIOUS ASSIGNMENT 14. Organizational Designations 15. Location Of Official Station Station Code DDS OFFICE OF SECURITY INSPECTION STAFF 3110 WASH., D.C. 75013 16. Dept. - Field | 17. Position little 18. Position Ho. 19. Surv. 20. Dupl - 2 | Code USHd - 4 Frgn - 6 | 2 INVESTIGATOR 1810.22 0033 GS 24. Date Ol Grade 85. PSI Due 22. Appropriation 170. Da. Yr. Mo. Da. Yr. 07: 01: 56 06: 28: 59 9 7101 20 21. Grade & Stop 22 Solary Or Rate (23, 20 125. Appropriation Number <sup>3</sup>11,5<u>95</u> 14 2 23 ACTION 98. Bl. Date Yr. 27. Nature Of Action CAO 199. Type Of Employee Code 30. Separation Data REASSIGNMENT 56 02 104 159 REGULAR 01 PRESENT ASSIGNMENT 21. Organizational Designations Code 39. Location Of Official Season Stration Corse DDS OFFICE OF SECURITY SECURITY RESEARCH STAFF OFFICE OF THE CHIEF

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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

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#### SENTRAL INTELLIGENCE AGENC

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# CENTRAL INTELLIGENCE AGENT

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CENTRAL INTELLIGENCE AGENCY

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# SECRET - SECURITY INFORMATION

Inspection & Security Office

Page 6 of 7 page or salary; (a) Change in Title (b) Change of Position No. (c) Reassignment within Division without series Code change in 1/11/53

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Brown, Stuart A.	Inv. Gen.	GS-11	T1180 02 0 0		Chicago Field O	1100
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whrose, Vance E.	Inv. Gen.	GS-11	na ou e.c	Tow Co-	CS-1810-11	1-80.05T
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Anderson, Theodore M.	Inv. Gen.	GS-10	T181.08 6, C	True Co-	SS-1810-10	T181.03-10
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Finch, William G.		; -	1215 L,C	Clerk Steno	GS-312-3	T181.05-10
pears, C. Calvin	Inv. Gen.	GS-13				T186.02-3
McCond.	Inv. Gen.	05-10	T189.01 B,C	Inv. Gen.	San Francisco Fi	eld Office
McCord, James .	Inv. Gen.	GS-12	T189.02 6,C	Inv. C	02-1010-13	T188
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Stith, Ennest P.	Inv. Gen.	GS-11	T190.02 e.c	Inv. Gen.	GS-1810-11	T189.01-:2
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Gabriel, Jerome A.	Inv. Gen.		T190.05 6C	Inv. Gen.	GS-1810-11	T190.02-11
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Ginger, John W.	Inv. Gen.	GS-12	1190.04 L, C	Tom C	GS-1810-12	T329
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JAMES W. MC CORD					-	11/12/52
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### IMSPECTION & SECURITY OFFICE

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DOYIE, C. Verenica	Clcrk(Stenegraphy)	08-301-5	т185
FE-FUAN, Kary Margaret	Clark(Stenography)	03-301-4	T185.01-4
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SAN FRANCISCO FIELD OFFIC	<u>ee</u>		
UNT, William C.	Investigator(Gen)	GS-1810-13	T187 <b>-13</b>
MICH, Edward H.	Investigator(Gen)	GS-1810-12	T188 <b>-1</b> 2
ULIAN, William J.	Investigator(Gen)	6 <b>5-1</b> 810 <b>-12</b>	T189-12
INCH, William G.	Investigator(Gen)	GS-1819-12	T189.01-12
FEARS, C. Calvin, Jr.	Investigator(Gen)	GS-1810-11	T189.02-11
URION, Jack S.	Investigator(Gen)	6S-1310-12	T190
WRIS, Jack A.	Investigator(Gen)	0 <b>S-</b> 1810 <b>-11</b>	7120.01-11
WILAID, Glenn A.	Investigator(Gen)	6 <b>S-1</b> 810-11	T190.02-11
CORD, James W.	Investigator(Gen)	G <b>S-</b> 1810-11	T190.03-11
EK, Bert B., Jr.	Investigator(Gen)	GS-1810-11	T190.04-11
ITH, Ernest P.	. Investigator(Gen)	GS-1810-12	T190.05
LRATH, Murray W.	Investigator(Gen)	GS-1810-11	T191
DEN, John S.	Investigator(Gen)	6 <b>5-1</b> 810-11	T191.01
LLIVAN, Thomas V.	Investigator(len)	CS-1810-9	T191.02-9
VICK, Edward J.	Investigator(Gen)	G <b>S-1</b> 81 <b>0-</b> 9	T191.03-9
MOPS, Donald O.	Investigator (Gen)	0 <b>S-1</b> 310 <b>-7</b>	T191.04-7
MERT, Annie	Adm. Assistant	GS-301-5	T192-5
IAGE, Margaret K.	Clerk	GS-301-5	T1935
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24 APR 1970

MEMORANDUM FOR: Director of Security

SUBJECT

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

- 1. This is an annual fitness report covering the period 1 April 1969 through 31 March 1970. Mr. McCord completed his first full year as Chief. Physical Security Division. During 1969 the Division underwent many changes, a direct result of the personal efforts of this employee. He has shown the initiative to seek out new ways and means to harden the security of our domestic and overseas facilities by tapping all possible technological sources both in and out of Government. His efforts have produced tangible results and in my judgment, our posture in the physical security field is far superior to any of our contemporaries.
- 2. With the spiraling costs of manpower, Mr. McCord has concentrated on the potential for use of technical devices to replace the human asset. He has made remarkable inroads into this field by way of imagination, ingenuity and drive.
- 3. Mr. McCord has the quality to inspire his subordinates. He is demanding, but understanding. On more than one occasion he was asked to take under his wing employees who were labeled "problems." Through personal interest and effort, he has salvaged the majority of these individuals to a point where they are performing in a highly satisfactory manner.
- 4. In the previous fitness report, I alluded to the fact that employee has a tendency to find it difficult to see another person's point of view. This, I feel, is attributable to an innate stubbornness which obviously is difficult to overcome. Mr. McCord is a very

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

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

Deputy Director of Security (PTOS)

Noted by Employee:

Reviewed By:

Director of Security

Date

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MEMORANDUM FOR: Director of Security

SUBJECT

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

- 1. This is an annual fitness report covering the period 1 April 1968 through 31 March 1969. During the first period of this report, Mr. McCord served as the Chief, Technical Division/PTOS and continued to display a very high degree of professionalism in administering the Agency's world-wide Audio Countermeasures (ACM) program. Under his guidance, several new devices and techniques were developed which have helped the Agency and the intelligence community to maintain pace with the sophisticated advances by the opposition in the field of positive audio.
- 2. Mr. McCord initiated the necessary planning for the activation of the Interagency Training Center (ITC) which provides ACM instruction to all members of the community in the latest of equipment and techniques.
- 3. On 14 October 1968, he was reassigned to the position of Chief, Physical Security Division. Although he had relatively little experience in this particular field, he has quickly assimilated the necessary details to manage this Agency effort. He has taken steps toward the development and use of the most advanced 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.

Maria Maria

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

Reviewed By:

Howard J. Osborn Director of Sugurity 2 1 APR 1969

Date

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#### SECTION C

### NARRATIVE COMMENTS

performance. State suggestions made for improvement of work performance. Give recommendations to training. Comment in larguage competence, if required for current position. Amplify or explain ratings from its fortraining. Comment is described, if managing future personnel action. Manner of performance of managerial or supervisory duties must be described, if

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 marage the Division in such a manner as to maintain a high state of morale. Perhaps the most outstanding accomplishments which I attribute to Mr. 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

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

1.	CERTIFICATION AND COMMENTS (Continued)
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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.

Deputy Director of Security (PTOS)

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SECTION C	NARRATIVE COMM	ENTS
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instilling enthusia	em and count de la Division in	a vigorous manner. He is capable of
, and a second	viii and captil de corne untido	Market and the contract of the
This travel is so e	extensive as to result in perso	travel demanded from his subordinate
	security as to result in perso	onal hardships.
one certificate of t	Merit. Inese awarda resimo	nd two of his employees received.  Trom the vigorous and successful he audio countermeasures field.
last Fitness Report	is so now at a status which wa	n and coordination with other in received special mention in his reants a designation of "Strong." dem in a difficult interdepartmental
knowledge and appr	inc is not an engineer that	technical requirements of his an exceptional environmental igh. He is cost conscious in the ally is costly to develop.
CTION D	CERTIFICATION	(Continued)
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Security SECRET

McCORD, James W., Jr. - Serial #058124 Annual Fitness Report 15 January 1266 - 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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FITNESS REPORT	058124	
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Performance meets all requirements. It is entitiered.	rely satisfactory and is characterized neither by de	diciones one
5 Strong Performance is more than entistactory. Dustres	s results are being produced in a proficient manner.	
9 - Questanding Performance is so exceptional in relation to re- ortions doing similar work as to warrant special		formance of
SPECIFI	COUTIES	
of up to also of the most important specific duties performed during the military of the most of the performs EACH specific duty. Consider in supervisory responsibilities MUST be raised on their ability to excit Duty to,	ng the rating period. Insert rating letter which best GHLY effectiveness in performance of that duty, supervise (Indirate number of employees supervise)	describes the All employee
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rotection of Washington Area Buildings from	a porotmitte.	LETTER
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orks with Tech Copy; and other units		LETTER
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SECTION C	NARRATIVE COMMENTS	OFFICE OF PERSUNAL.
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basis for determining future assessment	ed for current position. Amplify or explain esting	le union di Socialim B de provide L
in the use of personnel, space, equipment	ses demonstrated in current position keeping in ide for improvement of wak performance. Give , and for current position, Amplify or explain rating ion, Manner of performance of managerial or sup- and funds, must be commented on, if applicable	ervisory duties the 143 60 courses
Section C, attach a separate sheet of pape	and funds, must be commented on, if applicable	. Il estra spoce is needed to complete
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Mr. DicCord was attending the Air Dar 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 seen learned enough of the technical business to meet many crash assignments with exceptional skill and judgment. By trying to get these assignments done within set time limits, he sometimes short-circuited a few coordinations in other offices, but this did not seriously detract, in my opinion, from a very proficient job.

While Mr. McCord has not had the Technical Division a sufficiently long time for me to judge his long range performance. I feel he will become an exceptionally power consciousness.

SECTION D	CERTIFICATION AND O	
1.	CERTIFICATION AND CO	DAMENTS
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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 countermeasures field. However, I would rate him only "Proficient" in Specific Duty Number 6, for I believe that he has not been as effective as he might be in liaison and coordination with other components of the Intelligence Community represented on the Technical Committee. This is unfortunate, for it detracts from his outstanding performance in all other elements of his assigned responsibilities. He must work on improving these relationships and he has been counseled to this effect by his current supervisor.

Date

CONTRACTOR OF THE PROPERTY OF

Official Title of Reviewing Official

31 March 1966

Director of Security

Typed Name and Signature

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			BERIAL NUMBER
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	ENERAL	· — •	
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MCCORD, James W., Jr		GS-15	SS
Security Officer	7. OFFIDIVIBR OF ASSIGNME	NT 8. CURRENT	TATION
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30 April 1965	1 April 1964 - 31	· 10-)	
TION B PERFORMAN	CE EVALUATION	March 1965	·
Performance ranges from whally inadequate to positive remedial action. The nature of the action, to reassignment at its separation.  Adequate Performance meets all requirements. It is entered excellence.  Proficient Performance is more than satisfactory. Desire	Describe action taken or propose irely satisfactory and is characted tesults are being produced by	of in Section C.  orized neither by	deficiency nor
Strong Performance is characterized by exceptional p  Outstanding Performance is so exceptional in relation to re others doing similar work as to exprant specia	rolicioncy.		
	IC DUTIES		
t up to six of the most important specific duties performed dur iner in which employee performs EACH specific duty. Conside a supervisory responsibilities MUST be rated on their ability to CIPIC DUTY NO. 1	or ONLY effectiveness in perform supervise (Indicate number of a	ng letter which be nance of that dut imployees supervi	est describes the y. All employees sed).  RATING LETTER
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TION C	NARRATIVE COMMENTS
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Indicate significant strengths or weaknesses demanstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain Astrophysical in Section B to provide best basis for determining future personnel action. Manner of performance of managerial diffurphisory dates the section, if

Since 10 August 1964, Mr. McCord has been fireled 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.

JECTION D	CERTIFICATION AND COMMENTS
1.	BY EMPLOYEE
	CERTIFY THAT I HAVE SEEN SECTIONS A, B. AND C OF THIS REPORT
DATE	SIGNATURE OF EMPLOYEE
2.	BY SUPERVISOR
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION
OVOCH MI SOPERVISION	Mr. McCord will be advised that he has not been rated for
	this period.
DATE	OFFICIAL TITLE OF SUPERVISOR
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2.1.1W 43	Asst. Den Dir of Sec (PRS)
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ATE	OFFICIAL TITLE OF REVIEWING OFFICIAL TYPED OF PRINTED NAME AND SIGNATURE
30 March 1965	Director of Security Howard Osboya
	Thras A Mare
•	SECRET

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
- 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.
- 3. 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

SECRET/

1985: 13 30 MA

GROUP 1-Excluded from automatic downgrading and declassification

22 APR 196

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.



Rend:

/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 excollent morale in his Branch. In the never-ending conflict between economy and a desirable level of security, he usually leans toward the latter.

s/ Wendell Little

MAN

28 March 1963

MEMORANDUM FOR: Director of Personnel

SUBJECT

Fitness Report (June 1962 - March 1963)

## JAMLS W. MCCORD

- GS-15, has served as Chief, Security Branch, under my supervision for the subject period.
  - 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
  - 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 McCoop
- as 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

. I would rate .

1 5 MAY 1963

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

DANIEL M. KElly 15/

READ:

JAMES W. McConv /s/

Cz en. (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

SECRET Linear State of August 1

Read by: Jan. 718 Coro Date: Juny 1862

Reviewed by: States Samo Date: 18 May 61

5.40 1.49

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

FOR CHIUSB CHI

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

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

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

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

Paul F. Gayner Chief/SRS/OS

Read by: 12 en C. W. L.	Date: _	<u>,-</u>	wer
Reviewed by: 874/20 5 and	Date: _	17.0	03/961

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J. B

SUBJECT: James F. 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

Reviewed by Safare Towns Date 4/27/60

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During the past year Mr. McCord has shown superior supervisor; and deganizational ability. During July and August he personally organized and supervised a major (19) project overseas which was of national interest. His plan of action was implemented smoothly and the CI mission was accomplished. Another major project was supervised directed by Mr. McCord with outstanding results.

Mr. McCord has the proven ability to organize complex problems into workable and seemingly simple plans of action. He is a good supervisor, delegates responsibility, and uses imagination and tenacity of purpose in meeting 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.

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FOR THE ment a rated e to he c	SUPERVISON PERSON PROPERTY STATEMENT OF STAT	RETHER OFFICES: Consult current-instructions for completing this report.  RETHER THE REPORT IS a privileged communication to sopply supervisor, and to appropriate career management officials concerning the potential of the logical part of the NOT to be shown to the lit is recommended that you real the entire of the logic completing any question. This report is nly after the explayer has been under your superfitting FOR AT LEAST 90 DAYS. If less than 90 days, after the odds a has claused. If this is the NATA REPORT on the employee hosever, it MUST be saided to the CL po later than 30 days after the odds and cated in item 8 of Section "E" below.
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