

MEMO ROUTING SLIP

NEVER USE FOR APPROVALS, DISAPPROVALS,
CONCURRENCES, OR SIMILAR ACTIONS

1	NAME OR TITLE <i>Col. Marcy</i>	INITIALS		CIRCULATE
	ORGANIZATION AND LOCATION <i>ops</i>	DATE		COORDINATION
2				FILE
				INFORMATION
3				NECESSARY ACTION
				NOTE AND RETURN
4				SEE ME
				SIGNATURE

REMARKS

1. Recommend you continue to hold up P/C testing of already-on-the-job employees, pending clarification and institution of the new security clearance procedures established very recently by the President.
2. I have retained carbon copy of Dr. C's memo.

FROM NAME OR TITLE

Friedman

DATE

*15 Mar 53*Declassified and approved for release by NSA on 10-30-2013
pursuant to E.O. 13526

~~CONFIDENTIAL~~ SECURITY INFORMATION

11 MAY 1953

JOB File-508

MEMORANDUM FOR THE CHIEF OF STAFF

SUBJECT: The Polygraph

References: (a) Report: The Polygraph, dated 7 Nov. 1952, by Raven, Campaigne, Shinn, and Shaw.
(b) Memo from Chief of staff dated 3 April 1953 to Raven, Campaigne, Shinn, and Shaw.

1. Thank you for your acknowledgment of our report. In order to insure that there be no misunderstanding of my own present attitude on this subject, I am writing this memorandum. The opinion expressed here is to some extent contrary to that expressed in reference (a). More extended thought, some conversations with various people by whom many further considerations were raised, and two more visits to the Personnel Interview Branch, have caused me to change my mind.

2. The polygraph will disclose information the Agency does not want to have. Minor derogatory data will appear about persons who are serving well and capably, and who have demonstrated their loyalty and reliability over 5 or 10 year periods. This minor derogatory data will take on more and more significance the longer it is thought about, and in the end the Agency will lose the services of people it can ill spare. There will be something against almost everyone. There will be a tendency on each polygraph survey to eliminate those with the most derogatory information. Each man can expect to be bottom man eventually. This will happen even though initially the Agency firmly resolved that it will not. The present rate of turn-downs of military conversions illustrates what could happen.

3. Morale will suffer extensively if these interviews are given repeatedly. The atmosphere of "all right this time, but will get you next time" is unavoidable. Every man in the place will start looking for a job "just in case". When he finds one he will be faced with a decision; should he pass up this opportunity to leave, or should he turn the job down and risk having none after the next polygraph test? Since he has seen people separated who he was certain were not risks, he will feel this way even though he is concealing nothing. What a temptation to accept any offer with real security!

4. What now looks to the Agency to be real reassurance will turn out not to be so. Some rugged individuals will refuse to take the polygraph. Others will be unable to take it, due to physical or mental incapacity. Some interviews will be unresolved or inconclusive. Furthermore, as the international situation changes, it will always seem that the right questions have not yet been asked. The polygraph is useful

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305-File-508

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only for very specific questions. Thus no general assurances about security will be forthcoming.

5. In short, I expect that a polygraph interview program would get out of hand. My reasons for expecting this have nothing to do with the persons administering it, but a conviction that the program is peculiarly liable to go astray. For this reason, I now think this program should not be instituted.

H. H. CAMPAIGNE
Asst. Chief for Research
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