

CLOSED MEETING NOTES FROM STEERING COMMITTEE MEETING
AUGUST 8 and 9, 1964
BELMONT PLAZA HOTEL

EVALUATION COMMITTEE

The Chairman, Bob Curvin urged that confidentiality be maintained and then submitted his report (see attached). He moved its acceptance (second, Turner).

MOTION - that Gordon Carey answer specific charges (Brown, Sprowal). The motion was passed.

The charges were as follows:

1. Absence of coordination of departments
2. Letters not answered
3. Discipline and morale of the office
4. Absence
5. Late for work
6. No administration and responsibility
7. On the opening day of the World's Fair, left at 6 p.m.
8. Absent week after National Convention
9. Behavior eliminating respect for him

MOTION - recess for 15 minutes (Gartner, Ussery). Passed, 1 against (Lacey)

MOTION - the chairman appoint a committee to consider procedural devices for evaluating and judging the performance of professional staff members (Gartner, Ussery). Chairman to be included. Passed unanimously.

AMENDMENT BY SUBSTITUTION - dismiss Gordon Carey but with a supplementary report to be made at the next meeting. (Due) Motion failed.

Main motion (see above). 5 for (Turner, Lacey, Wiley, Castle, Curvin), 6 against (Farmer, Hall, Drake, Sprowal, Ussery, Due), 3 abstaining (Gartner, Rosenfeld, Brown).

MOTION - Instruct the evaluation committee to come back to next meeting with a report on the work of Gordon Carey and its recommendation. (With the understanding that the committee have a job description for him from the National Director). Gartner, Ussery.

MOTION - that the National Director be instructed to ask Gordon Carey to seek other employment (Farmer, Ussery). Motion withdrawn.

It was requested that the evaluation committee try to meet tomorrow.

Motion to table the remainder of the report (Curvin, Ussery). Passed

On April 19, 1964 a committee of the National Action Council was appointed to evaluate the operation of the CORE national staff. The committee was originally comprised of the following persons:

1. Mark Dodson
2. Ed Lewinson
3. Robert Curvin
4. Floyd McKissick.

At the first meeting of the NAC following the 1964 National Convention, the National Chairman directed the committee to continue its evaluation. Shirley Lacy was asked to join the committee in the place of Ed Lewinson who is no longer a member of the NAC.

The committee, in its efforts to obtain an objective and impartial evaluation, has interviewed a very broad cross section of the organization -- from the National Director to clerical personnel. The information obtained has led us to feel that certain information and recommendations must be presented to the NAC steering committee at this time: We wish to make it clear that we in no way consider our evaluation completed. There are several departments and areas of operation which should be evaluated as soon as possible such as the legal department, bookkeeping department, southern regional office and the western regional office. Due to certain limitations of the committee we have not yet been able to begin evaluation of these areas.

The committee feels that one of the major problems of the organization is that clear-cut, administrative directives have not been formulated and given to staff personnel by the National Director. It is apparent that the duties of the National Director cannot be fulfilled by one person. Presently, the National Director is responsible for the administration of the National Office, is called upon to provide field leadership, often has to attend conferences, meetings and negotiating sessions and also has to meet many demands for public appearances. The committee contends that the administrative responsibilities cannot feasibly be handled by the National Director primarily because his other duties so frequently require his absence. In fact, the committee has determined that frequently, in the National Director's absence, there is generally no administration, except on departmental levels of the National staff. There is presently no one to speak for the organization in the National Director's absence.

The position of Assistant to the Director is presently held by Gordon Carey. His duties include administrative and policy-making responsibilities. In the absence of the National Director he assumes the responsibility for the administration of the National Staff. Specifically, Mr. Carey handles union relations, sets up conventions and NAC meetings, clears financial requests, handles the leasing of automobiles, answers some correspondence for the National Director, and generally coordinates the operations of the organization. In terms of what we think are the requisites for a person in this position, Mr. Carey fails to meet the necessary qualifications to perform adequately. In addition, his past performance of his aforementioned duties, has not met satisfactory standards. We have determined that there is an almost complete absence of coordination of the various departments. Mr. Carey has stated that coordination of departments is one of his functions. A voluminous number of the National Director's letters are not answered. This is one of Mr. Carey's functions.

The discipline and morale of office personnel is in poor state. We have no choice but to relate this to the general poor performance of Mr. Carey. We do not wish to imply that he is totally responsible for all of the lateness that occurs on the part of staff. However, it is well-known and deeply resented by staff that Mr. Carey is often absent from work, reports extremely late for work, and in no way exercises any administrative responsibility over national staff.

In addition, there have been certain crisis periods when the National Director was absent and Mr. Carey could have been helpful in handling certain problems. On the opening day of the World's Fair, many staff people were arrested and Mr. Carey left the National Office at 6 P. M. while there was much activity concerning the arrests at the World's Fair. Mr. Carey was not seen at all the week following the National Convention, despite the absence of the National Director.

There have been reports of behavior on the part of Mr. Carey in the office which have eliminated respect for him and his position.

For these reasons we feel that Mr. Carey can no longer serve the organization in a useful way.

The Community Relations Department is presently responsible for fund-raising, public relations, and membership. The consensus of the committee is that this department is effectively meeting its responsibilities. Nevertheless, a serious problem in this department is the performance of Val Coleman. Mr. Coleman was hired as a

fund-raiser but due to his personal preference, has been engaged in public relations duties. He does not observe the regular working hours and frequently does not report to work. Here again, we feel that this kind of behavior relates very negatively to the performance of the entire staff.

There is also indication that many inquiries and various responsibilities are carried out without proper coordination with other departments.

The Community Relations Director has indicated certain problems such as the mail not being distributed prior to the beginning of the work day, and a need to have a skeleton staff on duty after hours and on Saturdays.

It has also been suggested that the organization purchase an offset, table-top press.

The Program Department's most serious problem is the lack of adequate personnel. At the present time, the Program Director makes all departmental decisions. In his absence there is no one available to provide information relative to programmatic matters of National CORE. There is also an absence of research assistance to this department due to the lack of personnel.

There is a need to evaluate the relationship of the Program Department to the Organization Department; that is, there are certain responsibilities of the Program and Organization Departments that overlap and might be better handled if clear definitions of responsibility are formulated. For instance, chapter development can only be carried out by programs such as area conferences but presently chapter development is the responsibility of the Organization Department and area conferences are conducted by the Program Department.

The Director of Organization has the responsibility for chapter development, training and supervision of field staff, and handling chapter problems. We found that there is no established procedure for recruiting field staff personnel and, further, the requirements for the position have never been defined. In addition, there is a complete absence of training of field staff.

The constitutional requirements for affiliation appear to be the only requisites for affiliation; that is, there has been no elaboration of these requirements in order to facilitate screening of affiliation applications.

Field staff personnel are not given firm direction and responses to inquiries. Chapter problems are not dealt with decisively. We fully appreciate the tremendous need for additional field staff which would greatly help in reducing many chapter difficulties. Nevertheless, we feel the present Director of Organization is not competent to handle his present responsibilities for the following reasons:

1. Lack of direction to chapters via memoranda;
2. Failure to provide training for field staff;
3. Lack of comprehension of chapter difficulties, especially problems of political nature;
4. Failure to act in a decisive manner.

PHYSICAL SET-UP OF OFFICE

The major problems are lack of adequate space, poor morale of non-professional staff, and poor relationship between professional and non-professional personnel.

The problem of space should be of primary concern since the present overcrowded conditions appear to be detrimental to morale and efficiency.

The normal work day is from 9:00 A. M. to 5:00 P. M. We have determined that few persons with the exception of Jim McCain report to work on time. We are aware that in many cases CORE staff people have to work many overtime hours and should not be expected to always be at the office by 9:00 A. M. However, we are here referring to a very general pattern of tardiness that includes both professional and non-professional staff.

On the clerical level there are many complaints about the lack of communication between professional and non-professional personnel. There is a feeling on the part of clerical workers that they are not called to meet unless the staff is to miss a pay period. On this point there is indication that staff has been informed they must miss a pay period one day prior to pay day.

The office lay-out does not provide any privacy for staff. Visitors to the National Office can wander into offices without control.

There is a general lack of procedure for screening personnel for employment. Job responsibilities have not been defined. There has been a pattern of fitting jobs to personalities rather than having people perform tasks which are essential to the organization. In instances where there has been incompetency and poor performance, the Administration has been reluctant to dismiss such persons. A result of this is that we now have a table of organization which is illogical and inconsistent with sound organizational structure.

The committee has attempted to understand and appreciate the peculiar problems of National CORE. We are aware of the outstanding efforts of our staff including those we criticize. As we see it, CORE people have come to the organization with great dedication, and, hopefully to provide some skills that would serve the organization in furthering our principles and programs.

In the last four years, our country has seen transformations, which previously were accomplished in decades. CORE has made a major

contribution to change during this period. Many of the people presently on our staff made major contributions to CORE during this period. During this time, CORE has rapidly grown from a National staff of seven employees to a staff of ninety-two employees (including Task Force Workers) and from an annual budget of \$125,000, in 1960 to \$850.00, (?) in 1964. Growth of this rapidity is certain to produce many problems which are not easily solved. Growth of this nature in a civil rights organization is particularly difficult in that the momentum and urgency of our struggle does not allow time and tools to handle this growth with sound organizational concepts.

In evaluating the information we gathered, we felt that despite past feelings and sentiments, certain recommendations must be made in order to stabilize what we see as a very critical situation in the inefficient operation of the National Office.

We feel this urgency because we are confident that CORE can, at this time, provide new direction and leadership to the Civil Rights Movement which is presently confused and lacking clear perspectives. Our recommendations are presented after long and careful consideration in each instance, with no intention to malign or harm, but a hope to make CORE a viable, militant, dedicated force in the civil rights movement. With this view we respectfully submit the attached recommendations.

RECOMMENDATIONS OF EVALUATION COMMITTEE

I. SHORT RANGE

1. Acquire additional space;
2. Hire an Assistant Director;
3. Release Gordon Carey from organization;
4. Reassign James McCain from position of Director of Organization;
5. Hire an assistant to the Program Director;
6. Appoint a staff person to be responsible for office maintenance;
7. Conduct more staff meetings and disseminate information;
8. Clarify role of Southern Director

II. INTERMEDIATE RANGE

1. Hire a researcher for the Program Department;
2. Outline specifications for each job position in organization;
3. Initiate a recruitment program for field staff;
4. Have necessary changes made in telephone system to meet the needs of the organization;
5. Initiate training program for field personnel;
6. Additional clerical personnel in National Director's department;
7. Consider reassignment of some duties from Organization Department to Program Department;
8. Establish screening procedures for recruitment of organization personnel -- testing, etc.;
9. Hire additional field secretaries.

III. LONG RANGE

1. Purchase table top off-set press;
2. Relocation of National Office;
3. Establish departmental budgets;

IV. ORGANIZATION DEPARTMENT

1. More direction to chapters in the area of development;
2. Training programs and chapter guidance;
3. Increase minimum salary of field secretary.

V. OFFICE

1. Improve communications with complete staff;
2. Professionals to set better standards for office behavior and decorum;

3. Use field personnel to brief staff people on field problems and experiences;
4. Initiate program for prompt reporting to work;
5. Distribute mail before work day begins;
6. Establish a set time for coffee breaks;
7. Limit free access to office by visitors;
8. Construct a table of organization with clear delineation of responsibilities.