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17 July 1953

Progress Report on Management Improvement, DD/I Area

1. It is the purpose of the memorandum to set forth the following regarding management work in the DD/I Area:

   a. Status of the management improvement program which existed at the time I was appointed Assistant Management Officer (DD/I Area) on March 15, 1953.

   b. Status of the program today.

   c. Program contemplated for the future.

   d. Resources which I will need along with suggested methods of getting them.

2. Prior to March 15, 1953, little management survey support of the type presently contemplated had been rendered by this organization in the DD/I area. Moreover, the following outstanding deficiencies were obvious:

   a. The service and support concept as we are practicing it today was almost totally lacking.

   b. Projects were undertaken on a heterogeneous basis in the absence of a carefully planned management improvement program. Less management work had been done in the DD/I Area than in either of the other two areas.

   c. O&M examiners had not been assigned continuing areas of responsibility. Thus there was no depth or continuity in our work.

3. We have made considerable progress in converting from the old to the new pattern of O&M support. But we need to do more. We have achieved excellent results in OCI and the demand is outstripping our assigned manpower. In OSI and ORR our programs are newer than in OCI, but we have already been asked to do more work in both Offices than we will be able to undertake in the foreseeable future. We have done one or two significant projects for OO, and they have asked that we undertake two major projects beginning around Sept-

ember, 1953. In OCD we have done little, but there are sharp indications that we will be asked to study the Agency's revised foreign publications procurement program in the near future. We are beginning to work more and more with Mr. [redacted] of OCI, but will be unable to collaborate with him effectively in the face of a shortage of qualified manpower. Mr. [redacted], with whom we have worked closely, has indicated that our progress to date has been commendable, but we are going to be faced with heavier demands in the future. Yesterday we were asked by [redacted] to undertake a study of cable procurement, dissemination, and filing. This would cover both CIA and non-CIA cables and would involve the DD/P and DD/I areas largely. About three man months would be required. I do not have the manpower to undertake this project.

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The projects which we have undertaken to date in the DD/I Area have been long-range, comprehensive studies designed to fit well into a carefully planned management program for each office. Mr. [redacted] in his recent survey of the O&M Service, pointed out that past projects had served only to shore up rather than build a solid foundation under our customer organizations. A review of the projects undertaken in the DD/I Area during the past four months will bear out the absence of spotty and poorly integrated management surveys and the undertaking of well-rounded, broad studies. Short, priority projects will never be completely eliminated, but they should be undertaken only on a selective basis; in my area I have been encouraging the operating elements to do such work, utilizing my advice when they so desire.

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The enthusiasm and cooperation of DD/I personnel in launching their management improvement program has been exceptional. They have furnished manpower for many of our projects and permitted their people to work under our guidance. In ORR, for example, complete functions for 80 separate organizational elements are being developed. First drafts have been written largely by Branch and Division Chiefs. Without this approach I could not possibly have undertaken the job. In short, the team approach is working well.

Today the O&M examiners on my staff have long-term, area assignments which permit them to gain knowledge in depth on the Offices served. [redacted] is on OCI; [redacted] is handling OSI (but poorly); [redacted] is handling what work we have in OO and OCD; I am working with ORR. My chief difficulties are:

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a. Shortage of personnel

b. No plan for rotation of personnel

c. I am unable to plan for the future so long as I am currently doing journeyman's work.

4. Following are typical projects which would assist in the improvement of management in my own area, and which I believe I will be requested to undertake in the future:

   a. Development or revision of all organizational structures and statements of functions down through Branch level in each Office; and provision for keeping them current.

   b. Development of major internal regulations and procedures for each office.

   c. Manpower utilization and distribution surveys along with T/O and staffing pattern studies.

   d. Machine utilization studies, especially in the fields of filing, documentation, translation, and indexing (along with [redacted] 25X1A9a

   e. Studies designed to give key officials the controls and information they need in order to effectively run their organization, evaluate progress, and plan for the future.

   f. Work simplification training (along with the Office of Training).

   g. Work measurement (I hope, through a management consulting firm).

   h. Complete and thorough management audits designed to reflect to each Assistant Director how well his organization is functioning.

5. To repeat, I believe in carrying out my own responsibilities on a long-range, program basis; and this means undertaking only those jobs which require the utilization of professionally qualified O&M examiners with at least one year of CIA experience. Trainees and interns tend to slow down anything other than miscellaneous projects of minor significance because of the supervisory time required. This is not to imply that we should not have trainees, but, rather, to indicate that their training uses up professional O&M manpower already in short supply. With six months for initial processing and at least six or more months of experience in CIA required for effectiveness, I feel that recruiting from outside sources exclusively for O&M examiners is not necessarily the best solution to our manpower problems.

   The type of O&M work being done in the DD/I area offers a good and relatively inexpensive training mechanism for executive material and potential executives. Specifically, if we could attract people like [redacted] of OSI, [redacted] of ORR, [redacted] of WE Division---or men of that potential---for one year, we could give them back to their parent organizations with a broader knowledge of their entire area. 25X1A9a 25X1A9a 25X1A9a

The program could be expanded to cross-fertilize among the three DD/Areas. I can't think of a better way to effectively provide for career rotation of our own O&M examiners than to effect even trades with the operating offices when they beckon one of our employees. I have mentioned this idea to Mr. [redacted] who agrees with the idea, but we have not been able to line up any individuals because of the natural reluctance to farm out good employees, even for worthwhile training. I believe top level support from Mr. Saunders, Colonel White, and others along with a little time and publicity could make the idea work. 25X1A9a

25X1A9a My immediate needs are for two additional O&M examiners and, upon Mr. [redacted] departure, a replacement will be required for him. This will give me a total of 5 full-time O&M examiners permanently assigned, and assumes, even with this increase, that I will be carrying one major office personally and supervising four other O&M examiners.

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