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18 June 1969

MEMORANDUM FOR: All OCI Employees

SUBJECT : Office Changes

1. Today you will be receiving a formal office notice detailing an extensive restructuring of OCI. I want to comment briefly on the thinking behind these changes.

2. This office was last reorganized in 1966. Since then, tasks, people, and some of our ways of working have changed, and our present organization on paper is each year less in accord with how things actually work. In addition, some longer term management problems now seem ripe for solution. The new organization has three major aspects: a reshuffling of the staffs to make their structure more logical and to upgrade the importance of research in OCI; elimination of the present Division level--in some cases only on paper--to reduce bureaucratic layering; a fundamental change in the Office grade structure.

3. The last of these is the most important. Elimination of the divisions will make it possible *over the long run* to raise the "established" grade of line branch chiefs to GS-15. Equally, *over the long run*, the grades of certain staff positions will drop from GS-15 to GS-14. In combination, these changes will mean that in the normal career of an OCI professional he will serve in rotational staff positions before, rather than after, he becomes a branch chief. This in turn should say to the OCI professional that advancement and career fulfillment for most officers is through line assignments; generalist experience is nonetheless highly desirable in qualifying for such assignment. In short, for the man or woman who wants to specialize in the study of an area there is room in OCI to reach a senior level. Over ten years, this should make for

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a considerable change in placement of office resources. No individual presently serving, however, should expect promotion any sooner or later than he normally would simply because he now occupies a line or staff position.

4. Another few words about the consequences of eliminating the former Divisions are in order. The post of Deputy Chief of the new Divisions will assume more importance. Two increasingly important functions to which these officers will be expected to give a good deal of attention are broader programs of research in their fields and the new Career Development Program. Because requirements vary among the Divisions for representation within the NSC structure and for coordinating office reporting on major targets, the Divisions will not be identically organized. The Middle East Africa Division will have two Deputy Chiefs, one for the Middle East and one for Africa. In addition, the posts of Senior Analyst for Soviet Affairs and Senior Analyst for Chinese Affairs are being instituted. Moreover the D/OCI will retain a limited number of GS-15 positions for eventual allocation to senior, long-term country specialists who will serve within the branches, but without administrative responsibilities.

5. The emphasis on research implicit in the new organization should make a considerable change in the day-to-day activities of many analysts. OCI can and must do more research, particularly in the political and sociological fields. It is for this reason that I am establishing the post of Chief of Research. The overall mission of this officer and his staff will be to provide a more systematic approach to the research mission of the office. Specifically, the Chief of Research will be charged with stimulating research production throughout the office, establishing a formal research program and negotiating it with the Division maintaining accounts on research in progress coordinating the overall effort with the NIS program, and maintaining contact internally with other elements of the Agency and externally with other government departments, academic centers and research institutes. He will undertake to stimulate joint memoranda with other offices of the Directorate.

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6. I think of the research function in OCI as filling three vital needs. Foremost, of course, is meeting the NIS commitment. Second, and equally important, is covering lacunae in our knowledge of particular countries and international problems. Such undertakings will inevitably depend on availability of expertise, the press of current and NIS requirements, etc. Third, research should be considered as a vital aspect of career development. Preparation of a solid research product can be an excellent gage for the analyst (or his supervisor) for the testing of skills, interest, and degree of commitment to a subject area. It can also provide the basis for more meaningful analyst orientation trips, sabbatical years, and change-of-pace assignments. The Division Chiefs will remain responsible for direct supervision of research done by their personnel. They will, however, exercise this supervision in consultation with the Chief of Research.

7. Several things need to be said about this plan. First, there will be no great changes in who does what. Second, no one will suffer. Specifically, no one will be down-graded either in rank or in hierarchical position. A few individuals may have slightly reduced areas of responsibility; a few others will have broader areas, with a slightly more subordinate position. Third, the office promotion system will not be changed, nor will the promotion prospects, good or bad, of any individual.

8. The reorganization of the Office will come about in an orderly way. First you will receive the notice describing the structural changes. As appointments are made, you will receive notices assigning particular officers to particular posts in the new set-up. This does not mean wholesale transfers; very few officers will receive new postings.

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E. DREXEL GODFREY, JR.
Director of Current Intelligence

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