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DDA DIVISION CHIEFS' CONFERENCE

REPORTS

[redacted]

25X1A

28 FEBRUARY, 1 and 2 MARCH 1977

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3 March 1977

MEMORANDUM FOR: Deputy Director for Administration

25X1A

FROM : [redacted] Chairman
DDA Division Chiefs' Conference

SUBJECT : Conference Report

25X1A

1. The Divison Chiefs of the DDA met [redacted] from 28 February through 2 March 1977 for the purposes of: 25X1A

a. Provide a forum for discussion, elaboration and solution of some common problem areas as perceived by Directorate Division Chiefs.

b. Provide Division Chiefs a means of communicating with the DDA and ADDA in managerial, substantive and career matters.

c. Provide line managers with an opportunity to develop and maintain contacts with their peers.

2. As discussed in the attached memorandum, the Steering Group Committee identified the following general topical areas for discussion to provide the framework to meet objective a:

I. People Management

(a)	DDA Personnel Handbook	TEAM A
(b)	Employee Concerns	TEAM B
(c)	Personnel Administration	TEAM C
(d)	Training	TEAM D
(e)	Personnel Planning	TEAM E

II. Care and Feeding of Division Chiefs-ALL TEAMS

III. Communication in the Directorate ALL TEAMS

IV. Creativity and Control ALL TEAMS

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SUBJECT: Conference Report

3. Each team presented an oral report to the entire group at the conclusion of each discussion period. The attached conference report is composed of brief summaries of those twenty oral reports.

4. The Steering Group plans to provide you with a comprehensive review of the entire conference at our scheduled 4 March meeting.

[redacted] 25X1A

Attachments:
(A) Memorandum to all conferees [redacted] 25X1A
(B) Report Summary Booklet

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22 February 1977

MEMORANDUM FOR: Fellow Conferees

SUBJECT : DDA Division Chiefs' Conference
[redacted]
28 February, 1 and 2 March 1977

25X1A

1. Enclosed is the "Notebook" for the DDA Division Chiefs' Conference, which defines our objectives and outlines our activities for the few days that we'll be together. I ask that you go through the notebook before the conference to familiarize yourself with the planned activities. If you have any questions, contact your Office representative on the Steering Group or call me [redacted] 25X1A

2. Among the papers in the notebook is a copy of the concept paper approved by Mr. Blake that triggered action leading to this conference. It was agreed very early in the planning stage that the Steering Group would identify the general areas for discussion among the Division Chiefs and to arrange the agenda in such a way as to achieve the objectives of the DDA and of the Division Chiefs. The basic organization centers about the "teams," of which there are five. Within these team groups, discussions will be held toward more precisely identifying the problems of the Directorate and of potential solutions or alternative courses of action.

3. In structuring our teams, we wanted to assure a Directorate mix by including at least one member from each Office on the team. The subject of "Personnel Management" has been broken into five major categories which will be assigned individually to each of the five teams. The categories are identified in the notebook under "Team Assignments." The discussion subjects "Communication in the Directorate" and "Care and Feeding of Division Chiefs" will be addressed by all teams. At registration, you will be asked to indicate your preference for a team assignment on a "first come, first served" basis. A Steering Group member has been assigned to each team and will be responsible for the initial organization of the teams and its activities.

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4. In the course of its deliberations on conference organization and agenda, the Steering Group created diverse working papers. On the assumption that these will be of general interest to each of the Division Chiefs, these have been reproduced and are enclosed.

5. Please note that two of the categories under the "Personnel Management" discussion topic make reference to specific documents--the DDA Personnel Management Handbook and the Attitudinal Survey [redacted]. It is suggested that you reacquaint yourself with the provisions of these documents before going [redacted] 25X1A 25X1A

6. I also suggest that you refresh your knowledge and acquaintance of the organization and diverse functions of the Directorate. Toward that end, there is enclosed a copy of "Directorate of Administration" dated December 1976.

7. On 4 March, the results of your deliberations and contributions to the conference will be reported to Mr. Blake and Mr. Malanick. The Steering Group will present them with the written reports prepared by each of the teams and will convey your recommendations of agenda items for the Office Directors' Conference which is scheduled to be held 18 - 20 March [redacted] 25X1A

8. In the event that you wish to mail any material for your use at the conference, please send it to the following address:

25X1A

[redacted] (HOLD FOR DIVISION CHIEFS' CONFERENCE)

In order to assure delivery before the conference, the material must be delivered to the Headquarters Mail Room, GB-31, before 1300 on Friday, 25 February 1977.

[redacted] 25X1A

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PERSONNEL MANAGEMENT

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TEAM A

DDA PERSONNEL HANDBOOK

The consensus of the team was that the handbook does serve a useful purpose as a guideline and as a reference document when a procedural question arises. Some Offices use it at the Executive Office or Support (Personnel) level and seldom in the line divisions. Generally, all provisions of the handbook are covered in regulations, handbooks, and in notices, and instructions issued by each Office.

It was suggested that the handbook be shown to all employees, if not already done, so that they will be aware of the criteria and procedures in it.

PAGE 1

Suggestion: Put the initiative on employees to identify and help solve questions on their career development.

PAGE 2

Suggestion: Add a section for employees, to give them some criteria such as:

> Be alert to programs and methods for improving your own performance and to facilitate the flow of work in your area. Be considerate of how your work impacts on others. Try to achieve a proper mix of job dedication and cooperation for the overall benefit. Seek information on training programs and advise your supervisor which ones you feel would improve your performance and potential. Assist in the preparation of your LOI.

These were not unanimous suggestions. Some felt that intelligent employees should not need, and may resent, such guidance, and that it might encourage others to be too aggressive.

PAGE 5

There was a lively and lengthy discussion of LOI's. MBO procedures call for each employee to have a major input into his own LOI. The handbook implies that it will be prepared for him.

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DDA Personnel Handbook
Team A (Cont'd)

Page 5 (Cont'd)

LOI's should not be considered binding in all cases. If they are to be general, why do we need them? It was felt by some that they should not be required for professionals who know their function and look for ways to improve and expand them.

It was suggested that LOI's be required only when necessary or appropriate to guide and control certain employees and that supervisors make that determination.

The following was suggested as a final statement for all LOI's. It was not unanimous since the matter is covered in Executive Order 11905 [redacted] 25X1A

"You should not be required to do anything which in your reasonable opinion is illegal, unethical, in violation of applicable regulations, or detrimental to the interests of the U. S. Government. If you are directed to do so, you shall report it immediately to the appropriate Agency authority."

PAGE 6 (Fitness Reports)

There was an animated discussion about the inconsistency and disparity among ratings on fitness reports. Some said they use the narrative for evaluation and ignore the letter ratings. For various reasons, raters are reluctant to use "Proficient" unless performance is only adequate.

It was suggested that fitness reports be revised to relate to the indication of performance listed on the blue instruction sheet and the evaluation criteria published by the Offices.

It was strongly recommended that the Competitive Evaluation Descriptors (category rankings from I to V) be clarified (Sections II and III are ambiguous) and made uniform in the Directorate.

There was a gratuitous consensus that promotion panels do a good job. It was suggested that panel members should not be rotated each year.

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DDA Personnel Handbook
Team (Cont'd)

Page 6 (Cont'd)

There was a suggestion that QSI's be awarded for a one-time project even though it is not sustained for six months. It was noted that there is a disparity among supervisors in recommending QSI's.

PAGE 17

It was recommended that the AIM Program, and other applicable ones, be considered for inclusion in the Transfers and Assignment section.

PAGE 19 (paragraph F)

To encourage everyone to go to OGC for legal counseling seems rather broad. Shouldn't there be an intermittent avenue before inundating OGC with personal matters?

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EMPLOYEE CONCERNS

Team B discussed the utility of attitude surveys as a means of identifying employee concerns. There was a general consensus that this can be a useful and valid method, provided certain conditions are met, especially the following:

(1) There is serious top management interest in the effort, with implicit committment to take action in problem areas identified in the findings.

(2) Steps are taken to assure that the full range of issues of concern to employees is reflected in the questions asked.

(3) Anonymity is assured.

(4) Results are fed back to the component surveyed in ways that make the data useful.

(5) Follow-thru mechanisms are set up to explore, propose, and take action in areas suggested by the findings.

Specific skepticism was voiced about the utility of the recent Agency-wide survey of attitudes on personnel management issues, and the findings as reported in an all-employee bulletin. Since readers of that notice had no way of knowing how closely the overall findings reported there agreed with the findings of his particular component, it was contended that such reporting was not only not helpful, but could actually be quite misleading. Discussion on this point led to partial agreement that there was limited utility in presenting the overall findings in this way, but all agreed that further breakdowns of the data (by component, and possibly by categories of employees) were necessary to come to grips with the meanings and implications of the results.

Ways of handling the results from different Office and Directorate surveys in the past were described. Team participants who had had personal experience with the use of surveys in their components or career services gave reports which indicated that results were not always widely disseminated nor were follow-thru actions, if any, well known. Examples of the

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most effective use of surveys as a management tool and instrument for change were cited in two instances (in other Directorates) where the impact of changes made on the basis of survey findings was measured by a second survey a year or so later. This kind of before-and-after measurement has much to commend it.

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TEAM C

PERSONNEL ADMINISTRATION

QUESTION A on the hampering by length of time taken in recruiting & processing of new employees:

DISCUSSION:

Time in processing is of hampering length which sometimes embarasses the future division supervisor because he feels that he looks disorganized and unprofessional to the recruit; he is unable to give the recruit firm information about if and when he will be hired.

A flow chart for EOD processing was presented which showed the many processing steps involved. Only a few steps required more than a day or two and few of those delays were because of the applicant's delay.

Our average length of processing time is 157 days for professional applicants--faster than CSC processing for higher grades.

Some, to some considerable, delay is related to moving a file from one building to another in its steps of processing.

Priority cases (such as sundry EEO categories) are processed in considerably less time, which suggests two possibilities: (1) Can we handle all cases as priorities? (2) Do "priority" cases displace and slow down "routine" cases?

We appear to lose the better applicants because of slow processing.

OP can help if the Divisions can forecast their needs much sooner.

QUESTION B concerning an inordinate weight factor on formal academic attainment versus experience in career progression.

DISCUSSION:

One view is that a supervisor should know his prospective promotee well enough to weigh one more heavily than the other. No direct view that academics were more important was expressed.

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A suggestion that the developing assessment centers might aid in this problem was made.

With the current tight job market, we are able to hire people with advanced training. Thus there is a hazard that the job involved leaves that person under-employed and he may leave the Agency when the general job market loosens up.

No perspective was developed as to whether we lose in the long run by the departure of over-qualified employees. While we lose financially because of the processing and training investment in the employee, do we gain in some other manner when the employee leaves with good will?

QUESTION C on need for uniformity of grades for Senior Officials in the DDA with comparable titles and PMCD's ability to cope with this situation and with the grade creep.

Group C's views were mixed, probably related to the group's understanding of the complexities involved in comparing one job to another.

Factors include observing CSC guidelines versus a given employee's worth on the job, further complicated by what that employee might earn if employed outside the Agency. Two group participants reported trouble in retaining middle grade professionals lost to outsiders whereas we have a plethora of junior and senior professionals.

The factor analysis of a job under a to-be-implemented FES method will aid in job-grade uniformity.

But a separate problem arises when the middle grades are robbed to permit the promotions of seniors under current ceilings, these senior grade points seem to go to staffs rather than to line divisions. Questions concerning the value of so many staffs were raised.

The result is a situation of "fragmentation and excessive layering." Forces seem to exist to enable some Offices to get around some regulations.

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TEAM D

TRAINING

1. Team D agreed that no benefits would accrue to assigning professional OTR Training Officers to DD/A components. Someone within the Offices should assume this responsibility, as is the case now.

2. Training discussed within the context of skills versus general management or mind expansion training: The latter is too often reactive, i.e., filling quotas. There is considerable unevenness in how training is managed in various components; however, most of the team agreed that the Directorate is in good shape vis-a-vis training. Many improvements desirable and possible, but responsibility for initiation and monitoring lies both with the line managers and the individual.

3. Considerable discussion of accountability in training, i.e., measuring results. Very little now in the management related course, e.g., Mid-Career, Senior Seminar, FEI. Many questions re how to measure benefits. No conclusion except that some accountability is required and that management should address this question. Not enough time was available to thoroughly articulate and define this problem.

4. Benefits of both internal and external career development are primarily in areas of improved communications. Experience gained from intra-governmental training valuable, but degree to which it should be used unprobed by the team.

5. Much needs to be done to improve selection of people for training, make the person fit the course. Not further developed.

6. The team had problems in defining information science; thus training in this discipline is ill-defined and may not be on target. OTR should examine the adequacy of information science training and make adjustments as necessary.

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TEAM E

PERSONNEL PLANNING

A. SENIOR ROTATION PROGRAM
B. PDP DOCUMENT

A. Senior Rotation Program (for GS-15's)

The team agreed that the objectives of the program were worthy, and the experience of great potential value both to the employee rotated and to the Directorate/Agency. However, the program needs to be implemented with the following provisions: RE-EMPHASIZE

(1) Voluntary basis: The officer to be rotated must genuinely wish the experience and volunteer for it.

(2) The assignment: The assignment should be within the officer's capability to fulfill, especially as regards any specialized technical expertise it may require.

(3) Career consequences: The timing and circumstances of such assignment could conceivably delay an officer's promotion, which he might otherwise receive.

Extending the Program to Include More Junior Officers

This seems to involve more complexities and possible difficulties than for the GS-15's.

(1) Fragmentation of career: Rotational assignment at an early stage of career could delay the officer's acquiring the job experience he may need to advance in his primary field of interest, and could delay his promotions.

(2) The assignment: This needs special selectivity, since at more junior levels the assignment may require a degree of technical expertise which the officer may not possess.

However, the team agreed on the importance of an officer's acquiring, as early in his career as possible, some

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depth of knowledge about the work of other offices, and believed that the program should be extended to junior officers, provided the above pit-falls could be avoided.

B. PDP Document

The team members usually do not have the opportunity to review this document. They believed it should routinely be made available to all Division managers, though they were somewhat dismayed by its complexity.

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CARE AND FEEDING OF DIVISION CHIEFS

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TEAM A

CARE AND FEEDING OF DIVISION CHIEFS

Within the DDA there is not a uniform policy of authorities granted commensurate with the responsibilities of Division Chiefs. Some Division Chiefs can't approve small expenditures or authorize travel.

In some instances top management makes decisions and promises which affect Division Chiefs without prior consultation with them. This discussion made some members of the team wonder if they had similarly circumvented anyone under them in day-to-day managerial activity. As a consequence, this awareness should help them to be better managers.

On occasion top management may go directly to branches to get a project started, bypassing the Division Chief.

Staffs sometimes levy MBO type requirements on the working level without going through line divisions that have to supervise the implementation.

There is a deviation in policies as to authorities for reassigning personnel. One Division Chief can reassign and promote up to a certain grade level without the explicit approval of top management. In other instances, assignments and transfers of division personnel, particularly secretaries, are made without consultation with Division Chiefs.

Some Division Chiefs feel that there is an inordinate involvement with management processes, per se, because of career board, panel and miscellaneous personnel management activities.

In one office where there was too much bureaucratic involvement in the processing of travel orders, inordinate delays were reduced by eliminating five check points in the routing procedure.

The team found no problem in opportunities for expression and creativity on the part of Division Chiefs.

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TEAM B

CARE AND FEEDING OF DIVISION CHIEFS

The Division Chief is pictured as the man in the middle--between the Office Head (or in some Offices a Deputy Director) and subordinate employees. As a result, the heat is on the Division Chief--responsibility for getting the job done. This is as it should be; that is, be supportive to Office Head and employees, list or explain options, as necessary, and make recommendations.

Exercising of judgment--decide when Division Chiefs make the decision or when it is best or necessary to get Office Head approval first. In any case, an Office Head should not be surprised (or embarrased or unprepared) because of a decision. Loyalty to the superiors position in the Office mission is considered important, rather than just personal loyalty to the man in the position.

Management Styles:

Consensus--individuals tend to choose or pick-up traits of others whom they admire or perhaps believe are effective achievers, and they adapt these characteristics to their own personality. Also, the nature of the work helps determine role of the Division Chief.

It was believed that the element of risk should be an aspect considered and taken by Division Chiefs in making decisions. Actions should and must be taken even if error results in some cases. Similarly, it is believed that opportunities for expression and creativity do exist--suggestions are considered and encouraged. MBO's offer opportunity to achieve desired Office goals.

Some bureaucratic constraints were noted in the area of hiring and selection of employees. Legal requirements with regard to obtaining prior approvals for liaison meetings/discussions or contacts were also considered in this constraint area. The factor of constraint was not considered entirely bad or unreasonable.

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Policy guidance and feedbacks that job was being done and useful were considered to be satisfactory.

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TEAM C

CARE AND FEEDING OF DIVISION CHIEFS

Division Chiefs do selective reporting. Don't upset the boss, but make sure he knows something before another office head brings it up at a morning meeting. Division Chiefs using creativity for CYA defense.

Instead of results, events of last two years require reporting before taking action. Bosses want no surprises. This is an Agency problem, not just one of Division Chiefs.

Too much time is spent in reporting, with too short deadlines. Is this a lack of confidence in Division Chiefs, or too many staffs and too many layers?

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TEAM D

CARE AND FEEDING OF DIVISION CHIEFS

A six-to-two vote favors the notion that Division Chiefs have authority commensurate with responsibility. (Discussion did not affirm this.)

Concern over "thou shalt not be scooped" philosophy of Office Directors. Could be dispelled by Deputy Director. Too much trivia reported and rehashed. Not enough substantive communication. Too much gossip.

Too much interposition of layers of command. Many seldom have direct communication with Office Director, Deputies, Staffs, Execs.

Reporting is too much CYA oriented.

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TEAM E

CARE AND FEEDING OF DIVISION CHIEFS

Discussion:
- A. Role in DDA Management
- B. Bureaucratic Constraints
- C. Policy Guidance
- D. Are the Jobs Being Done Useful?

A. In matters of basic DDA management, the team had no particular problems as regards basic policies, and did not express any great interest in participating in overall DDA management matters routinely. They did, however, have some serious complaints about surprise, ad hoc requirements being laid on them with short deadlines, when these requirements dealt with basic management matters of long-standing concern. Such demands, if very time-consuming, work a real hardship, distract the Division Chief from getting his primary job done, and can easily be perceived as capricious management.

Excessive reporting:

Regular reports requiring significant amounts of time in preparation can work a hardship. The Division Chief needs to know the real reason for the reports. The team did not regard an abnormal fear of being scooped as a valid basis for requiring a report.

Other distractions:

These are numerous. Perhaps the most deeply resented offender is the formal Award Suggestion, which comes to the Division Chief for evaluation. An inane suggestion, requiring no time or thought by the originator, can claim huge amounts of time by a Division Chief in preparing a formal reply. A good suggestion is another matter.

B. The team generally had no particular difficulty with the basic ponderosities of the bureaucracy, and believed that the Agency had relatively little of this kind of problem.

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Care and Feeding of Division Chiefs
Team E (Cont'd)

C. No problems here generally, except for E. O. 11905 (above).

D. Yes. No need for feedback about that.

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COMMUNICATION IN THE DIRECTORATE

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TEAM A

COMMUNICATION IN THE DIRECTORATE

The group felt generally that we have good downward communication in the Directorate and Offices, via staff meetings and other avenues including the dissemination of written minutes.

There is generally an "open door" policy for communicating upward, in addition to weekly reports, monthly or quarterly meetings, input to staff meetings, etc. Some felt that there is a tendency at lower levels to report what the supervisor wants to hear. This is a management problem, and can be handled.

Some components have "State of the Office" conferences and workshops annually. One has monthly career service meetings with unit personnel. Some professionals have problems with this because of heavy demands on their time.

There are sometimes functional communications problems between Offices when one Office is tasked with a project or a service for another and sufficient follow-up is not maintained.

Occasionally there has been an apparent lack of sensitivity by top management in levying or accepting requirements with unrealistic deadlines. Such can result in other than an ideal product because insufficient time to perform the necessary staff work impacts on quality. Also, delays in the routing of crash requirements through channels to the action level contributes to the inordinate time constraints.

Inter-office communication is always timely, complete and effective in the matter of reporting security violations. In other areas, it can be improved.

NOTE: Occasionally, we have all gotten into trouble with our secretaries for forgetting to keep them informed re matters which may be germane to the operation.

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TEAM B

COMMUNICATION IN THE DIRECTORATE

Consensus concluded that effectiveness of communication in the Directorate is good and is adequate for day-to-day needs. On occasion the level of communications is too much and sometimes in too much detail. At times concern arises relative to the tendencies of over communicating facts or occurrances to attain one-upmanship objectives. Issues leading to the above conclusions included:

> Diminishing levels of face-to-face communication due to remote external location of components despite availability of secure communications systems.
>
> MBO program process should provide for a more positive and uniform downward feedback of review results and determinations.
>
> Communications vehicles and mediums in being are most beneficial and are listed as follows: Weekly staff meetings (Division and Office levels); Forums, rap sessions, publications (i.e., DDA Exchange, OL Newsletter, OMS Newsletter), State of Directorate talks, daily report items, DDA morning meetings, and bi-weekly briefings with Office Chiefs.

The question of the role of the Division Chief as an end product of information flow or a filter was also addressed. It was concluded that it was a judgmental determination and that a little of each was appropriate on a selective basis.

It was agreed that general communications mechanisms are adequate and available for subjects at hand and that we need only seek them out and use them. Several examples of these mechanisms include the communications involved in the processes of LOI's, Career counseling programs, fitness reports, personnel panel activity, Office and Division grievances,

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inter-Office orientations (i.e., Trends & Highlights), and Office level orientation presentations and etc.

It was concluded that as an organization we tend to both over and under communicate. The nature of top level personality, style, and transciency often create requirements for communications, flow addressing, new orientations, update orientations, crisis situations, and the usual normal routine issues. Under some of the above exceptions, short time frame conditions and of those inherent crisis situations, the statement and interpretation of the question is nebulous. The central message is unclear and the reluctance to request reclarification and reasons for the question results in uncertainly as to scale and quantity of communications information actually desired. Accordingly, over reaction to cover all conceivable impacting interpretations of the tasking result in communication of more than the required response. Such over communications conditioning developed in continuing crisis situations is believed to extend on into the normal routine task areas of endeavor.

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TEAM C

COMMUNICATION IN THE DIRECTORATE

The team views the following areas as areas of communication concern within the Directorate:

SEMP

We feel that this program should be broadened to include Staff Chiefs, especially those with managerial responsibilities.

MAG

Generally not too meaningful. Believe primary benefit derived may be to allow personnel the opportunity to "vent their splean." Lack of feedback is primary problem.

MBO

Allow Division Chiefs/action officers to control and track and make yearly impact statements.

LOI

Some participants found these to be a viable tool while others felt they should not be used for professional personnel.

GENERAL STATEMENT

Too many requirements for reporting upward and not enough feedback downward.

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TEAM D

COMMUNICATION IN THE DIRECTORATE

No serious communication problems in our Offices or Directorate. Wide variety of style in handling Office staff meetings, requiring inter-Office communication to go through front office, etc. However, all members of the team felt adequately informed, that their subordinates are adequately informed and that opportunity to communicate upwardly is adequate.

Several members voiced criticism of the DDA morning meeting as to the nature of the information disseminated--namely too much "current events" reporting (maybe even trivia) and not enough "substantive" data. Over reporting on court cases. Criticism of the "one-upsmanship" attitude of Office Chiefs in requiring daily reporting by Division Chiefs was nearly universally expressed.

Recently, there seems to be a tendency to relax security precautions in talking about accomplishments.

Several team members wondered about too many written reports and whether they were read, but no change recommended.

MAG groups were viewed in a negative sense and believed to be of marginal utility because they do not consult with the proper resource people before they make recommendations.

The Division Chiefs' Conference was viewed as a good method of promoting inter-Office communication because of the educational value of Office updates and the opportunity to become acquainted and exchange information with Division Chiefs in other Offices. It also affords an opportunity for communicating ideas to DDA. Our team recommended addressing more substantive issues in succeeding conferences and possibly inviting Division Chiefs from other Directorates.

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TEAM E

COMMUNICATION IN THE DIRECTORATE

This conference itself was noted as a method of communication. Certain members of the group who are somewhat isolated in day-to-day dealings with other Offices in the Directorate found this type of communication especially effective.

It was the general consensus that inter-Office communication within the Directorate was good. Communication outside the Directorate was not so effective.

Certain members would find it helpful to be apprised of the Agency budget, external to DDA, when certain provisions of that budget are going to have an impact on their own Office or Division. The budget implication on the Division should be available to the Division Chief prior to the Agency budget going to OMB.

Communication upward in the Directorate is good; downward not so good. There seems to be a sheer quantity of sending reports upward--many of them with such a short deadline that the quality put into them suffers.

In some respects there is over-communication on insignificant or trivial items. An example of this is the necessity to have two or three items forwarded for the following morning meeting by the DDA with his Office Directors.

One member noted that unlike in previous years (he met directly with the DDA at least annually on his program), the one-to-one communication here is no longer the case.

The weekly Office report to the DDA is of value as perceived by the Division Chief. In this connection, one member of the group suggested there would be value in a weekly DDA report downward.

The DDA Exchange is considered of marginal value. It's dubious whether it is worth the effort and cost.

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Communication in the Directorate
Team E (Cont'd)

Certain members of the group felt it would be worthwhile for a Division Chief to meet with a Division or Office Chief at one of their weekly or monthly meetings to explain his own function and responsibility.

With resources being reduced, we no longer have the time or capability to provide certain services. The result of this is that we deal with one another in a less gracious manner.

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CREATIVITY AND CONTROL

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TEAM A

CREATIVITY AND CONTROL

Many matters relating to creativity were discussed in preceding team meetings. In essence, effective management fosters and poor management stifles creativity. The following comments highlight some of the points which the team considered important.

Authority is a prime factor, and must be delegated downward to the level where the functional responsibility rests to encourage creative solutions. Policy responsibility, however, should not be delegated, and problems should be carefully defined by the upper levels of management in order to clearly identify intent and goal without dictating procedural constraints.

The team subscribed to the importance of any method including the non-cost varieties to provide opportunities for recognition and felt that in the non-cost area, recognition (for example a letter of appreciation) seems more likely to be generated by a non-parent Office where an individual is assigned for a specific project. Perhaps this was due to the negative impact on peers when special recognition arises within their own Office. Allowing appropriate exposure of working level personnel by affording them the opportunity of continuing visible participation in their projects as it generates interest at higher levels will fan creative desires. Allowing subordinates to sign memoranda when appropriate should also provide exposure and gratification.

With the emphasis on evaluation of personnel as an important management tool, the means to do this should be sharpened to assist the evaluaters. An example of a problem area in this regard is poorly written descriptors which cause the raters' discomfort.

The MBO concept, if applied with the view toward servicing the needs of each managerial level rather than focusing on the exercise itself, can assist creativity; otherwise it is counter-productive.

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Creativity and Control
Team A (Cont'd)

None of the team members were aware of any instance when a creative effort produced reprisal or fear, and any effort to develop a "think tank" approach should be open to all personnel who can contribute, rather than just "officers."

The team believed that Agency regulations and various legislative restrictions were sufficient to preclude the need for a separate "code of ethics."

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TEAM B

CREATIVITY AND CONTROL

Group B raised the following points regarding creativity in light of the controls imposed upon the Agency. The discussion was prefaced by a quick review of the recommendations made by the two groups which studied this question recently.

One of the team members noted that the phenomenon of "instantaneous communications" in recent years has increased the opportunity for senior people to make decisions at lower levels than they ought to. Reference was made particularly to senior "workaholic" managers who typically are guilty of this practice. Along with this point, one of the participants noted that Division Chiefs and lower can take the risk faced with the instantaneous communications phenomenon, to capture the decision themselves rather than let it go up.

One of the participants commented that there is more demand today for a manager to be aware of all of the details of the activities of his organization than, say, five years ago. This is characteristic, the person said, of crisis management, a typical managerial behavioral style in the Agency.

In response to the question, "how is creativity expressed in your organization today as against five years ago," three of the participants stated that the climate was better; three felt that the climate was about the same; two commented that while the climate does not seem to be different in a psychological sense, nevertheless, there has been a contraction of resources which limits the ability of people to undertake new and innovative approaches to their work. In other words, people are too involved in doing routine work to have the time to be innovative.

In response to one of the recommendations about a "code of ethics," one of the participants noted that the Executive

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Creativity and Control
Group B (Cont'd)

Order 11905 and Headquarters Regulation [redacted] represent, to a large degree, a useful set of ethical guidelines. 25X1A

One of the participants stated that the Agency needs new ways to reward people to be creative. He stated that the Suggestion Awards Program is sometimes counter-productive in that the individual benefits in a competitive way. He suggested that people should be encouraged to surface new ideas, expose these ideas to group thought, and that such an effort would result in a better product than that presented by the individual alone.

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TEAM C

CREATIVITY AND CONTROL

While we did not have time to address the question of control versus creativity, one might conclude here that creativity has overcome control.

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TEAM D

CREATIVITY AND CONTROL

Team D strongly endorsed the idea of delegating decision-making authority downward to a much greater extent because the drift upward has affected creativity.

The majority of the team believes there is a decreased "excitement" in working for the Agency, which has become a mature bureaucracy because of the constraints of orders, budget, limits, etc., but feel that if properly managed, this should stimulate creativity, i.e., challenge to get things done with fewer resources and in face of controls. A minority view was that controls will inhibit creativity.

Several members of the team feel the "crash requirements" approach to solving problems takes away the time the Division Chief needs to reflect and become more creative.

Improving personnel management has become a platitude, and will have little effect on creativity.

The team felt MBO, properly managed, will foster creativity, but will stifle creativity if improperly applied. One member believes MBO to be a good idea that has diminished in value because of being institutionalized.

Our team doubted the overall impact of most suggestion awards on creativity, but at least the effort was in the right direction.

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TEAM E

CREATIVITY AND CONTROL

"Control," i.e., the sense of well-defined ground rules governing action, does not seem to be as much of a problem as is the current climate of uncertainty about what the ground rules are. This current climate features a degree of decision-making at such senior levels that Division Chiefs are frustrated at not feeling free to act upon their own responsibilities in many matters. The team initially had the impression that the Agency itself could be going beyond the intent of Executive Order 11905, etc., and imposing additional restrictions upon itself in its anxiety to avoid problems. The remarks of General Counsel Lapham were most helpful in understanding the absurd and bizarre extremes to which some legal actions against the Agency are actually being carried. General Counsel's remarks did a good deal to dispell the team's initial impression that the Agency was exaggerating the threats against it.

Nevertheless, the team still had the feeling that the Agency was overreacting in many instances involving Division Chiefs' basically routine activities.

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