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I. Major Developments

1. Change in the Role of the Office of Personnel in Major Agency Personnel Management Planning

Fiscal Year 1972 witnessed an increasing significance in the part the Office of Personnel plays in the development of Agency personnel management policies and procedures. This new trend first became apparent when the President ordered a five percent manpower reduction throughout the Government on 15 August 1971. The President's order coincided with instructions from the Office of Management and Budget to roll back the average grade level one-tenth of one percent in Fiscal Year 72 and again in Fiscal Year 73. Details of the support provided Agency management in the face of these rollbacks will be provided in part II, Major Accomplishments and Failings. The Director of Personnel worked very closely with Agency management in solving many of the problems entailed in the severe rollbacks ordered by the Administration.

This close support did not end when the rollbacks were eased for the Office of Personnel was called upon by the Executive Director throughout the remainder of the Fiscal Year in the great majority of personnel decisions that had to be made at the Agency level. A complete review of

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personnel management positions and procedures was instituted by the Executive Director-Comptroller. No facet of personnel administration was overlooked. The Office of Personnel contributed studies on such matters as executive development, Directorate rotation and vacancy notice systems, communications, the views of the young professional, personal evaluations, personnel management and movement program for the 70's, personnel rank assignments, fitness reports, black recruitment and equal employment opportunities, and career service activity review. These studies were submitted to the Executive Director-Comptroller and were included in the agenda for the Director's annual conference with his Deputies.

As a result of this conference, it was determined by the Executive Director that henceforth an annual personnel management evaluation program would be instituted and that a report would be made based on this annual evaluation to provide Agency management with a review of how well we are doing in utilizing our personnel resources. This annual review will coincide with the review that will report upon the efficiency with which we are putting our dollar resources to work. The Director of Personnel will work in harmony with the Office of Planning, Programming and Budgeting in the production of these two separate reports.

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2. Non-standard Work Week

In September 1971 the Office of Personnel was asked to conduct studies examining the feasibility of establishing three-day work weeks, particularly for those Agency components required to function on a 24-hour a day, seven-day a week basis. These studies were completed on 21 December 1971 and forwarded to the Executive Director-Comptroller with the recommendation that, when advantageous to operations which are staffed on a 24-hour basis, the Deputy Director for Support may approve work schedules which deviate from the normal work week standards. For the most part such schedules involve 12-hour work shifts where the employee would work three-day work weeks plus one eight-hour day every other week. This proposal was approved by the Executive Director-Comptroller on 4 January 1972 and the Headquarters regulation [redacted] section 5 was amended to include this authority.

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This is the first instance of a Government Agency adjusting selected work schedules on any basis other than that of a normal five-day work week.

3. Establishment of a Drug Seminar Program

In May 1972 the sudden surfacing of a number of family problems involving drug abuse on the part of dependent children in Southeast Asia

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occasioned the Director to direct the establishment of Headquarters drug seminars. The seminars were to be designed to provide as much information as possible in the problem of drug abuse to Agency employees and their dependents traveling to overseas stations and bases. In addition to general orientation, the seminars were to stress parental responsibility in matters involving the problem of drug abuse. The Director of Personnel was asked to establish a working committee with a long range mandate to look into the problem of drug abuse on the part of Agency dependents, to recommend means by which Headquarters might assist overseas stations and bases in meeting this problem, and to establish on a more immediate basis drug seminars for PCS travelers abroad.

The working committee convened in early June 1972 and was composed of members from the Clandestine Service, the Office of Security, and the Office of Medical Services, with the Deputy Director of Personnel acting as Chairman. A basic two-hour seminar was developed in which representatives of the Office of Security provided Agency parents with information on the Agency's position in the matter of drug abuse by dependents while stationed overseas. Information was given on the nomenclature of the drugs being used, recognition signals by which developed drug users could be identified, and the legal hazards that exist overseas in drug trafficking and use. The Office of Medical Services provided information on the physiological and psychological effects of drug use. The seminars were begun on 12 July 1972.

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4. Budget Trends

The cost of the Overseas Hospitalization Program reached its peak with an expenditure of [redacted] n FY 1971. The costs for FY 1972 and 1970 were [redacted] respectively. Additional costs will, of course, be charged to FY 1972 but it is not expected that the total figure will reach that of FY 1970. The general increase in the cost of the program that occurred through 1971 has been attributed to the overall increase in the cost of medical care. The rather sizeable cost reduction in FY 1972, however, is attributed mainly to a lack of illnesses requiring lengthy and costly treatment, especially psychiatric care.

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II. Major Accomplishments and Failings

1. Administrative Rollbacks in Manpower Strength and Average Grade Levels

As mentioned in part I, Major Developments, on 15 August 1971 the Administration ordered a five percent reduction in Agency manpower strength in Fiscal Year 72 and a one-tenth rollback in average grade in Fiscal Year 72 and in Fiscal Year 73. Upon the official announcement of these rollbacks, the Director suspended all promotions temporarily. Entrances on duty of new employees were cut back severely and all EOD actions were required to have the signature of the Deputy Director concerned. These measures were taken to permit Agency mangement time

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to determine the effect on the Agency of these rollbacks. An Agency notice was published informing all employees of the measures being taken.

The Office of Personnel was asked to compile statistical studies in a series which would demonstrate the impact upon Agency operations of the Administration's instructions. This series of studies would provide Agency management with alternatives, in terms of lighter rollbacks, on the basis of which an appeal could be made to the Office of Management and Budget for easement. The studies completed by the Office of Personnel demonstrated that if the five percent reduction and the one-tenth rollback were accomplished in Fiscal Year 72 it would mean a permanent suspension of all promotions for that year plus the separation of hundreds of Agency employees in order to meet the year-end strength and average grade targets. In a series of statistical studies the Office of Personnel demonstrated that the escalation over the years of our average grade had been responsibly controlled by Agency management and that, by controlling the addition of new personnel, the Agency could sustain a five percent reduction spread over two Fiscal Years and still provide room for a continuing 25 percent promotion factor. Based upon these studies and the subsequent presentations to the Office of Management and Budget, the Agency was excused from the average grade rollback and was permitted to accomplish its five percent reduction over the span of Fiscal Year 72 and Fiscal Year 73.

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2. Black Recruitment

Intensified efforts were undertaken by the Office of Personnel to improve the Agency's minority recruitment program. As evidenced by the statistics, these efforts cannot be considered a major accomplishment. They did represent something of a failing even though there was an improvement over previous annual inputs of black professionals. Ninety-five black professional applicants were recruited as compared with 26 in Fiscal Year 1971. Thirty-seven of these applicants (39 percent) were put in process of whom five entered on duty by 30 January 1972 compared with a total of three entering on duty in Fiscal Year 1971.

The intensified efforts mentioned above included a special meeting on the Oberlin University campus with 75 of the University's 300 black students, the accompaniment of black Agency professionals with Agency recruiters to selected colleges and universities, a more direct ad campaign in black career periodicals, and a special meeting arranged for senior Agency managers and two prominent black academicians. In addition a black full-time professional recruiter was added to our staff in June 1972.

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3. [redacted]

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4. The Voluntary Investment Program

One of the most significant developments in FY 72 was the successful administration of a new supplemental pension plan, The Voluntary Investment Plan, for its first year of operation. The establishment and successful operation of this program represented a major addition to the range of fringe benefits the Agency accords its employees.

Although the VIP was launched formally at the very end of FY 71, it was in FY 72 that this new and unfamiliar program became operative. The Office of Personnel, as the executive agent, oversaw the build up of the program to [redacted] participants, managed the necessary coordination with the supporting offices (Finance and Computer Services) and conducted the external working liaison with the broker. The scope of employee interest in this program is evident by the number of participants and by the fact that the target figure of one million dollars by the beginning of FY 73 was surpassed to such an extent that the Plan had reached two million dollars participation by that time. The one year of operation served to identify certain procedural areas of operation on which OP and the supporting offices agree improvements need to be made. This is all the more important in view of the fact that the Board of Trustees of VIP have resolved to add additional options to the Plan.

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recommended for employees which are based on their total career performance. This difficulty occurred in two specific situations:

a. The employee who is recommended for the Certificate of Distinction and whose performance warrants greater recognition but, in turn, is not sufficient to justify the Intelligence Medal of Merit, and

b. The employee who is recommended for the Intelligence Medal of Merit whose career performance falls short of this award but, in turn, merits something more than the Certificate of Distinction.

Admittedly, this situation can occur between any two awards but experience has shown the majority are as described above. It was the consensus of the Board that the development of a new medal would be most appropriate and would to a large degree satisfy the need that currently exists. As a result, a sample design was developed in-house which was subsequently slightly modified by the Chief Engraver, Philadelphia Mint, whose assistance had been sought. On 12 June 1972 the Director approved the design of the new medal and its designation as the Career Intelligence Medal. An order has now been placed with the Bureau of the Mint and delivery of the medals is expected in September 1972.

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III. Ahead

1. Change in Discontinued Service and Voluntary-Involuntary Retirement

In Fiscal Year 72 the Agency policy was to permit any Agency employee the option of retiring under discontinued service provisions or voluntary-involuntary provisions so long as the Agency had a surplus above manpower ceiling.

At the conclusion of Fiscal Year 72 this policy was reviewed and it was determined that in Fiscal Year 73 discontinued service and voluntary-involuntary retirements would be permitted when the Deputy Director concerned determined that there was a surplus manpower situation in his particular Directorate or that he had a surplus situation existing in one of his Directorate components. The Deputy Director might under this policy determine that the surplus existed within a certain function, among a certain class of officers, or at a given grade level. Based upon these determinations only could an Agency employee exercise an option of early retirement under discontinued service or voluntary-involuntary provisions.

2. Black Recruitment

Minority recruitment will continue as a priority activity, with emphasis upon development of sources; precise identification of recruitment targets; and accelerated procedures for selection and

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clearance. Specific actions will include: Agency-sponsored conferences with Placement Directors of leading black colleges and other schools with significant black enrollment; use of a full-time black recruiter to seek substantively qualified individuals against specific requirements; and expanded use of Intern and Cooperative Education programs for minority recruitment purposes.

3. Agency Annual Personnel Management Review

Studies are currently being completed in the Office of Personnel which will structure a Personnel Management Evaluation Review on an annual basis throughout the Agency, as set forth in part I, Major Developments. This will be structured on three major levels of review but will culminate in one total review. The first will involve use of the Personnel Management and Movement Program by which the Agency career services will work with the Office of Personnel in identifying future losses, particularly in key positions; identifying potential executive talent to fill these key positions; and in planning for the development and training of those identified to insure their readiness to move into key positions. The second level of review will include those areas in which the Office of Personnel can provide Agency management with complete information from data acquired through various on-going personnel management programs. These would include the use of quality step increases, the fitness

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reporting program, the personnel rank assignment program, the promotion program, the annual staffing plan, etc. The third level will include reviews by Agency career services and the Office of Personnel in the less easily defined areas of personnel management. These would include career service policies and procedures, the use of panels and boards in ranking and promotion exercises, reassignment and development, the interchange of ideas among career services in all areas of personnel management, and training and promotion standards.

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