ase 2005/08/02 : CIA-RDP86-00024R00030

IPG → Plng Guidance

MAR EXCOM

NFAC + DDO – objectives + priorities

EXCOM APR

DDO determine capabilities

EXCOM JUN

Support capability, vol, personnel

EXCOM JULY

OPP – logs, strat flow

EXCOM AUG

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ROUTING AND TRANSMITTAL SLIP Date 16 NOV 1981

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. EA-D/Pers 16 NOV 19	[redacted]	11/16
2. DD/Pers		
3. D/Pers 17		
4.		
5. DD/Pers/PA+E 17 NOV 198		

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Coordination	Justify	

REMARKS

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[redacted] this one to 6. C/HRPS + 11/23
DD/PA+E for file.
another to route the
POS + Staff/Div. chiefs.

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DD/PA+E

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Personnel

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12 November 1981

MEMORANDUM FOR: Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Deputy Director for Administration
Director of Personnel ✓
Comptroller

FROM : Deputy Director of Central Intelligence

SUBJECT : CIA's Long-Range Planning Process

1. The Intelligence Community has adopted a new multi-year Capabilities Program and Budget System which is intended to focus attention on initiatives for capabilities against a comprehensive set of target areas and subjects. This system will result in a greater degree of attention to substantative aspects of resource allocation and will require the development of a long-range perspective on the needs of the Agency. To achieve this long-range perspective, we must modify the approach to CIA long-range planning implemented in 1980. This memorandum establishes the policy and procedures for implementing the long range planning process discussed at the Executive Committee meeting on 30 October 1981.

2. The long-range planning process is expected to provide strategic direction to the management of Agency activities. It will emphasize the development of flexible and innovative approaches to the achievement of desired capabilities and a collegial approach by the Executive Committee to developing this strategy. In recognizing the uncertainties that we face in planning for the future and the changing nature of the challenges that the Agency faces, an annual cycle of planning activities will be required to keep this process both current and relevant. This long-range planning process should accomplish three tasks for Agency management:

- Provide a comprehensive strategic plan which will identify the Agency's long-range goals and capability objectives and the priorities for their achievement.

- Identify the need for and stimulate development of innovative approaches to attainment of long-range substantive and managerial objectives.

- Provide near-term guidance to the formulation of the Agency's budget and the execution of its program.

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3. Outlined below is the sequence of actions for implementing this planning process. Guidance from and interaction with Intelligence Community planning can be interweaved with this process. Each phase will be monitored by the Planning Staff, Office of Policy and Planning, and will be subject to Executive Committee review.

a. Annual Planning Guidance

The DDCI will issue guidance annually to the Agency's long-range planning cycle. This guidance would establish the specific planning schedule, identify areas of special concern, and state any special planning assumptions. The Planning Guidance would be developed by the Interdirectorate Planning Group for EXCOM consideration during the first two weeks in March each year.

b. CIA Long-Range Objectives and Priorities

Based on the Annual Planning Guidance, the D/NFAC will determine the Agency's intelligence objectives and priorities ten years into the future for each of the Area/Subject Categories listed in the Annex. This will include a description of the key challenges to the United States, the resulting problems and likely intelligence requirements for the Agency for each Area/Subject Category, as well as the determination of priorities both within and between these categories. Similarly, the DDO will establish the ten-year objectives and priorities for the Agency's Counterintelligence and Covert Action Categories. The results of this phase will be presented to the Executive Committee for discussion and DDCI approval in late April. The results of this phase will serve as guidance for subsequent phases.

c. Intelligence and Operational Capabilities

Based on the objectives and priorities developed above, the Deputy Directors will determine the kinds of capabilities that would be required to meet these objectives and priorities as follows:

- The DDO will determine the HUMINT collection and processing counterintelligence, and covert action capabilities that will be required to meet the ten-year objectives.

- The DDS&T will determine the technical collection and processing capabilities that will be required to meet the ten-year objectives.

- The D/NFAC will determine the analytical and associated processing capabilities that will be required to meet the ten-year objectives.

To the extent practical, the Deputy Directors should establish interdirectorate teams to assist them in making these determinations and to ensure that a balanced approach is taken with respect to each Area/Subject or Functional Category. Emphasis should be placed on innovative ideas which can be developed through further study into viable programs. Concepts put forth during this phase should not be constrained by present operational, technical, or financial limitations. This phase should take place during May and June and the results presented to the Executive Committee in late June for discussion and DDCI decision.

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d. Support Capabilities

Based on the results of the preceding phase, the Deputy Directors should establish the functional support capabilities that would be required to support the intelligence and operational capabilities described above.

- The DDA should determine the telecommunications, ADP, training, logistical, and general administrative support that would be required.

- The DDS&T should determine the general research and development capabilities that would be required beyond those that are directly associated with specific Areas/Subject or other Functional Categories.

- The Director of Personnel should determine the personnel and personnel management capabilities that would be required beyond those that are directly associated with other specific categories.

To the extent practical, interdirectorate teams should be used in developing the concepts. Again, innovation in developing new and more effective or efficient approaches to attaining the intended capabilities should be emphasized, unconstrained by current limitations. This phase should occur during July and the results presented to the Executive Committee at the end of July for discussion and DDCI decision.

e. Agency Strategic Plan

The results of the phases described above will be turned over to the Planning Staff, OPP, for preparation of an overall ten-year Agency Strategic Plan to be presented to EXCOM in mid-August for discussion and DDCI decision.

4. The approach described above should result in a planning process that provides Agency managers with broad, flexible long-range guidance to their activities--guidance which would be cast in terms of capabilities to be achieved and priorities for their achievement. It should elicit innovative approaches to the challenges faced by the Agency and be sensitive to changing needs.

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B. R. INMAN
Admiral, U.S. Navy

cc: General Counsel
Inspector General
Director, OPP
Director, ICS
Chairman, NIC

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10/17/81 — per your request for review in preparation for Thursday's SODC presentation

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4 November 1981

STAT MEMORANDUM FOR : [redacted]
Deputy Director for Policy,
Analysis and Evaluation

STAT FROM: : [redacted]
Chief, Policy and Programs Staff

SUBJECT : Personnel Planning Project

1. My staff and I have been working to meet the objectives of your "Personnel Planning" paper which was generated by the DDCI's 4/15/81 EXCOM decision to discontinue the Annual Personnel Plan and Annual Personnel Report and later approved as the alternative to provide a way of monitoring the Personnel Management system. In order to accomplish the objectives of effective personnel planning and assisting the DDCI/DCI in "'getting a handle on' the Agency's personnel management system" you described a five-step process which involves OP in every step, presumably, particularly P&PS. We have been dealing with step one, identification of issues, and believe we have reached the point where we can propose to take on specific topics.

2. For the record, I'd like to recap our efforts in this regard:

a. We collected documents and suggestions from numerous sources to get a feel for the issues of concern to management and employees. They include: The DDCI's May 81 memorandum in response to your original proposal; the November 80 Policy Agenda; D/NFAC's Apr 81 "Thoughts on Revising Agency Policies and Procedures; C/CMS' Mar 81 "DO Wish List on Personnel Management Matters"; my own review of Personnel regulations; D/Pers' Jun 81 expressed "priority considerations"; Admiral Turner's '80 package on Professional Selection Policy; Mancuso '79 proposal regarding OP Policy for Personnel Generalists; DD/PA&E Jun 80 paper on Cost of Evaluation Boards and Panels; various other miscellaneous papers, calls, etc.

b. While keeping a number of other projects going, coping with 5-4/9 and summer leave, we continued our efforts by sorting the items covered in the foregoing papers to determine where similarities of concern existed. Finding still a large number of diverse items, we did a further sorting to meld the various items into major program groupings. A fourth review revealed that many of the items already were being worked on in some fashion or another.

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c. We also attempted to use the Directorate Personnel Officers as a source to help solidify our perceptions that the items that seemed to stay on the surface were really of some concern to the management and people of the Agency. Disappointingly, that effort proved fruitless and we were back to using our own impression of all the items we had collected.

d. Our final effort to get a handle on the project was to do another sorting into groups based on our own perceptions:

(1) Studies management wants

(2) Studies we (the Staff) think Management should want but will have to be "sold"

(3) Papers we have done that can be updated periodically

(4) Items that staff members could take on as independent research studies

These various groups are outlined in the attachment.

3. Since step 2 of your paper, "plans to address," is related to action following the preliminary review and a determination that an item needs further action, we have not done an action plan to cover this step. The items listed in the attachment as those we believe Management is interested in can be studied to determine if there is a need to go further because of perceived potential Agency-wide impact. Most of the topics can be given a preliminary review involving only OP components but almost all will need some contact eventually outside of OP in order to determine the real need.

4. As you are aware, some of the topics that were mentioned in the various source documents, either have already been done or are in some stage of being done at the moment:

1.	The pay system	working
2.	Overseas incentives	suspended
3.	OP image	D/Pers working
4.	PAR system change	working
5.	Dual benefits	TPC action completed; en route to DDA
6.	Uniform precepts review	in final stages
7.	Spouse LWOP program	working major revision

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Others, we decided, would be beyond our capacity, or of marginal value at this point, or have already been studied to death:

1.	Minority hiring and upward mobility programs	We have an O/EEO who worries about this one
2.	Better ways to determine recruitment requirements	R&P and HRPS working this one
3.	Understaffing of the DDO	Don't really know what the problem is
4.	Need for uniform promotion schedule	Done
5.	Dual career tracks	Cannot determine needs at this point
6.	Individual benefits package	BSD doing something
7.	Clerical grade structure	Out of our bailiwick
8.	Average grade control and grade creep	Out of our bailiwick
9.	SPS pay	Out of our bailiwick
10.	Secretarial Pay	Out of our bailiwick
11.	Changes to CIARDS	Out of our bailiwick

5. With your agreement indicated on the attached, we will proceed with the preliminary review of those items we believe management is interested in. I assume we would want to inform the front office when our efforts will require input and time from people outside OP. Because much of the preliminary review centers around statistical data, there will be an obvious burden on [redacted] to work with us on these issues. To the extent that I can impose deadlines on them without creating a problem, I will do so but would appreciate some input from you as to your desires concerning the relative importance of the topics.

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ATTACHMENT

A. STUDIES MANAGEMENT WANTS (from various sources)

Priority

ITEM	INVOLVEMENT
1. Effectiveness of the Awards System	OP - preliminary statistical data; discussions with SP. Components eventually
STAT (5) APPROVE OP Portion: [ ]	DISAPPROVE OP Portion: _____
2. Value and use of Rotational Assignments	OP - preliminary statistical data Components and employees eventually
STAT (4) APPROVE OP Portion: [ ] see recent SPD/PPB report for starter	DISAPPROVE OP Portion: _____
3. Why "good" employees are leaving (Note: Some input will be available shortly on some "good" employees who left.)	OP - preliminary statistical data; exit interview reports review; file review; discussions with R&P and SP Components eventually
(2) STAT APPROVE OP Portion: [ ]	DISAPPROVE OP Portion: _____
4. Are we attracting and maintaining critical skills we need	OP - preliminary statistical hiring data; discussions with R&P + preliminary work done by HRPS Components eventually
(1) STAT APPROVE OP Portion: [ ]	DISAPPROVE OP Portion: _____
5. Assuring certain percentage of lateral input from private sector	OP - preliminary statistical data Components eventually
STAT (6) APPROVE OP Portion: [ ]	DISAPPROVE OP Portion: _____
6. Issues that develop from Precepts Study	OP - preliminary review
STAT (3) APPROVE: [ ]	DISAPPROVE: _____

I'd like to dove tail your 3 + 4 with the Consultant pay study which means you should have some preliminary work done by mid-January.

STAT Issue: for [ ]

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B. STUDIES MANAGEMENT SHOULD WANT BUT WILL HAVE TO BE "SOLD" ON

ITEM	INVOLVEMENT
1. Effectiveness of selection and training of managers yes - but check w/ OTE - believe some work has been done.	OP - development of "profile" of Agency manager OTE, components eventually
2. Cost effectiveness of the Personnel function yes - ~~1st~~ 3rd	OP - review of system and development of questions to be asked of Components eventually
3. Effectiveness and use of three-year trial period yes - 1st NEED FOR ENDUSE OF (11/12/81)	OP - preliminary statistical data; discussions with SAS Components eventually
4. [illegible] the CT Program need to know more about intent / purpose of study	OP - preliminary statistical data DDO particularly and other components eventually
5. Use/overuse of rehired annuitants yes 4th	OP - preliminary statistical data; discussions with R&P and CPD Components eventually
6. Use/abuse of PRAs yes 2nd	OP - preliminary statistical data

C. BRIEFING AND OTHER PAPERS TO REVIEW PERIODICALLY AND KEEP UPDATED

1. Employee Handbook yes annually	OP components
2. Personnel Management Handbook	OP
3. Comparison of Agency personnel practices with regular civil service yes as changes are indicated	OP; OPM and other contacts
4. Inman Project papers yes review at least each six months for currency	OP components

D. INDEPENDENT RESEARCH STUDIES TO BE PROPOSED BY STAFF AND APPROVED BY C/P&PS

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Examples:
1. New look at the Agency "middle" employee
2. Paternalism in the Agency
3. Long-term "careers" versus short-term "jobs"
4. Alternatives to the comparative evaluation/competitive promotion system
5. Specialists versus generalists
6. Effectiveness of the decentralized personnel management system
7. Options to "retirement"; "second careers" in the Agency

* Policy Agenda paper of Nov 80: "Will the Agency continue to need a junior officer training program? Will a program be required Agency-wide or just in specific areas? If so, how do we find the best persons for this program?"

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seductively appealing to keep adding refinements to the forecasting process. In this way it becomes easy to spend more time and money on a forecast than it is worth, or to be so busy in preparing the forecast that the opportunity for a timely decision is lost. The forecaster must frequently ask himself or herself whether the point of diminishing returns has been passed.

Useful. This is the ultimate test of any forecast. A forecast is like a map of the uncertain world of the future. If the decision-makers of your organization reject your map and strike out on their own, then the map-making exercise was a waste of time.

Forecasting in Perspective

Any forecast is obsolete the day after it is published. Why? Because the forecast was based on any number of assumptions about the organization and its environment, and they are constantly changing. No one wants to make important decisions on outdated information, so your forecast will either quickly fall into disuse, or you will be pressured to make a new forecast in response to each new decision that must be made. Recognizing this, it is important to channel your effort more toward building a responsive forecasting capability than toward making any particular forecast.

Although we don't give it much thought, manpower forecasting is being done frequently at every level of every organization. Managers are constantly making decisions that have future consequences; hiring, training, promoting, etc. Each of these decisions is based on some conscious or subconscious view of what the future will hold. In a sense, that's a forecast. I have tried to suggest how to make the forecasting process a little more informed, a little more objective, a little more systematic. □

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Richard B. Frantzreb is also editor and publisher of the *HRPlanning Newsletter.* He was a founding director of the Human Resource Planning Society, and he has written and spoken widely on the subject of human resource planning.

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