Approved For Release 2006/11/21 : CIA-RDP87-01146R000200080009-5

DD/A 80-0427/1

15 MAY 1980

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Security
Director of Training
Chief, Information Services Staff, DDA

FROM: Don I. Wortman
Deputy Director for Administration

SUBJECT: Planning in the Directorate

REFERENCE

1. I think it important that we bring into sharper focus, at my level, the several types of planning that we do in the Directorate. Having done this, I also think that we should go on and link our planning process with the Agency's budget process.

2. In bringing a sharper focus to our planning system, it seems to me that we need to do two things:

-- Introduce the concept of strategic objectives where they do not now exist; and

-- Integrate strategic objectives into our existing MBO process.

Strategic objectives are defined, for our purposes, to be:

> Those objectives that must be accomplished in order to assure that support services required by Directorate customers in the future will be available in a timely, responsive, and cost-effective manner.

Several of you are and have been working towards MBOs that meet this definition--others of you either are but not to a significant enough degree, or are not at all. I want to inject a greater degree of uniformity in the way we plan for the future. In the process I want us to identify, talk about, and agree on what it is we want to be during the period 1982-1986--in terms of the services we make available to our customers and how we go about getting there in a timely, responsive, and cost-effective manner.

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3. I ask each of you the same "strategic question":

> If we--the Administration Directorate--are to provide timely, responsive, and cost-effective support to our customers in the 1982-1986 time frame, what initiatives must we begin to plan for and implement--and at what cost--to ensure that we will have the requisite skills, usable technology, capacity, and organization in place and available when they are required?

It seems to me that your responses to this question are fundamental to our very being and therefore deserve our most thoughtful consideration. I recognize some of the dilemmas posed by this question, such as:

-- Our customers don't know what services they will need in the next two to seven years;

-- Our customers want everything available and then some; and

-- I and my customers agree on strategic objectives but budget decisions are not consistent with them, e.g., SKYLINK expansion.

Notwithstanding these and other difficulties, I think we need to take a good hard shot at stepping out of the present and taking the best look possible at what the near and mid-term future is going to look like, in terms of the services we provide and the manner in which we provide them, both quantitatively and qualitatively.

4. In addressing this "strategic question," we all need to make certain assumptions about the future. Each of you should work within the following assumptions, in addition to whatever other assumptions you require for your unique circumstances:

a. You will not have available more workyears--full-time permanent, temporary/part-time, indigenous, et al, than are presently available to you;

b. Nonpersonal services funds, in real purchasing power terms, will not increase more than 1 percent or so per year through 1985;

c. No reduction can be expected in the growth of demand for Directorate services; and

d. Support officers stationed in the foreign field will decrease at the rate of 5 percent per year, except for Communications personnel, who will decrease at the rate of 1 percent per year.

5. In responding to my question in paragraph 3 (i.e., the identification of your strategic objectives), I would ask that each of you provide at least the following information with each strategic objective identified:

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a. A statement of the objective;

b. All planning assumptions related to each objective;

c. The major organizational customer(s) associated with each objective;

d. The preliminary implementation date for the strategic objective; and

e. A preliminary estimate of workyear and nonpersonal services resources required, by year, to implement the strategic objective.

In instances where the strategic objectives you identify are currently MBOs, so indicate, but provide the above information anyway.

6. Upon receipt and review of all proposed strategic objectives, we will talk about and agree on those that are truly fundamental and identify them for reporting and tracking at the Directorate level. For each objective selected, you will then need to take a second and closer look at estimated costs and develop an implementation plan, complete with significant observable events, that I can track. This should be a reasonable straightforward process for your unilateral objectives. For joint strategic objectives, on the other hand--those in which more than one DDA office or another Agency component has a strong interest--you will need to coordinate your planning efforts so that, at the Directorate level, we are tracking one unified objective.

7. Once we have completed this effort, we will be using the quarterly MBO conferences to track two types of objectives:

-- Those that are current-interest in nature; and

-- Those that are strategic in nature.

Having linked both classes of objectives within the existing MBO process, we will go on to link these with a program evaluation program and further with the Agency's budget process. We will treat the implementing details later.

8. I will leave to each of you the development of and putting in place the office-level planning and tracking mechanisms necessary to ensure that you can report your progress and accomplishments--unilateral and joint--to me in a meaningful way. I will also expect that significant and continuing coordination will be effected between offices where joint interests have been identified.

9. Please submit the requested information to the Management Staff by 13 June 1980. [redacted] is available to discuss this subject with you as necessary. I anticipate that we will be working towards tracking Directorate strategic objectives during this fiscal year. STAT

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