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20 October 1982

MEMORANDUM FOR: Executive Director

INFO : Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Science and Technology
Director of Personnel
Comptroller
Inspector General

FROM : John H. Stein
Deputy Director for Operations

SUBJECT : Long-Range Planning Phase III Summary

REFERENCES : A. Executive Director's Memo of 14 October 1982
B. Summary Report for Phase III

1. The Directorate of Operations has only one serious problem with the products of the long-range planning process that have so far emerged. Your covering memorandum of 14 October notes that we are now getting close to real world decisions in our planning and notes that we are approaching a point at which we will be discussing personnel and dollar investments that do not now seem sustainable. While I agree that improvements in prioritization and allocation of resources, manpower selection, performance measurement, and cross-directorate coordination will all be essential to any enhancements of our capabilities, I believe that reaching levels of effectiveness demanded by the DCI's objectives will require investments that do not now seem possible.

2. In this light, the Planning Staff's Summary of the results of Phase III does include some seeming contradictions. The summary of implications notes that all of the Phase III studies place stress on qualitative improvements which would bring about improvements in Agency capabilities nearly independent of increases in personnel, advances in technical equipment or more equipment. Our view, however, is that qualitative improvements in the way the Agency and, certainly, the DO goes about its business can not be achieved without more people and money. Better tradecraft and counterintelligence are impossible without more people. The simple reality is that it takes more time to run good operations than sloppy operations. Better tradecraft requires more Operations Officers. Better cover also involves unavoidable requirements for increased personnel. Better cover means more cover work, which means less operational work, which means that more Operations Officers are needed to do a job under good cover

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than under sloppy cover. Improving relations with other Directorates, working more effectively with other Agencies, and, especially, training all involve increased investments in personnel. I believe strongly that we can not talk realistically of significant enhancements in capability that might come about indepently of significant increases in cost.

3. We believe strongly that creative thinking in the coming years will yield new and better ways to get by on what we've got. We're also convinced, however, that reaching the DCI's objectives for improved Agency performance will require more than creativity. That kind of progress just won't come cheap.

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PHASE IV -- PERSONNEL PLANNING FOR FY 1985-1990

EXECUTIVE SUMMARY

1. The Agency has experienced an unusually low attrition rate in comparison to other government agencies, but managers should anticipate increases in personnel turnover. The Agency will be affected by the worsening comparability of Federal pay and benefits compared to the private sector. The prospect of foreign service is no longer as attractive to applicants as it once was. The greater prevalence of two-income families is affecting selection of employer and ability to accept assignments that change location. Increasing portability of retirement and health benefits may "unlock" employees now committed to Agency or Federal careers to assure their benefits. The growth of Agency programs is creating an increasing requirement for employees with engineering/technical/ADP skills who function as specialists in an environment that still tends to encourage "generalists" and who have alternative employment opportunities.

2. These shifts will increase the replacement requirement in general, will increase the recruiting emphasis on hard-to-get categories, and may increase the ratio of applicants-in-process per EOD.

3. Under these circumstances, Agency management should continue to take positive steps to assure obtaining and retaining the quality and quantity of employees needed to perform its missions. To this end, it should further identify and enhance the genuine job satisfactions Agency emloyees can realize. It must also address those factors that may tend to detract from the attractiveness of Agency employment. Among the ways of doing this, it is necessary to act on pending proposals to keep Agency compensation competitive, and to consider additional measures such as: reviewing and upgrading the benefits package, being sure that employees are fully aware of their available benefits, examining a possible broadening of qualifying service for the Agency retirement system, further reducing the family disruptions from overseas assignments, devising new personnel management approaches that are appropriate to the growing use of specialists, and considering new approaches for the retention--even on a part-time basis--of experienced employees eligible for retirement. Many of the problems of overseas life are already receiving concentrated attention from management, and appropriate adjustments are being made to compensation, other benefits, and the provision of information to families. The impact of the prevalence of two-income families on hiring, assignment, and career management policies is substantial and will have further effect. By positive action in such matters, management can preserve the Agency as an ideal employer seeking and obtaining full and effective effort from its employees in a changing social and economic environment.

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4. As the Agency achieves its expansion, there should be emphasis on efficient and effective use of its expanded resource base. To this end, there should be a conscious effort to measure and prioritize workload, to establish where applicable productivity goals for managers and units, and to create incentives for managers to focus on productivity.

5. Even an expanded Agency cannot provide the resources to cover all contingencies. This need somehow to provide resources in a contingency has drawn attention to ways to provide a "surge" capability. From a personnel viewpoint, such resources should be provided on a timely basis, should possess adequate knowledge and skills to step into the assignment, and should be cleared or quickly clearable. Of the options, those that seem most attractive involve current use of retirees on a part-time basis (expandable to full time in a crisis), use of part-time employees on a job-sharing basis (also expandable to full time in a crisis), and tracking the current status of retirees with special skills and knowledges that might be useful in a contingency.

6. The impact of further expansion of the Agency on the Office of Personnel can be gauged in the two limiting situations, 1) an Agency held to [redacted] after FY 84 and 2) one expanding to [redacted] by the end of FY 92. The two situations have quite different impacts on the Office of Personnel, whose size is affected about 3/4 by changes in the size of the Agency and about 1/4 by changes in the size of the recruiting and processing effort. The present recruiting and processing effort is adequate to provide [redacted] full time permanent EODs a year.* This level is adequate to support expansion of the Agency to [redacted] by the end of FY 92 unless there is a major increase in attrition. If the Agency is held level after FY 84, a reduced level of EODs, on the order of 1000 a year, would be adequate and some reduction of the recruitment and processing effort would be possible, even allowing for an increase in the ratio of applicants in process per EOD. (S)

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7. With consideration of these factors and the impact of the alternative Agency sizes on personnel workload, it is estimated that the Agency projection of [redacted] would require only an increase of 40 above the present Office ceiling of [redacted] The projection of [redacted] would require an increase of 94. (S)

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8. The prospective sharp rise in Agency strength in FY 84 is a special case that cannot be accommodated with the present resource base in the Office for applicant processing.

9. In addition to these increases in the central Office of Personnel, there would be an increase in the number of personnel officers assigned to the components roughly proportionate to the increase in Agency size. To accommodate the necessary training of such officers, the Office of Personnel should have a development complement that would be in addition to the strength level required for central functions.

*An emphasis on job-sharing would increase the recruiting effort for part-timers significantly, however.

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10. There is a need to augment the budget of the Office of Personnel for non-personnel items, such as ADP support, office equipment, applicant travel, advertising, and R&D into new planning methodologies and statistical support for legal cases. Improved space arrangement, remedying the present dispersion of the Office, would increase the effectiveness of applicant processing, and would be absolutely necessary in the event of any further expansion of the Office.

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I. The Changing Environment

A. The Way It Is

1. The Agency was created in the determination that in the nuclear age the United States must never be subjected to a "Pearl Harbor." This early charter dictated a strong emphasis on collection and analytic capabilities that would support the warning and alert function. With the passage of time, the United States found itself in a very complex world with multiple power centers. On a recurring basis, the policy-makers faced military, political, and economic decisions that had to be made with incomplete information. New and difficult tasks were laid on the Agency. The early preoccupation with the Soviet Union and the Peoples Republic of China became diffused with concerns for the Middle East, Southeast Asia, and competing industrial powers. Highly advanced technical collection systems were developed, producing masses of information to be processed. Advances in data processing made possible major improvements in data storage and retrieval and in systematic analysis. There were corresponding changes in the Agency's occupational structure that affected recruiting and training. The demand for employees with scientific-technical skills rose and is rising. The Agency's training capabilities also changed to provide those skills that could not be obtained from outside or to provide new skills for employees in the old cast.

2. Despite these changes, the original concept of a career personnel system has persisted, with emphasis on the word career. Employees were hired for their career capabilities as well as their immediate skills, a modified rank-in-the-person system was adapted from the military counterpart, an orderly promotion progression was sought, employees were trained and cross-trained as generalists with periodic reassignments to contribute to well-roundedness, and a generous package of benefits and services upheld employee loyalty.

3. The proof of the system has been remarkably low attrition rates, even for technical and scientific personnel. The "normal" rate has been on the order of 7 percent for all categories of personnel and as recently as FY 1981, the rate dropped to4 percent. Rates this low ease the recruitment problem but complicate accommodating requirements for new skills. Low turnover also signifies better security because of a lesser number of employees with access to classified information.

4. This halcyon condition is likely to change in ways that will become apparent as soon as general economic conditions improve.

B. The Way It Is Changing

1. Within five years it may be relatively more difficult for the Agency to attract and to hold employees. The causes for this can be enumerated. Something can be done about some of them, if early action is taken. It is possible, however, that the current personnel system must be changed. For example, it is likely that the Agency may have to adapt to greater flow-through.

2. The following factors could make it more difficult to attract and to keep employees:

   a. The Federal career is becoming less attractive than it was in the past. Federal reductions have weakened the perception of job security. Pay compression and pay lids seem a way of life. The costs of benefits to the employee have risen and the value of benefits has been reduced. Uncertainties abound as to what retirement benefits the employee can expect when finally ready to retire. The Federal government has not gone as far as the private sector in providing tax avoidance or deferment for compensation and benefits.

   b. Existing employees will be less "locked in." Currently retirement plans and health benefits are not portable and this has facilitated the retention of the employee with five years or more service. The extension of Medicare and Individual Retirement Plans to Federal employees will increase the portability of key benefits and make it less of a sacrifice to resign to enter the private sector.

   c. In the past, the disruptions of serving overseas were compensated by a higher standard of living and a generally positive foreign attitude toward Americans. However, the increasing devaluation of the U.S. dollar and a spreading adverse, or even militant, attitude toward Americans are making it more difficult to recruit people for work overseas and to assign existing employees.

   d. The growing prevalence of the two-income family affects assignment and even retention. The Agency already is seeing the impact on overseas and domestic assignments. The retention of employees can be affected by the reassignment of an "outside" spouse. Circumstances leading to the resignation of an Agency employee may also lead to the resignation of a spouse who works for the Agency. (Double separations have been a recent phenomenon).

   e. The growth of dual Agency careers for Agency employees and their spouses presents special problems. The increased numbers of qualified women in skilled Agency positions increases the likelihood of both spouses of a married couple having careers in the Agency. The growth of this phenomenon is presenting the Agency with problems involving dual

assignments overseas, separated tours, or the preservation of the dormant career of an accompanying spouse. These challenges can only be expected to increase in future years.

f. Changing societal values are resulting in changes in the values of today's employees when compared to employees hired in past years. Employees are now more likely to question the desirability of assignments than they were in past years. These questions involve not only career issues but domestic circumstances. Family satisfaction with facilities and services is now a much bigger issue in assignments involving relocations. As a result of these changes, the Agency will be increasingly faced with meeting employee demands for career satisfaction as well as family support in accomplishing employee reassignments.

g. Despite the growing need for specialized skills, specialists may have difficulty competing with generalists for assignments and promotions. This affects retention. It also affects the outside perception of the Agency as a good place to work, because the word circulates, especially in professional circles. Skills must be utilized well and performance recognized adequately.

h. With changes in social customs and values, the Agency may have to spend relatively more resources to find qualified applicants who meet our security and medical standards.

i. Once the Agency's buildup stops, promotion rates inevitably will drop. Employees may find that promotions do not meet their expectation.

j. The new Federal emphasis on discouraging early retirement, a discouraging environment for second careers, and growing pressure to permit workers to work as long as they are capable will all have the effect of raising the average retirement age for Agency employees. This in turn, by reducing retirements, will reduce the promotion rate. Disappointed employees may seek alternative employment. It is thus quite possible that retirement rates may stay low while resignation rates rise.

k. Technical-scientific skills will figure prominently in the Agency recruiting requirement, but outside competition will be intense.

l. The Agency may find significant numbers of resignations from the current crop of new employees. This assumes that the Agency may not have been the first preference for some of them. When economic conditions improve, and the preferred jobs become available, they may leave. Along similar reasoning, there may be some mismatches between new employees

and their current assignments if the assignment was viewed as a "foot-in-the-door." These are significant problems for a system which attempts to match individual skills and job requirements.

3. On the other hand, there also are some factors that are favorable:

   a. By using the DCI authorities and obtaining requisite funding, it is possible to improve the Agency's competitiveness for the kinds of employee desired.

   b. The public perception of the Agency has been improving.

   c. With the improving resource picture, the Agency need not give the image of a declining Agency.

   d. There is a potential skill reservoir in our large retiree population.

   e. Historically, Agency employees have recognized the need for high selection and performance standards in the Agency and have felt recompensed by compensation, benefits, and job satisfaction.

4. In a later section, there will be consideration of some possible management actions to deal with the anticipated situation.

C. Significance of Unlocked Employees

1. Of all the anticipated developments, the one with the most significance for personnel policy is the unlocking of our employees.

2. For 35 years, the Agency has benefited from a unique situation in which it could recruit and hold employees on a career basis. This has caused an unusually low attrition rate and correspondingly held down the costs of staffing. The career prospects have been sufficiently bright for young applicants, looking at excellent benefits and services, that they would put up with the long clearance and processing period before entering on duty.

3. Once aboard, the system basically worked to lock the employee in with a superior benefits package, especially retirement benefits, that was not "portable" to employment elsewhere, especially outside of Federal employment. After 5 years or so, the employee was so committed to a non-portable retirement system that the annual attrition rate dropped to two percent a year or less, and much of that attrition occurred as transfer to other government agencies. With such a stable and committed labor force, the Agency could retain policies such as unpaid overtime, more-or-less directed assignment, and security reinvestigations.

4. Many things are happening now that will unlock the employees. These already have been itemized in the opening section. In summary, outside employment, when available, may be increasing in relative attractiveness because of the deterioration of the Federal benefits package. Some of the more significant benefits--retirement and health insurance--are being made more portable, which decreases the loss to the employee upon resignation. Thus Federal employees are being brought under Medicare, which is portable, and eventually perhaps Social Security. They now have been granted the right to establish Individual Retirement Plan accounts, which are fully portable and provide important supplementary income upon retirement. Our employees will feel less locked in to Federal and Agency benefits and more free to pursue career opportunities outside the Agency.

5. The projection of the Agency's future skill mix shows that it will be making more use of employees with specialized skills, especially in the technical, scientific, ADP, and professional fields. Such people may be more interested in professional career paths than an Agency career path, if not locked in. As a result, we may see more movement in and out of the Agency and less emphasis upon Agency careers, except for operations officers, certain types of support functions, and a core of managers.

6. The management implications could be significant. Applicant processing must be speeded up or we will find applicants less willing to wait. The screening criteria will be modified. Benefits must be made competitive with the private sector, or we will not attract and hold employees. Employees will be less patient with what are perceived as arbitrary management practices. Such practices should be identified and modified. More specialists will be hired and fewer generalists, reducing flexibility in assignment but increasing movement in and out of the Agency. Managers will become even more personally involved in good personnel practices to attract and retain effective employees.

D. Management Actions

1. Review and upgrade the Agency's benefits package.

2. Inform employees fully of their available benefits.

3. Keep Agency compensation competitive, including the upper grades (which will be no more locked in than the lower grades). The current proposal for an alternative compensation system is an important step.

4. Develop improved performance awards system.

5. Examine a possible broadening of qualifying service for the Agency retirement system.

6. Lengthen overseas tours, except for hardship posts, and reduce number of disrupting moves.

7. Accept a greater degree of mobility in and out of Agency. Tie promotions to acquisition of skills, abilities, and responsibilities, not time-in-grade. Hire some specialists on basis of skills, not career potential, except in designated career fields.

8. Develop part-time work options for older employees not yet ready for full retirement. This creates headroom for promotion but retains skills. Such employees may even return to old--and needed--specialties. The Russian-reading manager might return to research on the Soviet Union, for instance. The part-time employee would have time available for home activities and new interests.

9. Management of specialists will take a special corps of cross-trained managers. Some will be needed at the Agency level (cross-trained in production, collection, and administration) and at the major functional levels (such as personnel managers cross-trained in personnel administration, personnel data base, planning, and quantitative analysis).

10. Management should strive to preserve the Agency's very special environment that demands much and receives much from employees in return for a perception of the Agency as an employer that is aware of the unique problems faced by its employees, makes an extra effort on their behalf, and enhances job satisfactions. Among the vital ingredients in this relationship are the feelings of teamwork, accomplishment, worth, and organizational vitality.

II. Productivity

A. Improved productivity would reduce the number of employees required to accomplish a specified task, and thus would influence personnel planning. Of necessity, the responsibility for improving productivity is a key managerial responsibility that must be levied on all managers. The Comptroller's Office, which is concerned with programming and budgeting the use of resources, assumes a coordinating role in the drive for improved productivity. The Office of Personnel audits organizational use of personnel resources and frequently makes recommendations that might improve productivity through improved allocation of responsibility.

B. The Agency's budget is quite people-intensive, with personal services taking 50-60 percent of the budget, so it is obvious that productivity improvement would have a significant effect on outlays. Previous studies have indicated that large portions of the Agency's work are amenable to workload measurement so that productivity might be tracked. Other portions are qualitative, less subject to measurement,

while some of the Agency's deployment of resources is necessarily of the watch and wait variety, where there may be little relation between personnel inputs and any tangible output. (S)

C. In recent years, there has been a strong tendency for automation to replace the more routine tasks. This is especially true in the information handling field. In the near future, it is expected that there will be more movement toward the "electronic office" with corresponding changes in the use of secretaries and typists.

D. Such trends have many implications for management. Some are:

1. Make a deliberate effort, to take a systematic look at Agency operations, to identify target areas for productivity enhancement, to apply existing technology and sound management, and to budget the necessary resources.

2. Emphasize the importance of including specific productivity goals in the Advanced Work Plans of managers.

3. Develop and apply productivity measures where relevant.

4. Develop deployment strategies that will enhance productivity. For example, retirees might work part-time on topics or geographic areas that must be monitored but currently are not of great policy interest.

5. Create incentives for managers to focus on productivity. The system now tends to work against the manager who does more with less. If the unit is smaller, it may work against the grade call on the manager's position. Conversely, the manager who is expanding the unit may receive a higher grade call. Provide special recognition (promotion, awards) for managers who improve productivity.

III. The Surge Capability Problem

A. The surge capability problem is a special aspect of the basic deployment problem. Suppose that a crisis or a change of policy dictates a rapid buildup in some kind of capability (production, collection, R&D, covert action...). With consideration of the length of time it normally takes to recruit and train an employee, what alternatives exist?

B. Shift existing employees. This provides the most rapid response, especially if the employees are already cross-trained. There may not be enough of them and it may not be desirable to leave their previous functions uncovered.

C. Call up "reservists." This borrows from the military concept, and like the military case, assumes there will be a minimal mobilization period. In the military case, the skills are of the kind that can be

refreshed with periodic updates. In the intelligence case, the skills are more complex and the "reservist" probably would be a retiree with updated clearances and update briefings in some specialty field.

D. Build the capability. Recruit and train employees either for the built-up capability or to fill in behind existing employees who are reassigned to provide the capability. This is a relatively lengthy process that would be too slow for most "surge" situations.

E. Identify, monitor, and call-up specific retirees with needed skills. Many of our retirees move on to new careers in business, academic life, travel, and trade. They establish valuable contacts and may even develop additional language skills and geographic knowledge. Many work for think tanks and have other employments that require current security clearance. Some of them might even be encouraged to form corporations that would do contract work for government and business in the fields of country surveys, risk assessment, trade analysis, international travel and seminars. A system could be established to keep track of the current activities of retirees, necessarily with their permission, so that they might be called on in the event of special need. There would be many problems in such a system, but they may be capable of resolution. How could the Agency be sure that the desired people would be made available at the proper time? Would it have to control the corporations? Would it have to fund the corporations? Would it be able to make the corporations competitive with outside think tanks in compensation and benefits for retirees? If such questions cannot be resolved, the fall-back system is simply to deal with individual retirees, one-on-one. This presumes a rather complete data system on them, their current employment and specialty, and their current clearances.

F. Use retirees as much as warranted as part-time employees. In a crisis, they probably would be available on a full-time basis.

G. A relatively recent development in part-time employment known as "job sharing" may offer some assistance in providing surge capability, as well as helping the Agency to retain greater numbers of employees with current, valuable skills. Essentially, job sharing is an arrangement that allows a team of two employees to occupy one full-time position. Many companies have found that allowing employees to job share has tapped an additional pool of skilled employees who can't or won't work regularly on a full-time basis. Normally, a job sharing team will increase productivity by covering for each other during required absences. In addition, they provide a resource for additional work on a short term basis. Job sharing tends to provide more continuity through ensuring that a lost team member can be covered by expanding the hours of the remaining member who can also ensure adequate training for a new team member. It would appear that an assertive move by the Agency into the job sharing market would provide the Agency with an appreciable surge capability, in addition to other benefits. The question that must be answered is whether the benefits of job sharing are worth the added recruitment and screening efforts, as well as the additional time and effort devoted to PARs, pay, and other administrative support.

H. Of the options, the most attractive would be those related to tracking the current occupations of our retirees, related to using retirees on a part-time basis, and job-sharing.

I. Development of surge capability is likely to be expensive, whichever option is employed. For that reason, the surge areas should be carefully defined and focused.

IV. The Resource Picture for Office of Personnel

A. Workload Considerations

1. The workload of the Office of Personnel is primarily affected by change in the size of the total employee population that is served and by changes in the annual level of EODs that is required for replacement and strength augmentation. About three-fourths of the Office relates to the first factor and about one-fourth to the second.

2. The material for the ten-year plan indicates strength requirements between [redacted] With reference to current strength, [redacted] on 30 September 1982, these are increases of 11 percent or 26 percent respectively. (S) 25X1 25X1

3. The current level of recruiting and processing capability supports an EOD level of [redacted] annually. If a strength of [redacted] is reached by the end of FY 84 and maintained at that level thereafter, the requisite EOD level after FY 84 would be approximately [redacted] a year for replacement purposes only. This would be a 29-33 percent drop from the current level. Because the ratio of applicants to EODs is expected to increase, the applicant processing load might fall a lesser amount, 20-25 percent. (S) 25X1 25X1 25X1

4. Reaching a ceiling of [redacted] by the end of FY 92 would require annual EODs of 1400 or so, roughly the present level. With consideration of an increase in the ratio of applicants to EODs, the applicant processing load might increase slightly but would not fall. (S) 25X1

5. The Phase III contributions make it evident that the expansion would feature a disproportionately high increase in engineering/technical/ADP personnel. These are traditionally hard-to-get categories, so the recruiting task will be more difficult.

6. Operations Officer Career Trainees have required a substantial recruiting and processing effort. Under the projected plans, the major DDO augmentation would slacken somewhat after FY 84 and the resulting CT requirement, even if the Agency continued to expand, could be accommodated within existing capacity. The projected

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sharp increase in strength in FY 84 also would affect CT requirements and is a problem that will be discussed in the more general context.

7. It will be necessary to monitor closely trends in attrition. In the earlier discussion, it was suggested that the attrition rate may increase as part of a general trend tied into the decreasing attractiveness of Federal careers and greater portability of benefits, with the consequence of "unlocking" employees. Any substantial increase in outflow would impact on the workload of the Office of Personnel by increasing replacement requirements, and there would be additional impact should there be an increase in the difficulty of attracting qualified applicants who meet security and medical criteria.

B. Resource Considerations

1. If the Agency strength is held to [redacted] after FY 84, the Office of Personnel would require an increase of ceiling of 40, which is only 10 more than the present strength (that is, [redacted] Though Agency strength would be 11 percent higher, a lower level of recruiting and placement would permit some offsets to support higher levels of effort on personnel actions, records, counseling, and employee services. (S) 25X1 25X1

2. If Agency strength is to climb to [redacted] by FY 92, a 20 percent growth of strength in the Office of Personnel would be required to support an Agency 26 percent larger, and no offsets would be possible from the recruiting and placement side. This means an Office of [redacted] 64 larger than at present but 94 above current ceiling. This compares to [redacted] in FY 68, when Agency strength in full-time permanent personnel was [redacted] and there was less requirement than now for evaluation, counseling, retirement services, policy and planning, and record keeping.* (S) 25X1 25X1 25X1 25X1

3. If the projected Agency increase of some [redacted] holds for FY 84, there will be a one-year problem for the Office of Personnel, which must somehow staff for a significant one-year rise in personnel activities (especially applicant processing) that will not be sustained in subsequent years. Full staffing to meet this challenge would result in an Office overstaffed for subsequent years. Understaffing would endanger meeting the FY 84 target for the Agency. Some form of temporary buildup, perhaps through temporary details, seems required. (S) 25X1

4. There will be a need to increase the portion of the OP budget for non-personnel items, such as ADP support, office equipment, 25X1

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applicant travel, advertising, and R&D into new methodologies. Within the planning period, it will be necessary to upgrade or replace the PERSIGN and related data base systems and to enlarge the field of data elements recorded on-line and in electronic storage. Data support to OGC in conjunction with employee litigation has burgeoned and will continue to increase. Additional analytic methodologies will be required by management to monitor hiring and promotion practices. Some R&D funding for the development of such methodologies will be required. The current drive to provide decentralized access (read-only) to the central data base will have future budgetary implications and will affect the skills required of personnel officers.

5. The prospects for continued expansion of the Office of Personnel and the requirements of efficient applicant processing and staff support to the Director of Personnel focus attention on the need for better space arrangements for the Office, which now is split geographically between Headquarters and Rosslyn.

6. In addition to these increases in the central Office of Personnel, there would be an increase in the number of personnel officers assigned to the components roughly proportionate to the increase in Agency size. To accommodate the necessary training of such officers, the Office of Personnel should have a development complement that would be in addition to the strength level required for central functions.

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