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DDA 80-2655

9 DEC 1980

MEMORANDUM FOR: General Counsel

25X1 FROM: [redacted]
D/SSA/DDA

SUBJECT: Rental Allowances for Assignees to
25X1 [redacted] (U)

25X1 REFERENCE: [redacted] Memorandum 1022-80, dated 5 December 80

1. This Office is coordinating a review of housing and transfer costs incurred by assignees to [redacted] 25X1 locations where the cost of buying or renting a residence appears to be well in excess of the costs associated with the same type of transactions performed in Washington. The review includes a cost-of-living survey to be performed by a representative from the Office of Logistics in early January 1981. (U)

2. It would appear from the ever growing evidence that some form of housing allowance for assignees [redacted] 25X1
25X1 [redacted] may well be the only answer to our current quandary. (C)

3. It would be appreciated if you could advise this Office if any legal restrictions exist to adopting this proposed course of action. Since the survey is tentatively scheduled to be performed within the next month, it would be most useful if we were to receive your opinion before the survey is begun. (U)

[redacted] 25X1

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WARNING NOTICE
INTELLIGENCE SOURCES
AND METHODS INVOLVED

[redacted]

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Enhancement of Agency Prestige and Morale

Establish a formal "Intelligence Service", analogous to the Foreign Service but separate and distinct from both the FS and most importantly from the Civil Service or "GS" concept in its structure, professional requirements, career pattern and compensation.

Creation of a formal Intelligence Service (IS) would necessarily be preceded by a complete and detailed review (or "classification study") of Agency positions, [redacted] professional and clerical, using as a base standards developed from OPM or Civil Service type job standards amended to reflect Agency environments and product. Such a review and valuation of Agency positions would have to be established against base standards for OPM or CS standards but extend beyond them and encompass a total IS package. An internal review based on internal standards would fail to meet the purpose of such a review as the internal review compares positions internally without comparison against other Government agency positions and without taking into account the unique environment of the Agency as compared to other Government agencies. 25X1

Such a study should provide the basis for creation of an IS structure separate from the GS structure but avoiding the negative elements of the FS structure - [redacted] At the same time, the IS structure should be designed to allow for movement between [redacted] environments without the dislocations of separate pay scales or career paths. This could be accomplished by

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general up-grading of overseas positions and an allowance package tailored to the IS environment rather than borrowed from Government-wide applications.

Recruitment, career tracks, professional education and training, and compensation would be developed as complete packages geared to the unique Intelligence Service career field. Accomplishments and rewards, material and psychic, would be couched within the confines of a unique profession and competition of the professional elite rather than as a function of a bureaucracy.

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Reestablishing the "Prestige" of Agency Employment

1. Define the unique role that the Agency plays in providing essential intelligence to the President and establish a continuing program at both the Agency and Directorate levels to inform all employees of their contributions to the achievement of the Agency's goals.

2. Review the current Agency employment structure vis-a-vis the rest of the Government to evaluate the benefits of devising a separate "Intelligence Service" to reflect the uniqueness of Agency employment and to reward employees for the sacrifices that they make over the course of their careers. Such a service could be compensated on a different schedule than the GS, it could be provided allowances at different rates than the rest of the government, and it could be administered in accordance with guidelines established by Agency management rather than following existing OPM rules and regulations.

3. There seems to be a polarization developing within the Agency between those who serve overseas and those who do not. Contributing to this is the feeling by many employees that those who serve overseas are not as well off financially as are those serving domestically. This results from a combination of misinformation at the Headquarters level as well as a lack of information overseas. To aid in alleviating this situation, it is recommended that an "Overseas Service Information Office" be established. The information provided by this office should

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be broader in scope than the information provided by the various

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family liaison offices found throughout the Agency. Potential subjects are:

A. Real estate environment in the D.C. area.

B. Current money market rates and other investment possibilities.

C. Tax implications of overseas service and periodic notification of changes to tax laws.

D. Employment opportunities for spouses accompanying employees overseas or returning to Headquarters after serving overseas and for employees who resign or retire overseas and who plan to return to the Headquarters area.

E. Any other topics of interest to those going to or serving overseas. Provide employees with the opportunity to raise questions through an informal method of communications and to receive answers through the same channels.

4. Review the requirements for filling [redacted] slots 25X1

25X1 [redacted] and devise a separate [redacted] pay scale 25X1

25X1 or scales [redacted] if such a scheme will assist in filling those slots which have proved difficult to fill.

5. Selectively recruit from outside the Agency a targeted number of senior and mid-level managers to ensure a continuing access to differing managerial ideas and styles. Sponsor a targeted number of Agency managers in non-governmental management seminars to aid in this process.

6. Encourage inter-office and inter-directorate tours of duty as one method of improving intra-Agency communications.

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7. Develop definitive guidelines to aid clericals wishing to convert to professional status to identify that course of action most suited to their career plans and needs.

8. Devise a "Secretary of the Month" award for each of the directorates and publicize the awards in the monthly "Notes from the Director".

9. Develop an educational program intended to combat the perception that standards for employment with the Agency are being lowered to meet quotas established for certain categories of employees. If standards have been lowered, publicize the rationale for establishing new standards.

10. Encourage the use of non-monetary awards as forms of recognition. For example, an employee who is given an award for an outstanding performance might also be awarded a reserved parking space for a certain period of time. At the Directorate level, it would seem to be beneficial to give better publicity to awards like unit citations.

11. Encourage managers, particularly super-grades, to make more use of the personal touch to show that they care about those who are subordinate to them. For example, some managers might find it beneficial to visit components for which they are responsible more frequently than their annual Christmas walk-through.

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OVERSEAS INCENTIVES

1. COMPARABILITY

Review and grant those benefits contained in the Foreign Service Act of 1980 or other extant State benefits.

2. EQUALIZATION ALLOWANCE

Establish an Equalization Allowance for those individuals not receiving diplomatic privileges (e.g., Diplomatic discounts, gasoline purchase, etc).

3. HOME LEAVE DIFFERENCES - [illegible]

Allow personnel to take advantage of home leave entitlements.

4. ANNUAL LEAVE

Allow overseas personnel to carry the amount of annual leave they have on the books at the time of their PCS transfer (to CONUS) whether or not this amount exceeds 360 hours.

5. PCS INCIDENTIAL EXPENSE ALLOWANCE

Allow a one-time, non-accountable payment to cover incidential expenses (e.g., food stuffs that cannot be shipped, liquors, crockery breakage).

6. POV EXPENSES

(a) Reimburse employees for expenses to their POVs that would not have occurred had they not been assigned overseas (e.g., port release fees, light replacement, repaint, etc.)

(b) Reimburse employees for losses suffered whenever he/she is forced to sell their POV to purchase or modify a particular type vehicle due to host country regulations.

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7. CAR RENTAL

Allow car rental for period between POV shipment and PCS departure.

8. ANNUAL LEAVE

(a) Don't charge annual leave if an employee wishes to deliver or pickup his/her POV from port delivery service.

(b) Don't charge annual leave for:

(1) Pack out days (HHE)

(2) Air Freight pickup or delivery

9. OPS SUPPORT ASSISTANTS

Review possibility of establishing Headquarters positions for Ops Support Assistants.

10. KINDERGARDEN EXPENSES

Allow kindergarden expenses if host country school systems require this for 1st grade attendance.

GENERAL

Housing - All aspects

PCS Travel - All aspects (TPC)

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Incentives for Serving Overseas

Suggestions for discussion:

- Increase temporary lodging allowances.
- Increase HHE shipment allowances.
- Provide major appliances to families at all overseas posts.
- Authorize car rental after PCS arrival.
- Authorize payment for physical security items.
- Liberalize R&R trips to provide the option to return to the U.S.
- Liberalize R&R benefits in general by expanding this entitlement to more posts.
- Provide greater opportunities for spouses to work overseas.
- Award more Unit Citations and individual awards for work performed during crisis situations.
- Select individuals for overseas assignment where promotion opportunities are available through position headroom.

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