

*FILE-NIO  
STAFFING*

25 September 1974

MEMORANDUM FOR: Director of Personnel

SUBJECT : Slotting Pattern Within the NIO Structure

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Your colleague, [ ] recently discussed with me the attached Office of Personnel recommendations on supergrade position slots within my office. Before this exercise gets set in concrete, I would like to offer some comments, with the request that they be given careful attention:

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1. There is, obviously, no problem with positions [ ] -- the actual NIO's who are slotted as GS-18's. This is the DCI's wish and conforms to his instructions.

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2. If the rank numbering has any significance, I would change the order of what your list carries as positions [ ] These should be listed as follows:

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- Executive Assistant [ ]
- Chief, Publications Branch [ ]
- Assistant NIO;
- Assistant NIO.

3. I have problems with your proposed downgrading of the Executive Assistant slot from GS-17 to GS-16. The title is simply that, a handy label which bears little relationship to the range of actual duties involved. These fall into three broad categories:

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E-2, IMPDET

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(a) I do not have a permanent deputy, partly because I was trying to save a GS-18 position and partly because my own work style makes it difficult for me to split up the responsibilities for which I feel personally accountable to the DCI. Instead, I adopted the practice of rotating the deputyship among the NIO's at 60-day intervals -- to enhance the spirit of collegiality within this organization and to spread around, whenever I am absent, some of the participatory aspects of my duties such as attending the DCI's daily Executive Committee meeting. This improves morale, gives the individual NIO's a greater sense of participation in the total work of the office, and has proven a useful procedure in many respects. I am able to handle matters this way because the so-called "Executive Assistant" in fact performs most of the continuing functions that a deputy would perform if the latter office existed.

(b) The Executive Assistant serves as this office's spokesman on and coordinator of a variety of problems and matters that cut across the whole structure. He is, for example, the member of this office who deals on SIGINT matters across the board, imagery matters across the board and other similar matters which are no single NIO's responsibility but affect the work of us all. It is to the Executive Assistant that COMIREX or the USIB SIGINT Committee turns in the first instance when either has general matters to raise with this office, as opposed to specific points falling within the geographic or functional province of a single NIO.

(c) The Executive Assistant also performs the duties which that title normally encompasses, namely the continuing supervision of the nuts and bolts details of operating an office. These details are particularly important in this office, given its size, the broad nature of the NIO's responsibilities and the fact that all of the latter are senior officers who serve, individually, as the DCI's representatives and legates in their respective areas.

(d) Given the range and importance of the responsibilities encompassed in this "Executive Assistant" position, I believe quite strongly that the position should remain slotted at the GS-17 level and not be downgraded to GS-16. The rationale for carrying it at the GS-17 level when the office was first set up still exists and has been reinforced by the fact that the responsibilities of the position now go considerably beyond even those initially envisaged when the original staffing pattern of the NIO structure was established in the fall of 1973.

4. I also question the equity of continuing to carry the position of the chief of the Publications Branch at the GS-16 level, even though that was the slot assigned in this office's original staffing pattern. Its incumbent is responsible, among other things, for the preparation of all of the DCI's briefings: to Congress and various committees thereof, to the WSAG, to the 40 Committee, to the DPRC, to the SRG and to the NSC itself. These were the responsibilities carried by the position when it was charged against the OCI Table of Organization and what actually happened was that, in effect, the position and its slot simply moved from OCI's T/O to ours. Its incumbent has all of the responsibilities for which a GS-16 was originally assigned (in OCI), but since coming to this staff he has acquired a number of additional responsibilities never envisaged or assigned in this position's former (OCI) incarnation. He is now responsible, for example, for the final editorial review of all National Estimates, all memoranda of any type produced under the aegis of the NIO structure, the final language of the Key Intelligence Questions, the strategy assessments and year-end reviews of each KIQ, etc., etc. Given the quantum increase in the responsibilities of this position since it was moved here from OCI, I feel a one-step increase in its assigned slot -- i.e., to GS-17 -- is more than warranted.

5. With respect to the two Assistant NIO positions you listed at the GS-16 level, I have no quarrel provided it is understood that these are, in effect,

"free" positions not necessarily assigned to any given account. In point of fact, at this writing, the assignments should properly go to the Assistant NIO for Economics (who is in effect also the NIO for Energy) and the Assistant NIO for Strategic Programs (who is the acting NIO for weeks at a stretch when Mr. Stoertz [redacted])

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Nonetheless, for reasons of managerial flexibility, I would prefer not to lock these two supergrade slots to those two positions. Though the Assistant NIO's are basically slotted at the 15 level, we will always have a justification for making one or two exceptions and it is proper for this fact to be recognized in our approved staffing pattern. The essential element of flexibility should be preserved, however, by not specifically identifying which two Assistant NIO positions will warrant supergrades at any given moment in time.

[redacted]

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George A. Carver, Jr.

Deputy for National Intelligence Officers

Att

cc: AO/DCE✓

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