

DDA Management Conference
September 27, 1974 - September 29, 1974

Opening

The conference opened with Mr. Blake delivering a dissertation upon his philosophy of the operation of the Deputy Directorate for Administration. In the course of this sharing of thoughts, he noted that the two major problems which face the Directorate, in his opinion, were those dealing with planning and personnel. He stressed the need for the office directors to think constructively but not defensively. He noted that he wanted to deal with the Directorate as a corporate body, stressing candor and constructive thinking. He then discussed the mutually supportive roles of the Agency, the Directorate, and the Office. Mr. Blake stressed the fact that he wanted to come away from this conference with something of substance accomplished in the areas of planning and personnel. He closed with four major points:

1. That the Directorate has been reacting, not leading, in the field of administration and that he wanted this Directorate to be innovative and exert leadership in this field.
2. Up to now, the Directorate had been an unfocused one. He wants to develop a corporate sense with a strong interrelationship among the offices.
3. He stressed informal acquisition of knowledge and making the product of this informal acquisition available throughout the Directorate.
4. He wanted no self protective organizations to be established by the office directors.

Planning

The sessions of 28 September 1974 were opened by a discussion from Mr. McMahon dealing with long-range planning. His take up points were the five year forward financial planning mechanism established by the Congressional Budget Reform Act of 1974 and the Perspectives of Intelligence - 1975 - 1980. He noted that this latter serves as a road map for the future with planning mechanisms serving to get us through the road map. At the same time, he stressed that we could lock ourselves into five-year projections; any planning mechanism must have some flexibility in it. Mr. McMahon noted that he is anxious to devise a DDA planning mechanism which looks outward to the individual office impact upon other offices second to other directorates. For this reason, he sees the need to establish a mechanism for the visibility of common problems. Such a mechanism would not involve itself in all items of day-to-day operation, but rather would pick those major problems and issues and track those against the five-year plan. To do this, there must be a personal involvement of office directors in the planning process. He noted the need to emphasize the development of people and the importance of the PDP in this regard. Mr. Blake then elaborated on Mr. McMahon's comments and noted that there is no intent to force planning down from the directorate level to the office level. He stated that the first responsibility is to identify the need for planning. Secondly, how will we work together. Thirdly, what will be the structure of the mechanism. And then fourthly, to establish a general frame of reference to tie together interoffice problems. The element of the planning mechanisms is to: determine what demands will place upon us; how do we identify these demands; imperical evidence, experience factors, general guidance, and observations of trends. As a result of the implementation of a planning mechanism, we will have a means of better evaluating the priority competition for resources. In those instances where more than one office is going to be involved in a resource problem, we will be better able to relate the activities and roles of the subsidiary offices to those of the prime offices. He noted we must develop our own guidelines. In this regard he suggested that this would involve:

1. Formulation of assumptions;
2. development of contingency plans within which should be alternatives.

He closed by noting that the planning mechanism does not replace coordination and is the responsibility of line.

It was obvious that the offices did not want to develop a planning mechanism which would supplant any technique in being which was effective in coordinating or providing information. The perceived need for planning reflected more or less directly in the extent to which the office felt it had been burned as a result of activities generated by other offices which they had received no advanced warning. Mr. Blake stressed again that the need was to focus thought at the Directorate level with adequate interdirectorate communications to provide the early warning that had obviously been missing. At this stage, Mr. Blake noted that he did not want a large planning mechanism and suggested two planning groups. One would consist of the Offices of Communications, Joint Computer Support, and Logistics. The second, would consist of the Offices of Personnel, Security, Medical Services, and Training. Mr. Fitzwater proposed using the existing planning staffs, reporting to a management committee of office directors. Guidelines would be approved by the DDA and action referred back to the offices. Mr. Blake stressed that he felt a sense of urgency in the development of such a planning mechanism.

MBO

The next session was an evaluation of MBO. The consensus was one of general approval of the technique. Some offices felt that the technique was useful primarily because it kept the DDA advised of what was going on; others felt that it was useful within their own offices. The biggest advantage of the technique seemed to be the improvement in communications and the involvement of the DDA. The biggest problem appears to be the development of the objectives themselves. Either these are improperly defined or there are too many. The Office of Logistics noted that their concern for resource constraints tends to drive that office into an overly cautious posture relative to objectives and the selection only of objections which are reasonably certain to be met. The Office of Joint Computer Support noted that one of the major benefits they saw from the process was the enforcement of the discipline which led toward an accomplishment. OJCS also noted the need for training to develop second generation managers of the technique of MBO.

Continuation of the discussion brought forth the fact that several of the office directors feel inhibited in their participation in MBO meetings by the presence of representatives from the Comptroller's office. This matter was not fully resolved at the conference, but will obviously have to be taken up with the Comptroller's representatives.

PSAG

The next item discussed at the conference was PSAG which inevitably involved further discussion of APP and PDP. All of these are tools for personnel management. Considerable cynicism has been expressed by individuals at lower grades relative to commitment of management to these tools. If there is no commitment and these things fail, then our personnel development program may be set back considerably. The discussion simply brought forth clearly the fact that there is need for greater knowledge on the part of the office directors of the contents and implications of APP and PDP. Accordingly, it was agreed that the Office of Personnel would provide briefings to the office directors on these programs. This led to a further suggestion that panel meetings be timed so that they would dovetail with the PDP and APP calls and provide input to these. Mr. Blake then noted that he would review the personnel planning papers that had been submitted to see if he understands them. This review will take place on 7 October. A discussion then ensued as to whether or not individuals identified as being on the executive development roster should be advised. The general consensus was negative on this. The presentations were then made on PASG, which tied directly in with the APP and PDP presentation. Mr. ██████ urged that all office directors commit themselves to support of passing, or it would turn out to be a horrible failure. He described the workings of the Senior Personnel Resources Board and its various subgroups.

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Attitudinal Survey

Dr. Tietjen then made a presentation of the proposed attitudinal survey which derived from a previous DDA management conference. The proposed survey was largely oriented in directions determined by the previous DDM&S. The general consensus of the group was that the timing was inappropriate for a survey now.

Space

Mr. Malanick then discussed space problems in the Headquarters building and some of the Office of Logistics problems in providing bodies to fill Logistics slots overseas. This discussion proved to be serendipitous in that while OL was having difficulty in finding bodies to go overseas, OS was having difficulty in finding overseas positions for its people. Mr. Malanick and Mr. Kane will get together to see if there can be an interchange.

Costing

Sunday's meetings opened with the presentation by Mr. Fitzwater on the cost-back procedures used by OJCS. This was supplemented by brief discussions by the Office of Communications and Logistics on the costing back capabilities that they had. In the course of this, Mr. Fitzwater estimated that the operation of his system would cost \$675,000 per year which might make it more expensive than it was worth. Mr. Blake then observed that the cost problem could be reconciled via a planning mechanism. He noted two things: (a) that costing methodology involves the entire Directorate, that this can be fed back into a planning mechanism and (b) that there will be more internally generated items to improve Directorate cohesion, and that the planning mechanism will provide a proper forum for this. In the ensuing discussion, Mr. Blake proposed that all office directors read the MBO's of all other offices in order to better understand the problems which are facing the Directorate as a whole.

EEO

The next discussion was led by [REDACTED] on EEO. 25X1A
Basically, the Office of Personnel is optimistic in terms of commitment of DDA and the Agency to the goals of the EEO. A problem is getting people to enter on duty. Many of the minority group candidates fall by the wayside for reasons which are beyond the control of the offices concerned. This discussion led naturally into upward mobility. Mr. Blake noted it up with nobility as a supporting technique to various programs and proposed that this be discussed on the last Friday in October. In the meantime, he stated that he wants to become familiar with APP.

Planning

Mr. Blake then summarized his views of the conference. He began by contrasting this conference with the 1972 conference where the need for the Directorate was questioned. There seems to be no feeling at this conference that the need of the Directorate is in question. He stressed that he is committed to planning. That the documents dealing with perspectives for the next five years is the take up point for planning, that the objectives within the MBO are another take up point for planning. Here he again stressed the thought that each office director should see the objectives of the other office directors. In the initial stages of developing a planning mechanism, the deputies and senior planning officers would need a learning curve. They would work together on common problems and develop a better working relationship which would tend to satisfy the need for collective action. In citing the need for collective action, he noted the discussion between OS and OL relative to the filling of overseas positions. He then proposed a planning mechanism consisting of two groups. Group 1 would be Communications, OJCS, OL and OF. Group 2 would be OP, OS, OMS and OTR. These would be chaired by the ADDA and supported by the Plans Staff and the Assistant for Resources. He thought that the initial session would consist of both groups and that for awhile Mr. McMahon would continue to chair both groups and that eventually a chairmanship would pass over to the Plans Staff or the Assistant for Resources. As he saw the planning mechanism, once a month each group would meet individually, and every two months both groups would meet collectively. These groups would involve themselves in APP, PDP, MBO, program calls and operating budgets, and the planning cycle would be developed so that these items would go through the planning groups for validation and forward looking. The DDA overall plan consists of the overall plans of the eight offices plus the Directorate input. The mechanism would be aimed at more interaction within the Directorate and would be targetted to develop a DDA five-year plan, and the planning mechanisms would then identify the items for the five-year plan.

Mr. Blake believes that the priorities for the next five years are SKYLING and OJCS. We are going to be faced during this period with declining sources, and it is necessary to identify our primary priorities to protect them from competition. The planning mechanism would surface the resource competition early and force decisions. A discussion then ensued in which office directors voiced their concerns with their own roles in terms of their office. They questioned whether or not their autonomy as office directors would be subject to erosion by the existence of the planning mechanism. Mr. McMahon commented that the office directors were paid to do more than just run their offices. They are also to assist in Agency interdirector management. Dr. Tietjen noted that the Directorate had been in existence successfully and well for a large number of years without such a planning mechanism. Why did it need one now. To this Mr. Blake responded that there were few resource constraints in the past upon either manpower or money. Those days are gone. In addition, the present Director operates in a different fashion and style than previous directors. Mr. McMahon noted that the DDA is developing an organization which exists to get office input early and get away from the "Red White says" syndrome. It will permit all offices to understand problems and develop better decisions. Office will participate in Directorate decision making. In further comments upon the planning mechanism, Mr. Blake noted that it was his intent to invite representatives from other directorates to sit in on planning sessions in order to provide early warning. The discussion closed with Mr. Blake again reiterating that the concept of the planning mechanism is to develop cohesiveness.

Summary

Mr. Blake then summarized the conference. He noted that the previous three sessions had concerned themselves with the Directorate's role and a concern over image. This was not an issue at this session. Basically, the session was devoted to building a feeling of colleagueality and to adjusting to a transition. He cited four positive accomplishments. One, the development of a planning counsel. Two, subsequent sessions to be held with the planning officers to simplify the MBO format. Three, the OP session with the office directors to discuss APP and PDP with analysis of the 1975 APP. And four, Mr. [REDACTED] was to work with the offices on the problem of intradirectorate mobility. A couple of issues were then raised. First, would the auditorium be used for super-grade promotions. The general consensus of the office directors was that they favored it although two disagreed. And secondly, there was a favorable reaction to a continuation in the state of the directorate speech to be given in March of 1975.

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