

3 March 1978

25X1A

MEMORANDUM FOR: [REDACTED]
Advisor, DCI MAG

25X1A

FROM : [REDACTED]
Chairman, DCI MAG

SUBJECT : MAG-Employee Communications

25X1A

As described in the attached paper from [REDACTED], approval is requested to begin an aperiodic MAG newsletter and also to establish either a MAG bulletin board or to use space on an existing bulletin board.

[REDACTED]
25X1A

APPROVED:

Advisor, DCI MAG

Date

DISAPPROVED:

Advisor, DCI MAG

Date

2 March 1978

SUBJECT: Recommendations for Increasing MAG-Employee
Communication

The DCI MAG has formed an Employee Liaison Working Group to improve communications channels between MAG and Agency employees. The goals of this effort, recommended means for achieving these goals and potential problems are outlined below.

GOALS

1. To increase MAG's visibility among the employees. Increased visibility, and an increase in employees' understanding of MAG functions, would stimulate suggestions from the employees for useful projects, and it should help to identify employees who have the knowledge and motivation to assist in the implementation of these projects.
2. To increase MAG's ability to contribute to management decisions. At times, MAG is tasked to provide its own best judgment on subjects of interest to management. At other times, it is expected to reflect general employee concerns, attitudes and judgments. In order to better perform the latter function, MAG needs more systematic means of communicating with the employees.

MEANS TO ACHIEVE GOALS

3. Communication to Employees
 - a. We recommend dissemination of an aperiodic MAG Newsletter. The Newsletter will be used to disseminate names of MAG members, invite suggestions on topics of current interest to MAG, solicit ideas for new projects, and report on selected MAG activities and recommendations. (Note: Many MAG activities are undertaken in response to tasking from management. In order to ensure the confidentiality of the MAG-management relationship, such subjects will not be mentioned in the Newsletter without prior management approval. (The Executive Secretary, Mr. Evans, will be the point of coordination for the Newsletter.)

b. It is recommended that copies of selected MAG reports be made available in a reading file in the library. Availability of these reports will be announced in the Newsletter.

4. Communication from Employees

a. To stimulate communication, it is recommended that names of MAG members be posted on Agency bulletin boards. (Only first names and phone extension of those under cover.)

b. It is recommended that a mail routing designation be established for MAG in order that employee suggestions may be securely and confidentially forwarded to MAG.

c. We believe there is a need for automated procedures for sampling and surveying employee views more quickly and efficiently than is possible at present. We are examining this now and will make a separate recommendation on this subject.

POTENTIAL PROBLEMS AND QUESTIONS

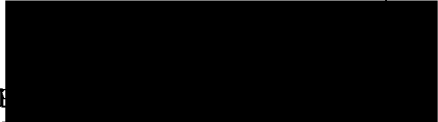
5. Confidentiality of the MAG-Management Relationship. Management can now consult with MAG on confidential proposals that it does not yet want broadly discussed among the employees. We would not want to do anything to undermine that confidential relationship. The safeguards built into the above recommendations will ensure a continuation of this confidentiality while improving MAG-employee communication.

6. Relationship with Employees. Increased visibility of MAG and increased reporting to the employees on MAG activities will probably stimulate employees to take increased interest in making an input to MAG recommendations. We welcome this, as the feedback to MAG about employee interests and concerns will improve MAG's utility to management. At the same time, we appreciate that MAG only reflects rather than represents employee concerns; we are not elected representatives accountable to an employee constituency. MAG has no intention of moving in the direction of an employee union or grievance organization.

7. Relationship with other MAGs. In order to avoid unnecessary duplication of effort, the MAG Newsletter would be open to contributions from the Directorate MAGs. Other procedures such as routing indicator, posting of names of MAG members on bulletin board, and setting up reading file in the library would also be open to coordination with the Directorate MAGs.

8. Workload. The workload seems manageable. The Newsletter would be written only when there is something to say. We will not be striving for any prescribed periodicity or set length. Clerical support can be handled as at present, either by the Executive Secretariat or by co-opting our own secretaries.

25X1A


Chief, Employee Liaison Working Group
DCI MAG

INTRODUCING THE MAG NEWSLETTER

This newsletter initiates a series of communications from the DCI Management Advisory Group (MAG) to keep you informed of our activities and our agenda of issues under review.

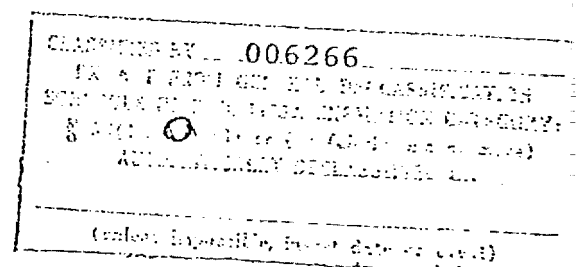
During a meeting with the Director of Central Intelligence (DCI) in December 1977, he requested that MAG help him focus on what recurring personnel management problems need to be addressed. This is an area of priority interest to us all, and although MAG's only formal reporting responsibility has been to the DCI, we would like to bring you up to date on the organization and function of the group, advise you of projects that are currently underway, and solicit your cooperation and assistance.

Hopefully, through our mutual effort, we can identify key issues of concern to Agency employees and, where feasible, suggest possible courses of action to senior management during the coming year.

MAG FUNCTIONS

The DCI MAG was established in 1969, at the direction of the DCI, to render an advisory service in identifying and making recommendations about issues and problems arising out of the Agency's organization and practices. The DCI MAG provides direct vertical communication to the Director, outside formal channels but in no way replacing the normal command and

CONFIDENTIAL



staff elements. We serve as a sounding board for management, but also as a mechanism by which ideas, concerns, and recommendations of working level personnel are explored, staffed out, and presented to top management.

Some MAG efforts are self-generated, others are in response to expressed interest or tasking from the DCI or DDCI. Last year, in response to these requests, the DCI MAG undertook the following projects: examined the relative benefits of centralization versus decentralization of RD&E activities, commented on the proposed transfer of OWI and OSI to the DDI, commented on a draft statement of Agency goals, reviewed a paper on personnel policies and procedures presented to the Executive Advisory Group by the DDA, and examined the feasibility of a two-grade promotion policy for grades GS-7 through GS-11. On its own initiative, MAG explored the life insurance programs available to Agency employees and the adequacy of procedures to inform employees of the comparative costs and benefits of the diverse programs, examined policies concerning homosexuality and cohabitation as they relate to selection and retention of employees, and commented on the proposed public tours of the Headquarters area.

Copies of MAG memoranda on these and other subjects are appended to the DCI MAG Annual Report for the period 1 July 1976 - 30 September 1977. This report is available for employee

review in Room 1H1129, the Document Reading Room of the Headquarters Library.

There are comparable Management Advisory Groups in each of the Directorates, and a Secretarial/Clerical MAG has just been formed. We have invited these other MAGs to contribute to future issues of this newsletter.

ORGANIZATION AND MEMBERSHIP

The DCI MAG is composed of fourteen officers -- three members from each Directorate and two from the DCI area, all serving a one-year term. Members are selected by their own Directorates and are chosen from GS grades 12 through 16. Until recently, there were overlapping one-year terms whereby every three months one-quarter of the membership was changed. While this overlap provided some sense of continuity, on balance it led to difficulty in establishing group cohesion or identity. In December 1977 MAG recommended and the DCI approved a new charter whereby MAG members now serve concurrent rather than overlapping terms. This change allows members to get to know each other better, improves group dynamics and leadership, and facilitates our developing and implementing a coherent annual program. The term of the current MAG expires 30 September 1978. Current DCI MAG members are:

25X1A

Approved For Release 2000/05/16 : CIA-RDP81-00261R000700020021-4

Approved For Release 2000/05/16 : CIA-RDP81-00261R000700020021-4

Personnel Management Working Group is to respond to Adm. Turner's request for our comments and recommendations on the Agency personnel system. An overall paper outlining goals and objectives for a CIA personnel system has already been prepared and forwarded to the Director. We are now working on a series of follow-on papers to flesh out details on selected concepts and recommendations. Employee suggestions concerning changes in the personnel system, or ways to ensure better implementation of the existing system, are desired. The Personnel Management Working Group is also helping to staff out an employee suggestion to establish a "hotline" to provide confidential help to employees suffering from urgent personal problems or stress and who, for whatever reason, prefer not to use the existing Agency services.

25X1C

The Operations Management Working Group is exploring some of the many ramifications of the [REDACTED] as it affects all the Directorates, not just the Operations Directorate. At the present stage of this inquiry, interest ranges across a wide span of issues -- from [REDACTED] to the Agency telephone book problem. We are seeking to identify those aspects of the [REDACTED] problem that are of greatest concern to Agency employees and for which there do seem to be feasible solutions. The problems are rather clear, but the solutions are elusive; again, your suggestions are welcome. This working

25X1C

25X1C

group has also responded to a DDA request for comment on a problem that has arisen in the processing of parking violations in the Headquarters compound.

The Employee Liaison Working Group is seeking ways to stimulate and harness the creative imagination and motivation of our employees to make this a more effective Agency and a better place to work. MAG itself is one vehicle for this, and this MAG Newsletter is intended to help make MAG a more effective vehicle for generating and staffing out new ideas. Other steps are establishing a mail address so that suggestions may be routed to any of the MAGs, posting names of all MAG members on Agency bulletin boards, and making selected MAG reports available to employees in the Document Reading Room, Headquarters Library.

PLEASE LET US HEAR FROM YOU!

We need your help. If you have a good idea whose time has come, we will staff it out or help you to staff it out and try to get it implemented! We need to know your concerns, and we solicit your views and suggestions and ideas to improve the quality of the Agency's performance. All MAG members will welcome your seeking them out to talk with them. If your idea concerns only one segment of the Agency, rather than the Agency as a whole, it may be more appropriate for you to contact your Directorate MAG or the Secretarial/Clerical MAG; the

- 6 -

CONFIDENTIAL

names of their members will be printed in a future issue of the newsletter.

Written communications to any of the MAGs may be sent to Room 7E13 Headquarters Building. Address it to the DCI, NFAC, DDO, DDA, DDS&T, or Secretarial/Clerical MAG, as seems most appropriate. All communications will be kept confidential if so desired.

- 7 -

CONFIDENTIAL