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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

NAPA and Civil Service Reform

DD/A Regist

79-0258/11

FROM:	EXTENSION	NO.
Acting Director of Personnel 5 E 58		DATE 19 June 1979

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Executive Officer, DD/A				Attached, per your request at a recent EXCOM Meeting, is a brief status report on the NAPA Report and Civil Service Reform.
2. Associate DD/A				
3. Deputy Director for Administration				
4.				
5.				
6. Deputy Director of Central Intelligence				
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9. D/Pers 5 E 58				
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15.				Distribution: Orig - Return to D/Pers 1 - DDCI 1 - ER 2 - DDA 1 - D/Pers (w/held) 1 - OP (NAPA Subject File) 1 - DD/Pers/P&C DD/Pers / 19 JUN 1979

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MAJOR PERSONNEL PROGRAM CHANGES BEING DEVELOPED

A. **National Academy of Public Administration (NAPA) Report**

The Director has informed you in his Notes that the NAPA team recently completed its evaluation of Agency personnel management. He directed that the Office of Personnel review official comments on the NAPA Report and this has been done. These comments were offered by thirty-three individuals, groups, and components. In general, the results of the analysis show that Agency officials are supportive of NAPA findings but differ considerably with some of NAPA's recommended solutions to particular issues. Although the consensus is that the NAPA team has done a good job of describing Agency personnel practices, the Report reflects some misperceptions which affected the usefulness of some of the actions they propose.

The Office of Personnel preliminary analysis of the NAPA Report was presented to the Executive Committee where it was determined that a NAPA Project Group would be established to oversee an in-depth study of the impact of the NAPA recommendations. Representatives from each of the Directorates will be assigned to this Group and will work under the auspices of the Policy Staff of the Office of Personnel. Working together it is expected that proposals will be forthcoming during the next several months which will be innovative and serve to improve Agency personnel management.

B. **Civil Service Reform - Senior Executive Service and Merit Pay**

President Carter, on 13 October 1978, signed the Civil Service Reform Act of 1978 (CSRA) which was designed to improve Government efficiency and balance management authority with employee protections. Among the major features of the Act are an independent and equitable appeals process; protections against abuse of the merit system; incentives and rewards for good work and skilled management; and more positive probation and removal procedures for unsatisfactory performance. Although CIA is excluded from most of the provisions of CSRA, a careful study of its concepts and principles has led us to conclude that our current personnel management systems could benefit by and be updated by adapting certain of its features.

Among the first of these changes will be the creation of a Senior Executive Service (SES) within CIA which we envision will provide a better framework for attracting and retaining top-level people, designed to use their abilities more productively, to pay them according to their

performances and to remove promptly those who do not perform satisfactorily. The Office of Personnel, supported by Directorate representatives, has commenced construction of the particulars of such a service and the initial plans should be completed within the current year.

A second major feature of CSRA which is also being studied by the Agency is Merit Pay for GS 13-15 Supervisors and Managers which embodies many of the concepts, principles and goals described for SES. Implementation determinations in this area will follow on completion of the Senior Executive Service plans.

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Frank C. Carlucci
Deputy Director of Central Intelligence

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