

**ADMINISTRATIVE-INTERNAL USE ONLY**

20 MAY 1974

MEMORANDUM FOR: All Office of Security Careerists  
SUBJECT : Progress and Accomplishments Since  
Office of Security Reorganization

Some eight and one-half months have now passed since the first meeting of all Office of Security personnel was held in the auditorium. I would like to take this opportunity to report briefly upon the progress that has been achieved toward fulfilling the commitments made at that time.

At the 19 July 1973 meeting the primary topic, of course, was the reorganization of the Office. However, as most of you will recall, in addition to announcing the new organizational structure and personnel assignments, [REDACTED] the functional Deputy Directors, and I outlined a number of specific goals we hoped to achieve and the particular steps that would be taken to attain them.

STATINTL

Our Office, like the Agency as a whole, has endured considerable disruption of normal routine in recent months as a result of personnel reductions, changes in leadership and a heavy burden of unusual and time consuming requirements levied upon it. Nevertheless, I feel that through the determined and conscientious efforts of all Office of Security employees we have successfully surmounted these obstacles and that the rough water is, for the most part, behind us. Now, what were the goals that we set for ourselves last July and what has been done to achieve them?

STATINTL

First of all, [REDACTED] noted at the July meeting that it was the first of its kind and that he anticipated having such meetings at least once a year in the future. I fully concur with the view that they can serve a valuable purpose and, as you know, two additional meetings of Office personnel have been held in the past few months.

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Last summer we indicated that we were restructuring the Career Board and that we intended to report periodically on its activities to all members of the career service. We have enlarged the Career Board. A new Competitive Evaluation System was established last October to aid the Board in its decisions and to provide careerists with an understanding of those standards upon which they would be competitively evaluated. New guidelines were also adopted pertaining to the preparation of fitness reports in an attempt to make them a more useful tool for career development. All Office of Security employees were subsequently apprised of those personal attributes and skills upon which they would be rated. More recently, we have developed criteria for the selection of new professional personnel and set forth a program for initial career development of such individuals. We are about to promulgate a uniform policy for approving sponsored external training requests.

Another commitment concerned our desire to bring the Board closer to individual careerists through the technique of more direct contact in cases involving selection for senior schools and reassignments. Thus far we have been able to do this to only a limited extent, but greater emphasis will be given to this approach in the future.

I, myself stated at the July meeting that a further step in improving our career management system would be the establishment of panels to assist the Career Board in promotions, assignments and career development of our personnel. This was accomplished last August, and a directive was distributed to all Office employees explaining the role of the panels and showing the initial membership of the four Career Management Panels and the Overseas Subcommittee. A later directive issued in October 1973 expanded upon the functions, responsibilities and method of operation of the panels. The panels have been extremely active during the past eight months with primary attention having been focused on the task of ranking personnel for promotion. Additionally, considerable time has been spent selecting nominees for vacancies and for external training. We have also expedited the announcement of promotions, reassignments, etc., again to keep the career service informed.

At the reorganization meeting it was indicated that we planned to establish an Office of Security Management Advisory Group. On 4 September 1973, the previously constituted Long Range Planning Group and the Advisory Management Group were

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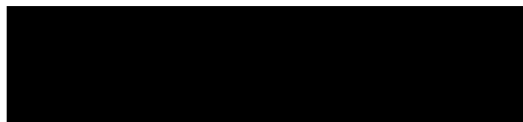
disbanded and the new Management Advisory Group was formed. Since that time, the MAG has completed a thorough review of the Individual Career Advancement Program (ICAP) and its recommendations for various revisions to the program were approved by the Director of Security. The full text of the MAG's report on ICAP was made available to all Office of Security employees in January of this year. Currently the MAG is engaged in a study of the Clerical Career Board and it is anticipated that a report of its findings and suggestions for making this Board more responsive to both management needs and the employee concerns is anticipated.

Turning to another area, we said that there would be a continuing study of our Field Office organization and we have devoted a great deal of time and effort to upgrading the effectiveness of our investigative capability. In an attempt to distribute more equitably the workload and to make better use of our field personnel, we have carried out two realignments of Field Office territorial coverage. The first, in October 1973, involved a transfer of responsibilities between



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In summary, I feel that we have sincerely endeavored to carry out the commitments made last July, and that we have made significant progress toward accomplishing the goals of our reorganization. There is much more to be done and new needs will surface from time to time requiring further adjustments of our priorities. We said that we felt the reorganization would work and work well, but that if further changes were indicated the necessary steps would be taken to effect them. This is still my philosophy and I will continue to welcome comments or suggestions from any Office of Security employees relative to the improvement of our operating procedures or policies.



Charles W. Kane  
Director of Security

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional) Progress and Accomplishments Since Office of Security Reorganization

FROM: STATINTL [Redacted] *DB*  
Chief, Plans, Programs Branch

EXTENSION NO. 5311  
DATE 20 May 1974

TO: (Officer designation, room number, and building)

DATE RECEIVED FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

|     |               |             |             |             |
|-----|---------------|-------------|-------------|-------------|
| 1.  | C/PP&AD       |             |             |             |
| 2.  | DD/P&M        | 20 MAY 1974 |             | <i>J.S.</i> |
| 3.  | D/Security    | 20 MAY 1974 |             | [Redacted]  |
| 4.  | <i>DD/Sec</i> | 20 MAY 1974 | 20 MAY 1974 | <i>J.S.</i> |
| 5.  |               |             |             |             |
| 6.  | C/PPB         | 21 May 74   |             | <i>DB</i>   |
| 7.  |               |             |             |             |
| 8.  |               |             |             |             |
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| 15. |               |             |             |             |

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*a very good job. Thank you*  
*J.S.*

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*We have enlarged the Career Board to include division chiefs.*


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extent, but greater emphasis will be given to this approach in the future. <sup>9</sup>I, myself stated at the July meeting that a further step in improving our career management system would be the establishment of panels to assist the Career Board in promotions, assignments and career development of our personnel. This was accomplished last August, and a directive was distributed to all Office employees explaining the role of the panels and showing the initial membership of the four Career Management Panels and the Overseas Subcommittee. A later directive issued in October 1973 expanded upon the functions, responsibilities and method of operation of the panels. The panels have been extremely active during the past eight months with primary attention having been focused on the task of ranking personnel for promotion. Additionally, considerable time has been spent selecting nominees for vacancies and for external training.

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We will continue to monitor the workloads of all the Field Offices and make further adjustments when they appear warranted.

In summary, I feel that we have sincerely endeavored to carry out the commitments made last July, and that we have made significant progress toward accomplishing the goals of our reorganization. There is much more to be done and new needs will surface from time to time requiring further adjustments of our priorities. We said that we felt the reorganization would work and work well, but that if further changes were indicated the necessary steps would be taken to effect them. This is still my philosophy and I will continue to welcome comments or suggestions from any Office of Security employee relative to the improvement of our operating procedures or policies.

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### ROUTING AND RECORD SHEET

**SUBJECT:** (Optional) Progress Report to all Office of Security Employees  
Regarding Commitments Made at the 19 July 1973  
Reorganization Meeting

|   |                  |             |
|---|------------------|-------------|
| <b>FROM:</b><br><br>25X1A [redacted] <i>SB</i><br>Chief, Plans, Programs Branch | <b>EXTENSION</b> | <b>NO.</b>  |
|   | 5311             | 17 May 1974 |

| TO: (Officer designation, room number, and building) | DATE     |           | OFFICER'S INITIALS | COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.) |
|--|----------|-----------|--------------------|---|
|  | RECEIVED | FORWARDED |                    |   |

| TO: (Officer designation, room number, and building) | DATE      | OFFICER'S INITIALS | COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)   |
|--|-----------|--------------------|---|
| RECEIVED   | FORWARDED |                    |   |
| 1.<br><br>C/PP&AD                                    |           | <i>[Signature]</i> | Attached is [redacted] 25X1A draft of a proposed progress report on the July 1973 commitments. I have annotated some possible additions and also believe it would be well to include in some detail our <u>new professional criteria</u> . I would appreciate any further suggestions and suggest that it be published as a memorandum from the D/Security rather than as an Office of Security Notice.<br><br><i>Implementation of the General CAP system was delayed somewhat by the need to revise a great many position descriptions because of the reorganization. That task is now almost completed and the new system will begin functioning in the near future.</i> |
| 2.<br><br>DD/P&M                                     |           |                    |   |
| 3.   |           |                    |   |
| 4.   |           |                    |   |
| 5.   |           |                    |   |
| 6.<br><br>C/PPB                                      |           |                    |   |
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