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9/15/72
for Agency Annual
Report - FY 1972.

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During FY 1972 negotiations that had been proceeding for about two years among the National Park Service, the Federal Highway Administration, the General Services Administration and the Central Intelligence Agency culminated in the transfer to CIA of 43.776 acres of land from the Bureau of Public Roads. Subsequent to the acquisition the additional parcel was enclosed by a chain link fence and an unused water tower was dismantled and removed.

- Letter to L. E. Nunnally, Regional Director, Region 3, Property Management and Disposal Service, G.S.A., from DD/S John W. Coffey dated 26 May 1971, DDS 71-2134
- Letter to Rod Kreger, Deputy Administrator, G.S.A, from DD/S John W. Coffey, dated 26 May 1971, DDS 71-2133
- Letter to L. E. Nunnally from Charles H. Conrad, Executive Director of the National Capital Planning Commission dated May 28, 1971
- Memo to DD/S from D/SEC dated 1 June 1971, Subj: "Security Ramifications of Real Estate Adjacent to Headquarters Langley Site." DDS 71-2201
- Letter to Robert L. Kunzig, Administrator of General Services, from Richard Helms, Director of Central Intelligence, dated 1 June 1971. DDS 71-2189 and transmittal note from Mr. Helms to Dr. Kissinger.
- Letter to Douglas K. Kinsey, Commissioner, Property Management and Disposal Service, G.S.A., from John W. Coffey, DD/S, dated 14 June 1971. DDS 71-2379 with attachments.
- Informal Note to Mr. Coffey from dated 22 June 1971 25X1 with attachments.
- Letter to John W. Coffey, DD/S from Douglas K. Kinsey dated 25 June 1971. DDS 71-2550 with attachment.
- Letter to John W. Coffey from L. E. Nunnally dated July 16, 1971. DDS 71-2853 with attachment.
- Letter to L. E. Nunnally from Robert S. Wattles, Acting DD/S dated 21 July 1971.
- Memo for Record signed by R. S. Wattles, Acting DD/S dated 2 August 1971, Subject: Federal Highway Property. DDS 71-3044.
- Letter to John W. Coffey from Douglas K. Kinsey dated August 13, 1971. DDS 71-3253.
- Letter to John W. Coffey, DD/S, from L. E. Nunnally dated January 13, 1972. DDS 72-0206.
- Letter to L. E. Nunnally from John W. Coffey dated 26 January 1972. DDS 72-0266.

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Letter to John W. Coffey from Lawrence S. Casazza, Deputy Associate Administrator for Administration, Department of Transportation, dated March 21, 1972, with enclosures.

Letter to L. E. Nunnally from John W. Coffey, dated 3 April 1972.
DDS 72-1279

MAJOR DEVELOPMENTS:

- ✓ Support Conference
- ✓ Office Director's Conferences
- ~~O. D.~~
- ~~Barriers~~
- ~~Support Officer of the 1980's~~
- Archives, Records, History, Class. - EO 11652, Delegation of Authority

MAJOR ACCOMPLISHMENTS:

- Ames Cafeteria
- ~~Personal Possession of Classified Materials,~~
- Fact Book (Unless OTR mentions)
- ✓ SOAG - (other actions growing out of Support Conference)
- ✓ Exec Sessions with O. D. 's - Planning - Program Review
- ✓ Newsletters to Support Officers in Hqs area
- ~~Data Distribution Grid (if OC says nothing)~~
- ~~GIMS~~
- ~~Payroll frustrations~~
- ✓ Hqs land acquisition
- TFC abolished

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FY 72 Annual Report - Career Management Office/DDS

1. During the period 19 - 21 September 1971 the Support Career Service Conference was held at The 25X1
Conference was designed to encourage maximum participation, discussion and interchange of ideas. There is little doubt that this goal was achieved. Four major topics were discussed: (a) Plan for the future of the Support Directorate; (b) The Support Career Service: The current system and recommendations for improvement; (c) The Professionalization of the Support Officer; and (d) Career Management: The present system and what should it be.

2. Significant recommendations made at the Conference are listed below. The CMO/DDS office has spent considerable time during the past year working on these recommendations.

a. Develop a professional proactive and participatory role for the Support Directorate within the Agency. The Conference concluded that this would necessitate a change from classical Agency support to a more administrative role.

b. Participation in program and policy decision-making was considered a major goal. Organizational Development was considered a possible means by which the Directorat

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in a rational way. Efforts are being made in this direction through meetings among the DD/S, ADD/S, and Directorate Office Heads.

c. Centralize Control of all Support people, slots, and funds within the DD/S.

d. Create an organizational environment that encourages innovation and change. In this regard it was agreed that there are distinct advantages in managing rather than reacting to demands for change. Lack of communication was discussed as a central theme. The establishment of the Support Officers Advisory Group was the outgrowth of the Conference. This group serves as a forum for the articulation of new ideas on Directorate problems, policies, and programs.

e. Give Support Officers at all grade levels an opportunity to participate in Directorate decision making wherever possible. The DD/S has approved the practice of appointing subpanels to rank Support careerists for promotion. Subpanel members appointed are two grades senior to the Officers being ranked. Subpanel members are rotated so as to avoid officers being ranked by the same subpanel members two years in a row.

f. Establish a subpanel that would focus on management of "Specialists" careers within the Service. Records Officers, Information Processing personnel and other specialists were given

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special attention by the establishment of a task force to study specialists in the Service. This group made many recommendations to the DD/S on how Specialists should be managed and the CMO/DDS has been designated as the Action Officer to carry out these recommendations. Accomplishment of these recommendations should lead to the lessening of specialists in the Support Career Service and direct more attention to career development of specialists already on board.

g. Recognize the need for a Career Development Program for Support Careerists by appointing a Career Development Officer.

h. Devise some form of communication to overseas Support Officers in order to keep them informed on matters concerning their career service. The results of the Support Officers Conference have been communicated to overseas personnel and additional information on career matters are being sent periodically.

i. Establish criteria concerning job experience, overseas duty, education and training which would allow orderly progression and increased responsibility for young officers accepted into the Support Career Service.

j. Look to the functional offices within the Directorate as the main source of acquiring additional personnel for the Support Career Service. The Career Management Officer has asked Directorate

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offices to submit names of personnel qualified and interested in the Support Career Service. Efforts will be made during the next year to select personnel from these lists who will experience a broadening of their career through assignment to Support positions. Should the careerist not be interested in the Support Career Service after completing a normal tour he will be permitted to return to his career service, hopefully, with a broader understanding of his Directorate and its mission.

k. Identify Support Officers at the GS-13 level and above who have executive potential. Subpanels have been appointed and the results of their reviews have been submitted to the DD/S. Future assignments, training and other career decisions will be made on the basis of these evaluations.

l. Investigate the feasibility of an inter-functional and intra-directorate management career service at the senior level.

m. Establish standardized criteria for the competitive evaluation of the Support Professional. The Support Officers Advisory Group has studied this matter thoroughly and has proposed revised criteria for the service. This system will be given a test run in the fall of 1972.

3. During the past year the Support Service Career Service system was reviewed and as a result the Support Career Service Career Board

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was reconstituted. The Deputy Director's Panel was established and the Staff Operations Panel was reconstituted. (Copy of Admin Instruction Attached).

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PERSONNEL
29 February 1972

DD/S ADMINISTRATIVE
INSTRUCTION No. 72-4

REORGANIZATION OF THE SUPPORT SERVICES CAREER BOARD
ESTABLISHMENT OF DEPUTY DIRECTOR'S PANEL
REORGANIZATION OF STAFF OPERATIONS PANEL

Rescission: DD/S Administrative Instruction No. 65-11

1. Background

As a result of deliberations conducted at the 1971 Support Career Service Conference and a review of the recommendations submitted in the Agenda Committee's "Final Report of the Support Career Service Conference of 1971," the Deputy Director for Support hereby recognizes the Support Career Service system as set forth below.

2. Support Services Career Board

The Support Services Career Board is hereby reconstituted. Membership will be as follows:

Chairman - The Assistant Deputy Director for Support (ADD/S)

Voting Members - The Directors of the Offices of Communications, Finance, Logistics, Medical Services, Personnel, Security, and Training--with their respective Deputies as alternates.

Executive Secretary - The Career Management Officer (CMO) for the Support Career Service.

The Support Services Career Board will:

a. consider and make recommendations to the Deputy Director for Support on policy and major procedural matters as they may affect the Support Directorate Career Services;

b. review competitive evaluation of all Support Directorate Careerists for promotion to (or at) the supergrade level;

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c. review and make recommendations to the Deputy Director for Support regarding the nominees of the several Support Career Services for the Senior Schools, Executive Development Programs, and full-time, professional training for GS-15 and supergrade personnel;

d. perform other personnel management functions as directed by the Deputy Director for Support.

3. Deputy Director's Panel

The Deputy Director's Panel is hereby established. Membership will be the Assistant Deputy Director for Support (Chairman), the Special Support Assistant to the Deputy Director for Support, the Executive Officer to the Deputy Director for Support, the Career Management Officer for the Support Career Service, and three Support careerists of supergrade rank. The term of office of these latter three members will be generally limited to an 18-month period. Future appointments to the Panel will, however, be purposely staggered to provide for continuity.

The Deputy Director's Panel will:

a. continuously review all requirements for "S" Career Service Officers at the GS-15 and supergrade level and make assignment recommendations as appropriate;

b. review and take action on requests for extensions of tour and second tours, transfers to the "S" Career Service, conversions to career employee status, requests or nominations for training, and other personnel matters concerning "S" careerists at the GS-15 or supergrade levels;

c. perform a competitive evaluation of all "S" careerists for promotion to or at the supergrade level for review by the Support Services Career Board;

d. perform other personnel management functions as directed by the Deputy Director for Support.

4. Staff Operations Panel

The Staff Operations Panel is hereby reconstituted.

To ensure that the Deputy Director for Support (DD/S) may have the benefit of the advice and counsel of senior Support Officers who are knowledgeable of position requirements, the inevitable diversity in career patterns and the

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qualifications of "S" careerists, the Staff Operations Panel will henceforth be composed of a Chairman, chosen by the DD/S from the senior Support Officers serving on his immediate staff, the Career Management Officer (CMO) for the Support Career Service who will serve as Executive Secretary, and five senior (GS-15 or above) Support Officers who collectively have a wide range of Agency experience. Excepting the permanent status of both the Chairman and the Executive Secretary who will both serve at the pleasure of the DD/S, membership on the Staff Operations Panel will be generally limited to an 18-month period. Furthermore, all future appointments to the Panel will be purposely staggered to provide for a degree of continuity in its deliberations. Membership will be reconstituted as follows:

- Chairman - A senior Support Officer chosen by the DD/S from his immediate staff.
- Voting Members - Five senior Support Officers knowledgeable of the Directorates of Intelligence, Plans, Science and Technology, Support; and the Independent Offices; and the Career Management Officer (CMO) for the Support Career Service.
- Executive Secretary - The Career Management Officer (CMO) for the Support Career Service.

a. The Staff Operations Panel will:

- (1) consider and make recommendations to the Deputy Director for Support on policy and major procedural matters as they may affect "S" careerists at the GS-14 level and below;
- (2) continuously review all requirements for "S" officers at the GS-14 level and below and make recommendations regarding the assignments of available "S" careerists to the Deputy Director for Support;
- (3) perform competitive evaluations of all "S" careerists for promotion up to and including the GS-15 level and make appropriate recommendations to the Deputy Director for Support;
- (4) recommend to the Deputy Director's Panel all outstanding "S" careerists in grades GS-14 and below who in the considered judgment of the Staff Operations Panel should be given special consideration for either promotion to supergrade or assignment to positions which normally require a Support careerists at the GS-15 or supergrade level;

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(5) review and make recommendations to the Deputy Director for Support on requests for extension of tour and second tours, transfers to the "S" Career Service, conversions to career employee status, requests and nominations for full-time professional training, and other personnel matters concerning "S" careerists in grades GS-14 and below;

(6) perform other personnel management functions as directed by the Deputy Director for Support.

b. The Chairman of the Staff Operations Panel will appoint, at his discretion, subpanels to assist in any specific reviews or career planning activities which may be assigned by the Deputy Director for Support, or which his Panel may wish to undertake.

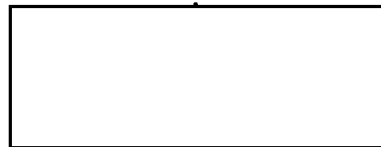
c. Panel members will not participate in any proceedings or deliberations which involve contemplated actions which may concern them as individuals.

5. Procedures

The deliberations of the Staff Operations Panel, the Deputy Director's Panel, and the Support Services Career Board will be recorded in the form of minutes by the Executive Secretary.

6. Addendum

The addendum to this Administrative Instruction sets forth the current membership of the Deputy Director's and Staff Operations Panels and the expiration date of the appointments.



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JOHN W. COFFEY
Deputy Director
for Support

Distribution:

Orig - DD/S subject

1 - DD/S chrono

1 - DD/S

1 - ADD/S

1 - EO-DD/S

1 - Ea: D/CO, D/F, D/L, D/MS, D/P, D/S, D/TR

1 - SSA-DD/S

1 - C/SOS-DD/S

1 - C/PS-DD/S

1 - SA-DD/S

1 - CMO-DD/S

1 - C/SSS-DD/S

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The Support Career Service

1. In addition to the functional specialty career services of the Support Directorate (personnel, logistics, security, etc.), there is the Support Career Service which has its home base in the Office of the Deputy Director for Support. This Career Service at 30 June 1972 consisted of 25X9 employees, grades GS-18 through GS-3. The officer group, those GS-9 and above, are assigned throughout all Directorates and Independent 25X1 Offices at foreign posts. These widely skilled support specialists serve in a variety of general support assignments as well as in such top positions as the ADD/S, the Director and Deputy Director of Logistics and the Chief, Audit Staff.

2. Career management of this group is accomplished through three mechanisms. A Deputy Director's Panel is responsible for career management and development of all officers grade GS-15 and above, presently 25X9 totalling . The Deputy Director's Panel consists of the ADD/S as Chairman and five senior officers of the Directorate. This Panel is responsible for continuously reviewing all requirements for "S" Career Service officers at the GS-15 and supergrade level, taking action on assignments, promotions, training, etc.

3. The Staff Operations Panel is responsible for the general career management of "S" careerists at the GS-14 level and below, presently 25X9 totalling . The main interest of this Panel is centered on the group

GS-9 through 14 since this constitutes the group that are serving in the general support field. The Panel has cognizance of the remaining members of the "S" Service who are GS-8 and below (a total of) and from time to time is called upon to advise or recommend action to the DD/S for members of this group. In practice the DD/S Career Management Officer, who serves as Executive Secretary to both the Deputy Director's Panel and the Staff Operations Panel accomplishes career management actions directly with Staff Chiefs of the DD/S under whose jurisdiction all of them are utilized. 25X9

4. The "S" Career Service recently adopted a policy of recruitment of new Support Generalists from among the offices of the Support Directorate. By following this practice the Support Generalists of the future will have had in depth training and experience in at least one of the support specialities. For the foreseeable future, it is not planned to introduce new Support Generalists from externally recruited graduates of the career trainee program.