

DD/A 74-4310

MEMORANDUM FOR: Comptroller

SUBJECT : Winter Conference

1. Reference is made to your recent request for a preliminary listing of appropriate items to be considered at the Winter Conference scheduled at [ ] for 15-17 February 1975.

2. This is to advise that the following issues are felt to be of significant importance to Agency management, and would warrant a full exchange of views by all participants:

a. The CIA Management Committee

The Agency Management Committee has been in existence since February 1973, and has considered over one hundred agenda items. It appears that some reasonable self-examination would be in order to determine how well the management machinery is operating, and to solicit views on how procedures might be improved.

b. Costing Methodologies

In accordance with established MBO objectives, the Offices in this Directorate are deeply involved in developing costing methodologies for the services that are provided. OJCS now has a facility to cost out computer support to our users, and other Offices will have comparable programs by the end of this calendar year. Considering overall cost effectiveness for the Agency, a management decision should be forthcoming on whether to institute a charge back procedure for various categories of support.

c. OJCS Expansion

Since 1965, the cost of Agency data processing has tripled; the number of people involved in data processing has about doubled; and there is a definite trend toward centralization in the computer field. There is an information processing explosion, and this would seem to be an excellent time to focus on the problem, and possibly develop reasonable Agency policy guidelines.

d. Personnel/Budget Cuts

Present indications are that personnel and financial resources will be tight for some time, and continued cuts might reasonably be expected. It is suggested that some consideration might be given to establishing a mechanism, such as the ADD group, in order to attack the problem in an orderly and equitable manner.

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e. Personnel Development Costs

Since the submission of the report of the Personnel Approaches Study Group in November 1973, the Agency has committed itself heavily to a number of personnel oriented programs, such as PASG, PDP, APP, and EEO. It would seem prudent at this time to take a hard look at the total costs to the Agency for these personnel management programs.

f. New Agency Building

The point has been made that we hope one day to house all of our employees in the Headquarters complex. This might present problems, but there are obviously numerous administrative difficulties with the present arrangement, having units scattered about the Washington metropolitan area. It is not too early to focus on the long-range situation, and develop some preliminary thinking on the advisability of constructing a new Agency building to accommodate all employees in Langley.

g. Privacy and Freedom of Information

We have not yet felt the full impact of new legislation relating to privacy and "freedom of information." Although we are in a fluid situation, with possible changes between now and February 1975, it is believed that there should be a comprehensive briefing on this issue so that senior Agency management has a full appreciation and understanding of the overall costs and other effects.



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1. Research and Development Council

In previous years, the Agency had a Research and Development Council, with appropriate representation and input from all four Directorates. The machinery appeared to have worked quite well, providing close coordination at the Associate Deputy Director level. At a time of shrinking resources when all programs are being closely scrutinized, it is felt that some thought might be given to reestablishing the R&D Council, certainly on a trial basis.

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3. Quite obviously, this package of proposals was pulled together on an expedite basis, as a preliminary "think piece" four months in advance of the scheduled conference. The basic issues seem to warrant attention at this time, but the concepts might have to be refined or expanded.

Signed: John F. Blake

**John F. Blake**  
**Deputy Director**  
**for**  
**Administration**

EO-DD/A [redacted] kmg (1 Nov 74)

Distribution:

Orig - Adse

1 - DD/A Chrono

~~1~~ - DD/A Subject w/background (DD/A 74-4238, -4286)

1 - JFB Chrono

DD/A 74-4238: Memo dtd 24 Oct 74 to DD/A fr Compt, subj: Winter Conference

DD/A 74-4286: Memo dtd 30 Oct 74 to DD/A fr D/Pers, subj: DCI Management Conference

5

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DD/A Office Submissions

1. OL - Costing of Services and Supplies
2. OS - "Privacy" and "Freedom of Information" Legislation
3. OS - Mandatory Age 60 Retirement
4. OS - Costing Methodologies
5. OS - Repolygraph Program
6. OS - Burdens of MBO vs Benefits
7. OC - Secure Telephones for Headquarters, Washington, and Overseas
8. OF - Identification of Resources to KIQ's and non-KIQ's, and Departmental or Tactical Questions
9. OJCS - Policy of Continued Centralization of Agency Data Processing
10. OJCS - Mechanisms to Control Information Processing Explosions
11. OJCS - Should We Institute a Charge Back Procedure for Computer Support?
12. OP - Status of Agency-wide Implementation of the New Approaches to Personnel Management
13. OTR - Intelligence Community Training

OMS - Negative

Other Thoughts

1. Management Committee Policies and Procedures
2. Regulatory Process in the Agency
3. Inflation--Costs--Shortages (✓)
4. Inter-Directorate Coordination/Communications (COINS Project Officer)

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[Redacted]

6. Space in Headquarters--All Employees in Langley Concept ✓

7. R&D Council

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8. The [Redacted] Studies on Analysts [Redacted] paper) STAT

9. Word Processing Centers ✓

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10. [Redacted] - Degree of Use ✓

11. Intelligence Studies Program--The Place of CIA in American Society ✓

12. Declassification Issues (Studies in Intelligence, etc.) ✓

13. Security Leaks to the Press ✓

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01-27-74-615  
8 9 OCT 1974

MEMORANDUM FOR: Deputy Director for Administration  
SUBJECT : Agenda Items for February 1975 DCI  
Conference

It is suggested that the subject of Secure Telephones for Agency headquarters, the Washington area, and overseas be included on subject agenda.




Director of Communications

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30 OCT 1974

MEMORANDUM FOR: Executive Officer, DDA  
SUBJECT : DCI Management Conference  
REFERENCE : DDA 74-4227 dtd 25 Oct 1974

We believe it would be timely and appropriate for the DCI Management Conference agenda to include for discussion the subject of Identification of Resources to KIQ's, non-KIQ national questions, and departmental or tactical questions not covered under the KIQ's. Hopefully enough progress will have been made toward a rough cut approach to satisfying the Director's interest in this matter to warrant its discussion.

[Redacted Signature Box]

*for* Thomas B. Yale  
Director of Finance

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OJCS 1539-74

30 OCT 1974

MEMORANDUM FOR: Executive Officer, DD/A

SUBJECT : DCI Management Conference

REFERENCE : Your memo dtd 25 Oct. 74, same subject  
(DD/A 74-4227)

STAT Listed below are three suggested agenda items for the Management Conference  in February 1975. These items focus on the information processing area and should be appropriate to a conference of this scope.

1. Since 1965, the cost of Agency data processing has tripled (a per annum increase of 13.3%), and the number of people involved in data processing has about doubled (a per annum increase of 7.3%). What mechanisms, if any, should be used to control this information processing explosion?
2. There has been a trend toward centralization of Agency data processing. Should we make changes in our policies, procedures and computer facilities to accelerate this movement?
3. We now have a facility to cost out computer support to our users. Should we go one step further (as the DCI has directed) and institute a charge back procedure?

HARRY E. FITZWATER  
Director of Joint Computer Support

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Distribution:  
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1 - OJCS Registry  
2 - O/D/OJCS



Approved For Release 2003/04/29 : CIA-RDP84-00780R005800040002-5

Logistics' DCI Management Conference

Are we going to do something about costing  
of services, supplies, etc.?

Per Mich (telecon of 10/30/74).

OMS - negative

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OTR

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30 OCT 1974

MEMORANDUM FOR: Deputy Director for Administration


SUBJECT : DCI Management Conference

REFERENCES : (a) Memo fr ExO/DDA dtd 25 Oct 74,  
same subject

(b) DCI memo of 13 Apr 74, "Implementation  
of PASG Recommendations Approved by  
the CIA Management Committee

1. In response to the request in referent (a) discussion of the status of Agency-wide progress in implementation of the New Approaches to Personnel Management is, from our viewpoint, the single most important item for inclusion in the agenda for the DCI Management Conference.

2. The timing for this would be ideal in view of the Director's intent expressed in referent (b) to review such progress with the Deputy Directors individually approximately one month prior to the date scheduled for the Conference.

  
F. W. M. Janney  
Director of Personnel

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Attachment  
Ref (b)

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PERS 74- 1178

Executive Registry  
74-1230

18 APR 1974

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Management and Services  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, Senior Executive Career  
Service Panel

SUBJECT : Implementation of PASG Recommendations  
Approved by the CIA Management Committee

REFERENCES : (a) Extract from Minutes of CIA Management  
Committee Meeting on 7 January 1974  
(b) Employee Bulletin, New Approaches to  
Personnel Management, dated 1 April 1974  
(c) Report of the Personnel Approaches Study  
Group dated 30 November 1973

1. After the CIA Management Committee approved the PASG recommendations with the modifications noted in reference (a), an Employee Bulletin was issued to begin implementation of the approved recommendations and to tell employees about the new approaches to personnel management we have adopted. The sooner everyone in the Agency understands the reasons for these initiatives, the sooner we will gain the support needed to make our efforts a success. I signed the Bulletin so that all personnel will know the significance attached to the improvement of personnel management throughout the Agency.

2. While the substantial work load involved will be shared by employees and managers, the major task of converting broad personnel objectives and new directions into specific achievements rests mainly on us. With this in mind, we should take the time to decide how to organize, manage and monitor personnel operations in our areas to best accomplish both Agency objectives and your own requirements. As a first step, please establish the Senior Personnel Resources Board called for in the PASG Report. You may wish to reconstitute the existing Directorate Career Board or you may wish to confine its actions to selected personnel operations and appoint a new Senior Personnel Resources Board. In either case, the important thing is to maintain a personnel advisory body that will

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help you formulate Directorate-wide personnel policies and guidances and monitor the effectiveness of individual components in complying with these policies and guidances.

3. Once the Board is established, it should be fully used in acting upon the following matters:

a. Policies, career sub-groups and structures most appropriate for implementing the PASG recommendation that each Directorate will constitute a Career Service. (In deciding upon specific organizational arrangements, consideration should be given to the kinds of personnel boards and panels you will want to use, both at the Directorate and at the component levels.)

b. Directorate-wide objectives and plans to implement the ten DCI personnel objectives contained in the PASG Report. (These are important concerns and will require continuing encouragements from you and hard work by many people in your area.)

c. Specific means of implementing the sixteen personnel responsibilities and authorities of the Deputy Directors listed in the PASG Report.

4. Pending your decision on the kind of career sub-groups you will maintain in the Directorate Career Services, present Career Service indicators will continue to be applied to employees and positions in order to manage personnel affairs, keep personnel records, and fix responsibility for personnel management. Agency Regulations will be amended to indicate that the term "Service Designation" will henceforth be restricted to Directorate and Executive Career Services. Second letters in present Service Designations shown in  (e.g., MP, IC) will be retained in Regulations as sub-career group indicators, and they will be changed as necessary to reflect Directorate decisions relative to future composition of career sub-groups.

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5. A number of other recommendations involving Directorate actions will be formalized in Agency Regulations. They include:

a. Inclusion of the PASG statement on Agency personnel policy.

b. Enumeration of the sixteen personnel authorities and responsibilities to be exercised by the Deputy Directors.

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c. Establishment of Directorate and Executive Career Services.

d. Formation of a CIA Supergrade Review Board to conduct quarterly reviews of Directorate and Executive plans for filling supergrade vacancies.

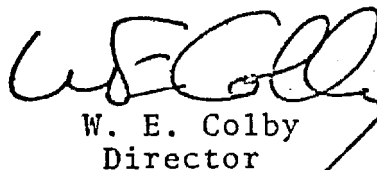
e. Elimination of the three-year career provisional period.

f. Announcement of the Management Committee's decision that individuals assigned outside their Directorate Career Service more than three years will normally have their Service Designation changed.

6. As the several recommendations contained in the PASG Report are implemented, the capacity for moving personnel to assignments where their qualifications are most needed should be improved significantly. Throughout the various organizations of the Agency, there are employees with common occupational specialties and skills performing common functions. I have asked the Director of Personnel to study the feasibility of modifying the existing Agency Qualification Record System somewhat along the lines of the Military Occupational System (MOS), which could facilitate the ready identification of employees having combinations of qualifications applicable to selected occupational affinity groups.

7. In carrying out the provisions of this memorandum, you are encouraged to seek the assistance of the Director of Personnel and other Agency officials concerned, particularly in connection with the development of Directorate-wide guidances pertaining to DCI personnel objectives and the sixteen personnel responsibilities of the Deputy Directors.

8. As in the case of the Annual Personnel Plan (APP) and the Personnel Development Program (PDP), I want to meet with you at the earliest practicable time to discuss progress in implementing PASG recommendations within your Directorate. For this reason, I will schedule a meeting with each of you approximately nine months from the date of this memorandum.



W. E. Colby  
Director

Atts  
Refs (a) and (c)

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30 OCT 1974

MEMORANDUM FOR: Executive Officer to the Deputy  
Director for Administration

SUBJECT : DCI Management Conference

REFERENCE : Memorandum from EO-DD/A dated  
25 October 1974, Same Subject  
(DD/A 74-4227)

In accordance with reference, the following sugges-  
tions are made as possible agenda items for the proposed  
DCI Management Conference planned for February 1975

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a. The need for a positive Agencywide plan and  
program to address issues associated with "privacy" and  
"freedom of information" legislation being proposed and  
enacted by the Congress.

b. The need for categorizing unclassified pro-  
prietary Agency information, so that it may be kept out  
of the public domain without misusing national security  
classification procedures. Information in this area  
includes but is not limited to personnel, medical, and  
security data on individuals and employees and are exempted  
from the Freedom of Information Act.

c. In the light of legislation, policy, and other  
external pressures dictating against discrimination because  
of age, should the Agency be forced to modify our mandatory  
age 60 retirement requirement?

d. The pros and cons of implementing "billing  
systems" associated with costing methodologies.

e. The desirability of instituting a consistent  
repolygraph program for employees, especially upon their  
return from overseas assignments.

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f. Does the Management by Objective (MBO) system impose burdens on lower echelon management to an extent disproportionate to the benefits derived from the system?

[Redacted Signature]

Charles W. Kane  
Director of Security

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DTR-0933

30 October 1974

MEMORANDUM FOR: Deputy Director for Administration  
SUBJECT : DCI Management Conference  
REFERENCE : Memo to Office Directors fm EO-DDA dtd 25 Oct 74;  
same subject

Intelligence Community Training

The Office of Training increasingly is becoming involved in various kinds of joint training for member agencies of the Intelligence Community. For example, information science training is provided to NSA and DIA; the recently negotiated agreement to train foreign intelligence operations officers for the military is a new requirement; and, references have been made by the Director for training of Intelligence Community analysts by OTR. It would be helpful for future resource planning purposes to have guidance from the Director and the Deputy Directors on the magnitude of Intelligence Community training that OTR may be responsible for.

[Redacted Signature]

Alfonso Rodriguez  
Director of Training

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DD/A 74-4227

25 OCT 1974

MEMORANDUM FOR: Director of Communications  
 Director of Finance  
 Director of Joint Computer Support  
 Director of Logistics  
 Director of Medical Services  
 Director of Personnel  
 Director of Security  
 Director of Training

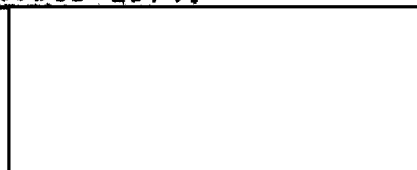
SUBJECT : DCI Management Conference

1. You may recall that the DD/A announced at the morning meeting of 25 October 1974 that the DCI is planning on having a management conference with the DD's and other senior officials [redacted] in February 1975. It is intended that an agenda should be prepared by 1 November-- well in advance of the conference.

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2. This is to confirm the verbal request of the DD/A that appropriate agenda items be submitted to this office by close of business 31 October 1974.

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Executive Officer to the  
Deputy Director for Administration

EO-DD/A [redacted] kmg (25 Oct 74)

Distribution:

- Orig - D/CO
- Xcy - Ea additional adse
- 1 - DD/A Subject
- 1 - DD/A Chrono

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COMPT

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21 OCT 1974

DD/A 74-4238

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Deputy to the DCI for the Intelligence Community  
Deputy to the DCI for National Intelligence Officers  
Inspector General

SUBJECT: Winter Conference

1. This is to confirm that the Winter Conference is scheduled for 15-17 February 1975. It will be held  Lodge has been reserved for these dates, including the night of 14 February.

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2. I shall keep you informed of developments on the agenda and of additional arrangements as they are made.

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JOHN D. IAMS  
Comptroller

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