

PREFACE

This Digest is being published in the interest of communicating to personnel in the Directorate of Administration and other Directorates some of the key management goals that will be tracked under the Management by Objectives (MBO) Program during FY 1978.

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MEMORANDUM FOR: Director of Communications
 Director of Data Processing
 Director of Finance
 Director of Logistics
 Director of Medical Services
 Director of Personnel
 Director of Security
 Director of Training
 Chief, Information & Privacy Staff
 Chief, Information Systems Analysis Staff

FROM : Michael J. Malanick
 Acting Deputy Director for Administration

SUBJECT : Directorate MBO Program for FY 1978

1. The MBO Schedule, which is attached, signals the beginning of the Directorate's FY 1978 Management by Objectives (MBO) Program.

2. The past year has seen reduced commitment to MBO by other organizations—both in other agencies and in CIA. A review of the contributions of MBO to this Directorate over the past few years, however, leads to the conclusion that the philosophy and techniques are particularly appropriate to the activities of DDA. Among other features, MBO—

a. provides an opportunity and framework not otherwise available for a deliberate, scheduled, and periodic professional dialogue on the status and progress toward achievement of key management objectives of the Directorate;

b. reserves for review of long-range management objectives an allotment of time that otherwise would be spent on day-to-day, short-range problems;

c. offers a unique perspective from which to view Directorate management efforts; and

d. fosters communication and coordination.

These few attributes alone constitute sufficient reason to continue the MBO program in the Directorate.

3. DDA Administrative Notice #77-5 reaffirmed commitment by the DDA to the use of Letters of Instruction (LOI's) that are part and parcel of the MBO concept. I wish to affirm the commitment of the DDA to MBO—a forward-looking, results-oriented, participative management program. Focusing on selected key management areas, the Directorate's MBO Program will continue to address objectives that are innovative, problem solving, or uniquely important.

4. The first step toward establishing the FY 1978 MBO Program has been the selection of three Directorate management goals against which to concentrate MBO efforts and frame objectives.

a. Better Results—Effectiveness

The Directorate will undertake specific actions to improve the results—that is, the effectiveness—of its activities. Results are the *raison d'être* for the organization,

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resources, and operation of this Directorate. A priority goal must always be "excellence"—to better our "product."

b. Update Expertise—Proficiency

The Directorate will undertake specific actions to update or modernize the management and performance of its activities. Change constantly occurs in management and administrative policies and practices; in the political, social, and economic environment; and in technology. Many of these changes represent new ideas or advances in the "state of the art" whose adoption or synthesis will help sustain the high level of organizational and personal expertise demanded of DDA—especially in a time of dwindling resources.

c. Enhance Information Management

The Directorate will undertake specific action to enhance handling and exploitation of information. Expansion of ADP, word processing, files, libraries, graphics—all continue to offer more and more challenges to the manager. Positive efforts must be taken by the Directorate to attain a high degree of efficiency in handling information and to optimize usefulness of the information.

An objective of this Directorate is to report by the end of FY 1978 specific and measurable progress against each one of these management goals.

5. Each Office should review its activities and plans for identification and development of at least one objective under each of these three Directorate goals. Although these objectives will be deemed the priority objectives of the Directorate, Office Directors are expected to recommend also objectives that are responsive to other implicit Directorate or to Office goals.

Michael J. Malanick

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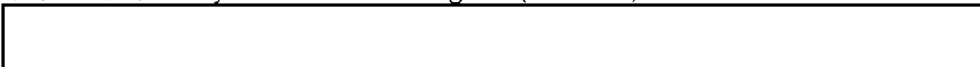
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DDA MBO SCHEDULE

FY 1978

Date	ADP Objectives	Regular Objectives
October 1977		MBO Conference—Action Plans for FY 1978 objectives discussed/approved
December 1977		MBO Conference—Status Report for October/November
January 1978	Joint Conference—Action Plans for FY 1978 objectives discussed/approved and status first quarter	
February 1978		MBO Conference—Status Report for December/January
April 1978	ADP MBO Conference—Status Report for second quarter	MBO Conference—Status Report for February/March
June 1978		MBO Conference—Status Report for April/May
July 1978	ADP MBO Conference—Status Report for third quarter	
August 1978		MBO Conference—Status Report for June/July
October 1978	ADP MBO Conference—Status Report for fourth quarter	MBO Conference—Status Report for August/September
November 1978	Evaluation of FY 1978 MBO Program for ADP and Regular Objectives	

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Office of Communications Objectives

For additional information contact:

Programs and Budget Staff

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CDS—Cable Dissemination System (OC-03-76) Regular

Statement of Objective. Complete replacement of the CDS disc files, by 31 August 1978. Complete a study and award a contract for integration of the ACT Originating functions into CDS by 31 January 1978. Design, procure and install remote electrical distribution terminals in the Headquarters area by May 1978.

Explanation. The current CDS disc files are leased and have been discontinued by the manufacturer. The new disc files are disc pack type, do not require chilled water cooling and have approximately twice the storage capacity of the old discs. The new disc packs will provide fully redundant on-line message storage, decreased maintenance and increased reliability. CDS now incorporates the ACT terminating functions for incoming traffic and incorporation of ACT Originating for outgoing traffic will provide a more efficient distribution of responsibilities and will more fully utilize the potential of CDS. Electrical distribution of traffic to Agency buildings in the Headquarters area will streamline traffic distribution to the action offices, decreasing delays and reliance on scheduled pouch runs.

Coordination. Installation of the remote terminals will require coordination with the Agency components located in the outbuildings.

Goal. This objective supports the Directorate goals for: increasing effectiveness by speeding up the flow of traffic to action offices; improving proficiency by replacing discontinued disc files with new product line disc packs; and enhancing information management by providing fully redundant on-line storage of in-process and reference narrative traffic.

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Field Automation Support—Message Processing (OC-04-76) Regular

Statement of Objective. Improve personnel resource utilization and enhance customer services.

Explanation. The field station message processing must be automated in order to alleviate highly repetitive manual operations; eliminate manual paper tape message poking and processing; and to provide flexibility and expandability not present in the existing system. There are three programs currently under development which will assist this office in meeting these objectives. (1) Automated Field Terminal (AFT): the AFT will automate the processing of incoming and outgoing narrative traffic without a commensurate increase in communicator workload. The three AFT systems procured in FY 1976 will be installed in FY 1978. (2) Unattended Operation Terminal (UOT): Field stations utilizing UOT will receive their complete casts earlier in the working day, thus hastening delivery of narrative traffic to the customer. Up to ten UOT systems procured in FY 1977 will be installed in yet undetermined field stations in FY 1978. (3) Optical Character Reader/Paper-Tape-Punch (OCR/PTP): The OCR/PTP configuration reduces outgoing message processing by approximately 50% and improves operator efficiency. Up to ten OCR/PTP equipment configurations will be installed in yet undetermined field stations in FY 1978.

Coordination. N/A

Goal. This objective supports the Directorate goal for improving field communications center operation.

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HATS—Headquarters Area Transmission System (OC-09-77) Regular

Statement of Objective. Complete installation and activate the wideband digital microwave equipment for the first two links of the Headquarters Area Transmission System.

Explanation. With the growing demand for high speed data circuits and the increased use of Bulk Encryption methods, requirements for wideband T-1 transmission channels in the Headquarters Area are increasing. An OMB circular A-76 cost analysis has demonstrated that a Government-owned microwave system is a more cost effective method of satisfying these requirements than would be leasing of commercial lines. In addition, expansion for future requirements is more easily and inexpensively implemented with the HATS equipment. In future years the system will be expanded and existing obsolescent equipment will be replaced.

Coordination. None required.

Goal. This objective supports the DDA goal of providing an efficient and effective media for secure voice and data communications.

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Headquarters Secure Telephone System (OC-13-78)..... Regular

Statement of Objective. Expand the Headquarters Building Secure Telephone Service by acquisition of a stored program, computer managed electronic private automatic branch exchange (CBX) of 1000 line capacity. Such installation to be under contract by 30 September 1978.

Explanation. The existing Secure Telephone System in the Headquarters Building is obsolescent with only limited capacity for expansion. It is currently providing service to [] subscribers. This action will significantly expand service in a cost effective manner. In future program years, additional switches will be added to further expand service and to replace a system then obsolete.

Coordination. The Office of Security has concurred in and supports this action.

Goal. This objective supports the goal of the DCI to improve the security of sensitive intelligence activities. []

OC Management Improvement Program (OC-11-78) Regular

Statement of Objective. Develop and implement a program by 31 May 1978 to increase the effectiveness of OC management at all levels.

Explanation. Selected OC personnel at all levels of management will be scheduled to participate in an OC management seminar. This seminar will include, but not be limited to, discussions of current OC policies, career counseling, EEO programs, personnel, performance appraisal, programming and budgeting, and management techniques and philosophy. A formal training program will be established to better prepare those employees assigned as career management officers, and Communications Officer designees will be trained in [] procedures, career counseling and general CMD procedures.

Coordination. The Office of Training and the Office of Medical Services will be requested to provide advice and assistance in the formulation of the OC management seminar outlined above.

Goal. This objective will provide for more informed management at all levels and will lead to more active participation in the management functions by middle management. []

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Safety and Health—OSHA at OC Field Sites (OC-12-78)..... Regular

Statement of Objective. Apply OSHA safety and health requirements to Office of Communications field sites in a three-phase program. The three phases are:

a. By 30 September 1978, provide a fire detection/alerting capability at 17 OC comcenters based on a determination of overall OC requirements.

b. By 30 September 1978, fulfill 20% of the tower maintenance safety requirements at [] to overcome currently identified deficiencies.

c. By 30 September 1978, address other hazardous conditions at OC field stations identified as both life-threatening and non-life-threatening, and determine and program corrective plans and equipment. Particular areas to be addressed are on-site safety inspections and the procurement of personnel protection and safety equipment for OC personnel as resources permit.

Explanation. COMSEC/Safety Officers already in the field are an important part of the program. They will conduct inspections and evaluate hazards on-site at field stations. Based on information gathered in these surveys, a determination will be made as to necessary corrective procedures and equipment. These items will be procured and shipped to the field and appropriate personnel will be trained in their application and maintenance.

Coordination. Although other elements are not participating directly with the Office of Communications in this objective, all actions taken by OC-CS/Safety must be coordinated with either the Office of Security/Safety Branch or the Office of Medical Services/Agency Health Officer.

Goal. This objective supports the Federal Government's goal of providing safe and healthful working conditions for its employees. []

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Office of Data Processing Objectives

For additional information contact:

Management Staff

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ADSTAR—Automated Document Storage and Retrieval System
(ODP-26-78) Regular

Statement of Objective. To develop a design by 30 September 1978 for a computer driven automated document storage and retrieval system for the Office of Central Reference Classified Document Library. This design must meet established requirements and be capable of being implemented as an operational system by FY 1978.

Explanation. The ADSTAR system will convert documents entering the Document Library to some form of high density microfilm storage. The system will automatically locate and retrieve document images from storage and digitize the images for transmission to a central display terminal or to the numerous remote terminals of the SAFE computer system for intelligence analysts. By September 30 1977, a contractor will have been selected to design and implement the system over a 2-3 year period.

Coordination. The ODP Special Projects Staff (DDA) is the project manager while NFAC maintains system requirements responsibility in coordination with the DDO. Required facility preparations are coordinated with the Office of Logistics.

Goal. This objective supports the DDA and NFAC goals for enhanced information management.

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CAMS—COMIREX Automated Management System (ODP-04-77) Regular

Statement of Objective. By 30 September 1978 complete action to: 1) provide an interim hardware upgrade to an IBM 370/158; 2) deliver revised area coverage software which will accommodate the broad area search capabilities being developed [redacted] augment the level of Applications programming support to allow development and implementation of performance/human engineering enhancements, and complete the development of hard copy reports.

Explanation. CAMS was developed to support COMIREX in the management of Intelligence Community requirements for imagery in a near-real-time environment. Since Initial Operating Capability (IOC), user activity on the system has increased substantially, with a subsequent increase in response time. Plans are being formulated to provide a significant upgrade of CAMS hardware in FY 1979. In the meantime, an interim upgrade of IBM 370/158 will be made during FY 1978 providing an expected twenty percent (20%) improvement in system response.

Applications programming support will be provided to accommodate the significant enhancements necessary to provide CAMS with accounting capability for broad area search. In addition, performance and/or human engineering improvements are necessary to make the system more responsive to the users.

Coordination. Division A within ODP (DDA) is the project manager while COMIREX maintains system requirement responsibility. Extensive coordination with Office of Development and Engineering (DDS&T) will be necessary in developing the CAMS broad area search capability. The hardware upgrade will require coordination with the Office of Communications and the Office of Logistics.

Goal. This objective supports the DDA goal for enhanced information management and insures that relevant information on overhead reconnaissance requirements and accomplishments is made available to the Intelligence Community.

[redacted]

Computer Plan to Increase ODP Service Capacity (ODP-09-77)..... Regular

Statement of Objective. To increase ODP service capacity in the Ruffing Computer Center by 30 September 1978, so that the following levels are reached:

Type of Service

Batch Processing	240 CPU hours/day
GIMS Production	24,000 transactions/day
Time Sharing <input type="checkbox"/>	concurrent users

Explanation. To meet the cited objectives, a new processor capable of providing support to concurrent VM (Virtual Machine) users will have to be acquired and integrated into the current network. The GIMS (General Information Management System) Production Service currently sharing the resources of the 360/195 with the ASP Scheduling Service will be moved to a dedicated 370/168 already installed. Batch requirements will be met by replacing the 360/195 with a new operating system. With the exception of the VM Time-Sharing Service and the GIM Development Service running on the 360/65-2, all applications in the Ruffing Center will be converted to run under the more reliable and secure MVS operating system.

Coordination. The implementation of the hardware necessary to meet these objectives will require the coordination of the Office of Logistics for hardware procurement and site preparation support.

Goal. The realization of these objectives will provide the ODP user community with the computing facilities needed to meet their projected requirements. In addition, the installation of more reliable hardware and the implementation of the MVS operating system software will guarantee better system availability.

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Minicomputer Support Capability (ODP-25-78) Regular

Statement of Objective. Establish a minicomputer support capability in the ODP Applications Group.

Explanation. In the past, nearly 100% of all systems designed by Applications used hardware and software that was provided by our central service. Minicomputers have become an attractive alternative for the design of on-line systems. The system designers in Applications must be exposed to the strengths and weaknesses of various minicomputer systems.

Coordination. None

Goal. This objective supports the Directorate goal for updating the expertise of its professional staff to be responsive to increasing minicomputer requirements.



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SAFE—Support for the Analyst's File Environment (ODP-10-77) Regular

Statement of Objective. To develop a design by 30 September 1978 for an all-encompassing automated information handling system for NFAC analysts. This must be a design capable of leading to acquisition of a system meeting all requirements by FY 1982.

Explanation. This system is designed to give analysts the power of the computer to manipulate and retrieve all stored and incoming information. For this purpose each analyst will have a computer terminal workstation to gain access to a large and complex computer system. Because of its large size and extremely complex nature two contractors will be selected by September 1977 to design two separate systems. During 42 weeks of design effort, each design will be evaluated and the best design will be selected for implementation. Detailed system design and hardware/software specification will be carried out in FY 1979 leading to acquisition of the system in fiscal years 1980, 1981 and 1982. Initial operating capability is programmed for fiscal year 1982.

Coordination. ODP, NFAC and DIA. The ODP Special Projects Staff (DDA) is the project manager while NFAC maintains system requirements responsibility. Required facility preparations are coordinated with the Office of Logistics. DCI approved the establishment of a consolidated CIA and DIA SAFE project.

Goal. This objective supports the DDA goal for enhanced information management and the Agency goal of insuring that all relevant information is made available to analysts, particularly in crisis situations.

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TADS—Telemetry Analysis and Display System (ODP-05-77) Regular

Statement of Objective. To complete the installation of a computer-based Telemetry Analysis and Display System (TADS) by 30 June 1978, to facilitate the analysis of telemetry and radar data by analysts in OWI and OSO.

Explanation. Modern technology and equipment will be used to aid the analysts of OWI and OSO. This will reduce the overall time used for analysis of telemetry and radar data and will also improve the quality of the analysis.

Coordination. The Office of Weapons Intelligence (OWI) is the primary customer for this project. OWI is in complete agreement with the way the system is being implemented.

Goal. This objective supports the DDA goal of more effectiveness and the OWI goal of increased productivity.

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Office of Finance Objectives

For additional information contact:

Deputy Director for Financial Operations

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CONIF III—Contract Information System (OF-05-76) ADP

Statement of Objective. To complete testing and implementation of the Finance facets of the Contract Information System (CONIF III).

Explanation. Upon the successful completion of Acceptance testing, CONIF III will become operational and will commence with FY 1977 contract activity. CONIF III will eliminate most of the manual work of posting to payment cards, preparing vouchers, etc., and should reduce invoice processing time. CONIF III will machine generate the Finance posting voucher, the Voucher and Schedule of Payments (Request for Treasury Check), the Request for a Cashier's Check and the Remittance Advice. CONIF III will streamline the processing of invoice payment, eliminate most manual posting entries and will provide all levels of management with a complete management information system on contract activity.

Coordination. This project requires coordination with OL and ODP. The CONIF III system utilizes the CONIF data base which is an OL system.

Goal. Improve effectiveness of operations

Improve proficiency

Enhance information management

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Feasibility Study—CIARDS Retirement Services Center (OF-32-78) Regular

Statement of Objective. Develop a CIARDS Retirement Services Center by combining the CIARDS Unit in the Office of Finance with the OP/RAD Annuitant Section.

Explanation. Both the OF/CIARDS Unit and the OP/Annuitant Section are involved with matters pertaining to CIARDS annuitants and frequently must coordinate with each other in the preparation of correspondence responding to questions of problems raised by CIARDS retirees. Thus, it appears logical from a work efficiency standpoint to co-locate and combine these two units organizationally. Such action should result in prompter response and may possibly result in some savings in total person-power requirements. With the continually increasing number of CIARDS annuitants and/or their survivors or dependents expected over the next 10 or 15 years, the workload and importance of this activity will continue to grow.

Coordination. Office of Personnel and Office of Logistics (for space requirements). (See OP-24-78)

Goal. Improve the effectiveness of operations

Improve proficiency

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Full Automation of Agent Payroll (OF-26-78) ADP

Statement of Objective. Review four week and monthly payroll procedures as necessary to eliminate dependency on computer programs simulating RCA-501 operations.

Explanation. This will eliminate the necessity of ODP continuing their RCA-501 simulation process. This will permit maximum utilization of computer support by transferring present manual processes to computerized operations, hopefully in a minicomputer environment. The interactive features of such a new system would provide the users immediate access to information and would also provide the Office of Finance with its first exposure to minicomputer processes, which hopefully will spawn user-oriented applications through the use of this media.

Coordination. ODP, OP, CCS, OF. This will be a special coordinated effort to clearly design the responsibilities of operating in a minicomputer environment.

Goal. Improve effectiveness of operations

Improve proficiency

Enhance information management

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Full Automation CIARDS Annuity Payroll (OF-27-78) ADP

Statement of Objective. Revise CIARDS annuity payment procedures as necessary to eliminate dependency on computer programs simulating RCA-501 operations.

Explanation. This will eliminate the necessity of ODP continuing their RCA-501 simulation process. This will permit maximum utilization of computer support by transferring present manual processes to computerized operations hopefully in a minicomputer environment. The interactive features of such a new system would provide the users immediate access to information and would also provide the Office of Finance with its first exposure to minicomputer processes which hopefully will spawn user-oriented applications through the use of this media.

Coordination. ODP, OP, CCS, OF. This will be a special coordinated effort to clearly define the responsibilities of operating in a minicomputer environment.

Goal. Improve effectiveness of operations

Improve proficiency

Enhance information management

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GAS—General Accounting System—Enhancement (OF-16-77) ADP

Statement of Objective. To complete by 30 September 1978 refinement of current processing routines and enhancements necessary to satisfy known requirements.

Explanation. There is a current backlog of maintenance tasks which have been deferred due to the priority effort required to develop required programs for year end closing. There is an urgent requirement also deferred to date for edit routines within the system to assure the agreement of data common to each of several month end reports. Known requirements for enhancements include (a) modifications to allow improved administration of other government agencies' funds through improved control of Appropriation and Tenure of Funds symbols and (b) on-line query capability for the status of cash and advance accounts.

Coordination. This objective must be coordinated with the Office of Data Processing.

Goal. Improve effectiveness of operations

Improve proficiency

Enhance information management

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Guide to Information Available in Finance ADP Systems (OF-30-78) Regular

Statement of Objective. Provide Agency personnel having responsibility for any facet of financial management with a booklet highlighting the principal types of information in finance ADP Systems most likely to be of use to them in the discharge of their responsibilities.

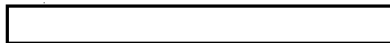
Explanation. It is believed there is a need for a non-technical publication to highlight the principal types of information in finance ADP Systems which should be useful to Agency personnel in the exercise of their responsibilities for financial management of Agency resources.

Coordination. Customer offices

Goal. Improve the effectiveness of operations

Improve proficiency

Enhance information management



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Regulations/Handbook Update—[redacted] (DF-31-78)..... Regular

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Statement of Objective. Maintain Agency financial regulations in current status.

Coordination. With offices of concern with substantive content of regulations.

Goal. Improve the effectiveness of operations

Improve proficiency [redacted]

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Upgrade Equipment Used by Finance Careerists Worldwide
(OF-29-78) Regular

Statement of Objective. Enhance the quality of equipment in general use by Finance Careerists throughout the world consistent with requirements and cost considerations.

Explanation. It has been observed that equipment (particularly desk adding machines and calculators) currently available to Finance Careerists throughout the world is in many cases old or obsolete, especially in comparison with comparable equipment of Finance personnel of cover components. Upgrading of such equipment is considered necessary both to improve effectiveness of operations as well as for cover enhancement.

Coordination. With Office of Logistics if necessary to establish liaison contact with potential suppliers for the purpose of determining what is available; also in the subsequent purchase of equipment. Coordination with the Office of Training if necessary in defining training requirements and in offering training opportunities.

Goal. Improve the effectiveness of operations

Improve proficiency

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**Validation of PPA/PRA Study for Decision on Conversion to Direct Funding
(OF-28-78) Regular**

Statement of Objective. Review the findings of the May 1974 report on the PPA/PRA System and alternatives in light of current requirements and the manner in which the PPA/PRA System is currently functioning as a basis for a specific management decision to (a) continue the system essentially unchanged, (b) to convert to a direct funding approach, or (c) adopt some other alternative.

Explanation. Discussions following release of the May 1974 report resulted in a determination to establish additional fan accounts for the purpose of "simulating" a direct funding procedure during FY 1976. Concurrently, plans were completed for systems improvements long on the drawing board including provision for ongoing PPA/PRA procedures (absent any management decision to the contrary). PRA was automated beginning 1 July 1975 and the General Accounting System was implemented 1 October 1976. It becomes necessary, therefore, to evaluate the current PPA/PRA procedure in the light of the way in which it is working in the current environment and to include the cost and impact of system changes as a factor for consideration in determining any future course of action concerning the PPA/PRA System.

Coordination. Office of Logistics (Joint Objective), Office of Comptroller and Office of Data Processing.

Goal. Improve the effectiveness of operations

Improve proficiency

Enhance information management

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Office of Logistics Objectives

For additional information contact:

Plans and Program Staff Extension

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ADP Procurement Familiarization Program (OL-20-78)Regular

Statement of Objective. Plan and implement a program to acquaint all technical representatives and contracting officers with ADP procurement methods and procedures.

Explanation. ADP procurement is unique in the Agency because it requires full compliance with GSA policy and procedure regarding the documentation and procurement of Automatic Data Processing Equipment (ADPE) and related services. Sound implementation, therefore, requires that all personnel involved in planning, acquisition and management of ADPE resources be thoroughly familiar with all aspects of the governing policy and procedure.

Coordination. Procurement Division, OL, will develop a substantive program to familiarize selected individuals with ADP procurement policies and procedures and will identify technical and contracting personnel who will benefit most by such familiarization.

Goal. Insure compliance with GSA ADPE policy and improve the quality of ADPE planning, acquisition, and management.

25X1

ETECS—Electronic Text Editing and Composing System Expansion
(OL-17-78)ADP

Statement of Objective. By 1 October 1978, procure, install and implement an Electronic Text Editing and Composition System (ETECS) in the Main Printing Plant. Link this ETECS to the Headquarters system to enable it to effectively support an anticipated 175 percent increase in typeset page production.

Explanation. An analysis of customer requirements has shown that typeset page production will increase 175 percent over present levels by early FY 1978. The data comprising this production will enter ETECS via the conventional keyboard/scanner route as well as directly from ODP machine language data bases. Because of space limitations in the Headquarters building, the ETECS equipment required to support this increased production will have to be installed in the Main Printing Plant. Separate ETECS locations and the requirement to accept machine language data create the need for ETECS to ETECS and ETECS to ODP data links.

Coordination. The Office of Communications has concurred in and funded (FY 1977) the installation of the required data link between the Headquarters Building and the Main Printing Plant. Additionally, they will be responsible for the actual installation of the link in FY 1978. Coordination with the Office of Data Processing, through the Systems Analysis Branch, will be required on the installation.

Goal. This objective supports the Division goal of responding to customer requirements in an efficient, responsive manner with a product of the highest quality.



25X1

Preventive Maintenance Program (OL-09-77) ADP

Statement of Objective. To provide an effective preventive maintenance program in special-use areas in the Headquarters Building.

Explanation. This objective was established in FY 1977 and will continue on an annual basis each year. All utilities support equipment for special-use areas will be inventoried and listed showing the location, type of maintenance required, maintenance procedure to be followed, projected service time, expendables required for servicing, dates of service, and required man-hours. This information will be computerized and programmed to project when and where maintenance work will have to be performed with advance information on materials and man-hours required. It will indicate if work is performed satisfactorily or otherwise keep track of accumulated backlog. The backlog can be used for increasing GSA output capability or as a scope of work for contracting purposes. Qualitative judgments will be measured in terms of the frequency of loss of redundancy, customer satisfaction feedback, and overall GSA acceptance and utilization of information provided. To assist in accomplishing this objective, the Systems Analysis Branch will establish a series of ADP programs which will be applicable to any Agency facility requiring scheduling and monitoring of maintenance of building or power plant equipment.

Coordination. Systems Analysis Branch, OL; EO/OL; ODP; and GSA will be required; systems programming and/or approvals by OL/SAB or ODP will be necessary; D/L and GSA approval is required for implementation/operation.

Goal. This objective supports the Directorate goal of improving organizational effectiveness.

25X1

**Management Information System for Printing and Photography Division
(OL-11-77)ADP**

Statement of Objective. In cooperation with the Office of Data Processing, prepare a Request for Proposal (RFP) for a minicomputer based management information system specifically designed to meet the needs of P&PD. Upon receipt of the RFP, evaluate, select, procure, install and implement the system.

Explanation. A dedicated minicomputer system designed specifically to meet P&PD's MIS needs will replace the existing system which operates under generalized software in a time-sharing environment. The proposed system will provide improved accessibility to job tracking, resource allocation, production statistics and supply and equipment inventories.

Coordination. Office of Data Processing assistance will be required in preparing the RFP as well as their approval in the selection of a system. Subsequent installation and implementation of the system would also require the assistance of ODP.

Goal. This objective supports the Division's goal of having readily available, information needed to monitor resource allocation, maximize production in the many work areas and track material expended in the various production cycles.



25X1

Procurement Team Inspections (OL-19-78) Regular

Statement of Objective. To develop performance standards for review of various CIA procurement elements and inspect at least four procurement teams by 30 September 1978.

Explanation. The various decentralized elements of the Agency's procurement organization function under the general direction of the Director of Logistics. A requirement has existed for some time that periodic inspections of procurement elements be performed. The execution of these inspections has been sporadic because of the press of other business. An attempt will be made to develop an inspection standard and to reinstate the inspection program on some regular basis.

Coordination. No outside coordination is required.

Goal. The goal of the objective is long-term improvement of performance in the procurement area.

25X1

25X1 Regulations/Handbook Update—[](OL-12-77) Regular

25X1 **Statement of Objective.** To complete the update of Headquarters Regulations
25X1 (HR) under the cognizance of Office of Logistics begun in FY 1977. Concurrently,
update [] Handbooks.

25X1 **Explanation.** [] is the primary regulation governing supply operations.
25X1 Although the regulation has undergone numerous revisions in part over the years, it is
now appropriate, because of changes in Government policies, practices, and internal
organizational changes, to review and restructure the entire regulation. Commensu-
rate with that effort, [] Handbooks which relate to the HR's are to be updated.
HR [] Claims for Lost or Damaged Personal Property will also be updated
to provide a firm basis for procedures which ensure proper administration of the
Military Personnel and Civilian Employees Claims Act of 1964, as amended
(MP&CEA).

Coordination. Any proposed changes will be coordinated with appropriate OL
and DDA elements. Offices having an interest in HR [] are the Office of
General Counsel, Central Cover Staff and Office of Finance.

Goal. To have regulatory issuances which are current, incorporate the latest
Government and Agency supply management practices, and enhance the responsive-
ness of the supply system in general, and to have a Personal Property Claims
regulation which is in conformance with the MP&CEA. []

GAPS—General Automated Procurement System (OL-15-78) ADP

Statement of Objective. To establish an inexpensive conversion of the current equipment (Xerox 800) with a "smart" terminal or a stand-alone minicomputer which would provide, (1) an immediate reduction in the typing workload of the General Procurement Branch, PD/OL (GPB), through the utilization of a high-speed printer, and (2) capture certain contract/purchase order information to build a data base for subsequent rapid retrieval and retention of items versus source identification.

Explanation. In GPB, contracts and purchase orders will be created on an input menu using a CRT with a keyboard; and simultaneously, certain useful historical data will be captured for future use by negotiators when buying like items. This will give a negotiator instant recall of price and related data and will allow awards to be stored in a print queue for batch printing periodically, as required.

Coordination. Procurement Division, OL, has been and will continue to work in concert with the Systems Analysis Branch, EO/OL (SAB), in conducting the necessary research and evaluation of possible alternatives. If an order entry software package is selected, it will probably require some minor SAB programming effort to customize the package to GPB specifications or a modification of certain of the present documentation to facilitate the conversion and installation.

Goal. This new stand-alone system should improve the present quality of output, reduce typing time (thereby reduce overtime), and generally help sustain the professionalism and personal expertise of PD/OL employees. Further, the handling of valuable information gathered and stored in this system will be more readily available, thereby allowing optimization of its use.

25X1

**Validation of PPA/PRA Study for Decision on Conversion to Direct Funding
(OL-16-78)Regular**

Statement of Objective. Review the findings of the May 1974 report on the PPA/PRA System and alternatives in light of current requirements and the manner in which the PPA/PRA System is currently functioning as a basis for a specific management decision to (a) continue the system essentially unchanged, (b) to convert to a direct funding approach, or (c) adopt some other alternative.

Explanation. Discussions following release of the May 1974 report resulted in a determination to establish additional fan accounts for the purpose of "simulating" a direct funding procedure during FY 1976. Concurrently plans were completed for systems improvements long on the drawing board including provision for ongoing PPA/PRA procedures (absent any management decision to the contrary). PRA was automated beginning 1 July 1975 and the General Accounting System was implemented 1 October 1976. It becomes necessary, therefore, to evaluate the current PPA/PRA procedure in the light of the way in which it is working in the current environment and to include the cost and impact of system changes as a factor for consideration in determining any future course of action concerning the PPA/PRA System.

Coordination. Office of Finance (Joint Objective), Office of Comptroller and Office of Data Processing.

Goal. Improve the effectiveness of operations

Improve proficiency

Enhance information management



25X1

Office of Medical Services Objectives

For additional information contact:

Chief, Plans and Support Staff Extension

25X1

CAMPS—Computer Assisted Medical Processing System (OMS-08-77) ADP

Statement of Objective. To develop an ADP system that will assist the office in evaluating its program missions (functions).

Explanation. OMS currently has a group of programs that operate semi-independently. OMS will be working with ODP to develop an integrated unified system utilizing a common Data Base Management System (DBMS) software package. There will be a pilot Diagnosis Project to ensure the correct DBMS has been selected. Once this has been confirmed previously gathered data will be transferred to the DBMS. This should also provide the facility to analyze the resultant data base in a simpler and more standardized manner to provide various statistical reports for the office.

Coordination. This will require continuation of the ongoing working relationship with ODP.

Goal. This objective should support the two Directorate goals relating to proficiency and enhancement of Information Management.

[Redacted]

25X1

**CPR—Cardiopulmonary Resuscitation Life Support Training
(OMS-16-78) Regular**

Statement of Objective. To standardize and improve Agency Life Support Training at several levels of proficiency to satisfy the needs of all interested Agency components.

Explanation. Three proficiency levels of CPR Life Support Training will be determined. The offices requiring training will be identified. Record keeping of past training will enable OMS to advise components of needed CPR instruction to enhance regular and necessary updating of their effectiveness.

Coordination. Coordination of the training program will be made with the Health Officer.

Goal. This objective supports the Directorate goals of better effectiveness and enhancement of information management.

25X1

Counterterrorism Behavioral Support—Limited Force Crisis Response
(OMS-12-78)Regular

Statement of Objective. To continue the program on counterterrorism that provides behavioral science support and guidance to appropriate personnel and components of the Agency and the Intelligence Community.

To expand capability to support appropriate personnel and components of the Agency and Intelligence Community in responding to a broad range of limited force crises.

Explanation. International terrorist incidents continue to plague the world scene. Agency and Intelligence Community components have repeatedly turned to OMS for behavioral science expertise to assist them in dealing with these threats.

Because of demonstrated expertise in providing behavioral science support in the management of terrorist incidents, OMS has been tasked on several occasions to provide guidance during other forms of limited force crises. It is anticipated that these requests will continue and increase in frequency.

Coordination. To meet this objective OMS will be coordinating, as appropriate, with the DDO area divisions, DDO/SOG, DDO/ITC, [redacted] DDA/OTR, DDA/OS, DDA/OP, DDS&T/OTS, NFAC/OCR, NFAC/OSI, NFAC/ORPA.

25X1

Goal. This objective supports the Agency goal for dealing with the international terrorist threat.

This objective supports the Directorate goal for updating expertise and proficiency. [redacted]

25X1

Reassessment of PSS (Psychological Services Staff) Regular

Statement of Objective. To reexamine the potential of PSS resources and their present allocation to programs in the light of current Agency needs for psychological services.

Explanation. The basic mission of the Psychological Services Staff is to support and enhance the Agency's utilization of its human resources. With current Agency emphasis on improving effectiveness and efficiency under conditions of greater resource constriction, accomplishment of the PSS mission is more critical than ever before. For this reason, a searching review of how it is accomplishing its job and what needs to be changed to do it better is much in order.

Coordination. Some coordination with those offices with whom PSS operates joint programs, principally the Offices of Training and Personnel, will be helpful in the evaluation of those programs.

Goal. This objective supports most directly the Directorate goal of improving effectiveness of operation. Updating expertise is an anticipated outcome of the effort, and enhancing information management may be a valuable by-product.



25X1

**Study of Statistical Relationships between Employee Criteria and Certain
Personal Measurements (OMS-13-78)Regular**

Statement of Objective. To statistically test the SAT's power to predict certain major criteria such as applicant processing and employment events and actions. These criteria are to be provided PD by the Office of Personnel (OP) on a sample of approximately applicants for employment who were processed by PD during CY 1967-69.

Explanation. The SAT was constructed and standardized as an automated diagnostic test which can be reliably used to screen applicants for employment and assignment. This study will test if the SAT validly predicts the occurrence of certain relevant and important personnel criteria.

Coordination. OP has agreed to explore the requirements involved in retrieving and providing relevant criterion data in support of this study. To do so, OP stipulates that PD generate a name list of those subjects in the sample who entered on duty during CY 1967-69. No automated listings exist for CY 1967. The completion of this study depends upon OP's retrieval of criteria.

Goal. This objective supports the Directorate goal to enhance handling and exploitation of information.

Office of Personnel Objectives

For additional information contact:

Deputy for Plans and Control Extension

25X1

Benefits Pamphlet for New Employees (OP-27-78) Regular

Statement of Objective. By 30 September 1978 develop a brief informative pamphlet which reinforces benefit information given to employees at EOD briefings and arrange for routine distribution of this pamphlet to all employees 2 months after they enter on duty.

Explanation. A brief, informative, and "eye catching" pamphlet will be sent to each new employee 2 months after entry on duty. This pamphlet is in response to numerous comments that employees are unaware of the benefits and programs available to them because so much information is presented to them in such a short time at EOD.

Coordination. No special coordination is required.

Goal. This objective supports the Directorate goals for improving effectiveness.



25X1

Data Control of Applicant Processing (OP-19-77) ADP

Statement of Objective. By 30 September 1978 implement and have operational a minicomputer system for data control of applicant processing.

Explanation. The applicant process puts into the system an average of [] professional files, [] clerical files, and requires the production of [] letters per year. To these letters and files is added the record of actions taken on each application. All data must be recorded and accessed in a timely manner. To improve control of applicant files and provide a means by which reports on applicants can be made in an effective manner, a minicomputer based applicant control system is necessary.

Coordination. The Office of Data Processing must approve the purchase of the specific minicomputer and may continue to be involved in the project until it becomes operational.

Goal. This objective supports the Directorate goal to enhance the handling and exploitation of information. []

25X1

25X1
25X1

25X1

SECRET

Feasibility Study—Annual Employee Benefits Statement (OP-25-78)..... Regular

Statement of Objective. To determine by 30 September 1978 the feasibility and associated costs of producing an annual statement of benefit entitlements for each employee having more than 5 years Federal service.

Explanation. Computer generated reports to employees indicating their individual benefit entitlements are becoming more common with various employers. This study would establish whether it is feasible for the Agency to provide this service to its employees.

Coordination. Completion of the objective will require close coordination with and support from the Office of Data Processing.

Goal. This objective supports the Directorate goals for improving effectiveness and enhancing information management.

25X1

Feasibility Study—CIARDS Retirement Services Center (OP-24-78) Regular

Statement of Objective. Develop a CIARDS Retirement Services Center by combining the Annuitant Section of OP/RAD with the CIARDS Unit in the Office of Finance. The physical and organizational location of the new Center within DDA will be determined later.

Explanation. Both the OP/Annuitant Section and the OF/CIARDS Unit are involved with matters pertaining to CIARDS annuitants and frequently must coordinate with each other in the preparation of correspondence responding to questions or problems raised by CIARDS retirees. Thus, it appears logical from a work efficiency standpoint to co-locate and combine these two units organizationally. Such action should result in prompter response and may possibly result in some saving in total person-power requirements. With the continually increasing number of CIARDS annuitants and/or their survivors or dependents expected over the next 10 or 15 years, the workload and importance of this activity will continue to grow.

Coordination. Coordination with the Office of Finance obviously would be required, but this has not been attempted because of the short deadline involved in the submission of the FY 1978 objectives. Coordination with the Office of Logistics also would be required in so far as office space is concerned. (See OF-32-78)

Goal. This objective supports the Directorate goal for improving the effectiveness of its activities.

25X1

Minority Employment Recruitment (OP-23-78)Regular

Statement of Objective. To increase the number of minority applicant cases by 40% in order to meet the minority employment goals for FY 1978.

Explanation. In FY 1977 we put three applicants "in process" for each EOD that resulted. This three-to-one ratio has been relatively consistent for the last several years. As a result, in order to meet our minority employment goals for FY 1978, we must increase this number of applicant cases by 40%.

Coordination. This objective will require coordination between Recruitment Division, Staff Personnel Division, and the entire Agency network of Minority Employment Coordinators.

Goal. This objective supports the Directorate goals for improving the effectiveness of its activities.

25X1

PERSIGN—Integrated Personnel Information System (OP-14-77) ADP

Statement of Objective. To provide an Integrated Personnel Information System responsible to Agency requirements.

Explanation. A joint OP/ODP developmental team is working on a multifunction computer system that represents the replacement of the majority of the automated systems that currently support the Office of Personnel. Some examples of functions to be included in the application are: Personnel Action Processing, Step Increase Processing, Qualifications Processing, Fitness Report Processing, Hospitalization and Insurance Processing, and Staffing Complement Processing. Interactions with at least 16 other computer systems, including the Agency Payroll System, are also included. Better accuracy, more frequent update, reduction of redundance, reduction of clerical workload, increased flexibility and maintainability are some of the key benefits of the new system.

Coordination. The Personnel System's interaction with other systems have required close coordination on requirements from: Office of Finance, Office of Training, Office of Security, Cover and Commercial Staff/DDO, Office of Communications, and the Northwest Federal Credit Union. (See ODP-19-77)

Goal. This objective supports the Directorate goal for improving effectiveness of its activities.

25X1

Position Standards (OP-13-77)Regular

Statement of Objective. By the end of FY 1978 develop, test and publish position standards for a minimum of eight occupational series.

Explanation. Position Standards are tools to be used to improve the Agency's job evaluation process and will be compatible with FES (Factor Evaluation System) being developed by the CSC for Government-wide application.

Coordination. Coordination is planned with cognizant component officers and/or substantive specialists for the purposes of obtaining current and accurate position data and to insure that standards apply specifically to Agency occupations.

Goal. This objective supports Directorate goals of improving the position classification program for the Agency.

25X1

Regulations/Handbook Update—[redacted] (OP-12-77).....Regular

25X1

Statement of Objective. To complete the updating of the Headquarters Regulations [redacted] under the cognizance of the Office of Personnel by 31 December 1977 and the updating of all the Headquarters Handbooks by the end of FY 1978.

25X1

Explanation. This objective is being carried over from FY 1977 since the updating of all the Headquarters Regulations was not accomplished. As a follow-on to the revision of the Headquarters Regulations and as a new objective for FY 1978, the Headquarters Handbooks are also to be updated at the same time. An extensive review and update of the Handbooks has not taken place for several years and with the numerous policy and procedural changes that have taken place recently a thorough update is very much needed.

Coordination. Primary coordination in rewriting the regulations will be with the offices in the DDA that are concerned with each particular regulation. Coordination with other Agency offices will occur as Regulations Control Branch accomplishes the inter-directorate coordination process.

Goal. This objective supports the Directorate goals of improving the effectiveness and proficiency of its activities. [redacted]

25X1

Retirement & Second Career Booklet (OP-26-78)Regular

Statement of Objective. Develop a booklet titled "Your Eventual Retirement and the Prospect of a Second Career" to be sent to each employee on his or her 45th birthdate.

Explanation. A number of employees are not aware of the various benefits which can be taken into retirement or of the services which RAD offers to prospective retirees and of the need or desirability to plan for retirement well in advance of that "reality." This booklet would apprise employees of these facts. Since the average age of our retirees is now in the lower 50s, it is appropriate to make such a booklet available to employees at the 45 year mark, especially those who desire second careers. This is also in line with the IG survey recommendation that RAD do more to "advertise" its services and capabilities.

Coordination. Coordination with Graphics and with Printing Services would be required.

Goal. This objective is responsive to the Directorate objective of Better Results-Effectiveness.

25X1

SECRET

**SRB—Statistical Reporting Branch—Information Resources Guide
(OP-17-77)Regular**

Statement of Objective. By the end of FY 1978 produce for distribution to Personnel Officers and Directorate Management Staffs a booklet indicating in detail information available through the Statistical Reporting Branch.

Explanation. The "SRB Information Resources Guide" is a booklet scheduled for completion by the end of FY 1978. It will detail the recurring reports and listings produced by the Statistical Reporting Branch, the Branch's special report production capability using the computer data bases and other resources available, and the Branch's historical holdings. The booklet will also provide personnel officers and Agency managers with instructions on utilizing the Branch's services.

Coordination. Principally, SRB's responsibility. The draft booklet, however, will be coordinated extensively among knowledgeable officers within the Office of Personnel.

Goal. The objective ties in with the Directorate's goal for enhancing information management.

25X1

SECRET

Office of Security Objectives

For additional information contact:

Policy and Plans Group Extension

25X1

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SECRET

Industrial Polygraph Program (OS-16-78) Regular

Statement of Objective. By 30 September 1978 conduct polygraph examinations of industrial personnel occupying sensitive positions at major contractor facilities.

Explanation. The establishment of an industrial polygraph program is an outgrowth of the Boyce-Lee espionage case and entails the selective polygraphing of industrial contractor personnel in sensitive positions.

Coordination. None

Goal. This objective supports a significantly improved industrial security posture.

25X1

25X1

25X1

Industrial Security Audit Program (OS-17-78) Regular

Statement of Objective. By 30 September 1978 conduct periodic, unannounced comprehensive security audits of [] selected major industrial contractor facilities.

Explanation. The need for a separate industrial security component within the Office of Security to more effectively address the DCI's responsibilities for the protection of sources and methods, plus the Director of Security's responsibility pursuant to [] was clearly indicated by the recent Boyce-Lee industrial espionage case which resulted in the compromise of sensitive sources and methods of this Agency. This objective addresses the need for enhanced security protection of sensitive contractual relationships with industry, consonant with the DCI's professed concern relative to this matter.

Coordination. The accomplishment of this objective will require certain staff-type coordination with the DD/S&T and the Director of Logistics who have command responsibility with respect to the current industrial contracting programs in this Agency.

Goal. The accomplishment of this objective should provide an enhanced industrial security posture both within the Agency and at industrial contractor facilities []

Industrial Security Indoctrination Program (OS-20-78) Regular

Statement of Objective. By 30 November 1978 complete a domestic industrial security indoctrination program to include the preparation, for implementation by selected contractors, of an indoctrination briefing to be introduced to contractors' representatives in a symposium format and subsequently disseminated in individually tailored kit form, and a program evaluation.

Explanation. In accordance with a recommendation of the Security Review Task Force, commissioned to examine security practices and procedures, a security indoctrination program is planned. The goal of such a program would be to reaffirm the responsibility of supervisors to recognize and deal with employee suitability problems before they become security problems and to reeducate their employees in basic security principles and practices. To this end, in the industrial area, the Office of Security will prepare, in concert with contractors' representatives, an indoctrination briefing kit to be disseminated for use by selected contractors.

Coordination. None

Goal. To improve security at selected contractor facilities by emphasizing the responsibilities of contractor personnel regarding their response to problem situations having suitability or security implications and by reeducating them in basic security practices.

25X1

25X1

Approved For Release 2003/11/06 : CIA-RDP85-00988R000300100003-6

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25X1

Regulations Update-[](OS-15-77) Regular

Statement of Objective. Complete the update of Headquarters Regulations (HR) under the cognizance of Office of Security by 30 April 1978.

Explanation. Agency security policy and standards, as set forth in regulatory issuances, must be revised to accommodate internal Agency directives, Executive Orders adopted or about to be adopted, and legal considerations raised by recent court decisions.

Coordination: None

Goal. This objective serves the dual purpose of improving the Agency security posture by implementation of internal decisions on such matters as reinvestigation and polygraph usage, and also assures regulatory issuances are current with respect to the legality and propriety of the authorized Agency mission. []

25X1

**SANCA—Security Automated Name Check Activity System Improvements
(OS-22-78) ADP**

Statement of Objective. In conjunction with ODP, remove deficiencies from the SANCA system and provide system with needed enhancements.

Explanation. This objective has been proposed to ODP as a joint OS/ODP FY 1978 objective. Currently, ODP has our proposal under consideration. If accepted by ODP as a viable FY 1978 objective, representatives of both Offices will address in detail what is needed to enhance the SANCA system, provide the system with needed documentation, determine resources required to accomplish the objective and then formulate a mutually agreed upon action plan.

Coordination. Pursuit of this program will be totally dependent upon initiation of a joint objective and development of an action plan mutually acceptable to the Offices of Data Processing and Security.

Goal. To provide SANCA with all needed documentation and other enhancements considered necessary to insure the viability and effectiveness of the security records program.

25X1

SECRET

Security Access Records System (OS-21-78) ADP

Statement of Objective. By 31 July 1978, develop and implement a pilot production system that would create a searchable data base of Agency visitors as well as access records of badged personnel entering Headquarters Building at all times and other buildings at times when a sign-in is required.

Explanation. A joint Office of Security-Office of Data Processing objective is required to develop a set of programs to produce an automated data base retrievable in a variety of ways and utilizing as input: data from Security Access Control System (SACS) log tapes, Receptionist Staff records and building guard (Federal Protective Service) log sheets. The visitor access record system would cover all Agency Buildings controlled by a guard or receptionist. The employee access record would cover Headquarters Building on a 24-hour basis and other buildings limited to times when a sign-in is required.

Coordination. Office of Data Processing

Goal. To utilize an automated system to replace current manual records and to improve the utility and retrievability of the SACS data base. This system would enhance the Agency's security programs by assuring the timely availability of pertinent building access information.

25X1

SECRET

Security Reindoctrination Program for Agency Employees (OS-19-78) Regular

Statement of Objective. By 30 September 1978, complete a security reindoctrination program consisting of reindoctrination briefings of Agency personnel within the Washington Metropolitan Area [redacted]

Explanation. The Security Review Task Force commissioned to examine security practices and procedures in the wake of the Boyce-Lee and Moore cases included in its recommendation the establishment of a security reindoctrination program. The purpose of such a reindoctrination program would be to reaffirm the responsibility of all Agency employees to recognize and deal with suitability issues before they become security problems and to reeducate all employees in basic security principles and practices. Reindoctrination briefings will be presented to employees at Headquarters and outlying buildings and installations.

Coordination. None

Goal. To improve the security practice of the Agency by informing personnel of their responsibilities with respect to problem situations which have suitability or security overtones. [redacted]

SECRET

25X1

25X1

25X1

Office of Training Objectives

For additional information contact:

Services Staff Extension

25X1

Accountability Practices in OTR Courses (OTR-32-78) Regular

Statement of Objective. To develop and use accountability practices in selected OTR courses in order to place more responsibility on the students for the learning process.

Explanation. The students need to assume more responsibility for the learning process in order to ensure that learning takes place. Both the instructor and student need to be aware of what the student has learned. The placing of responsibility can be achieved by more active student participation, formal and informal evaluation techniques, and measures to identify behavioral and attitudinal changes.

Coordination. All OTR teaching Units (FTD, II, LLC, CID, OTD, and ITD OF TSS) will contribute to this objective.

Goal. This objective is intended to upgrade the quality of Agency training.



25X1

Centralized Course Registration (OTR-36-78) Regular

Statement of Objective. To organize and implement a centralized system to handle selected OTR course registrations.

Explanation. Preliminary screening of training requests according to predetermined requirements of the Curriculum Committee, Course Coordinators, and Unit Chiefs, as well as the various administrative and information functions that are a part of a training registration activity, will be performed by one office within OTR. This function will support all courses conducted by the [redacted] Intelligence Institute, Functional Training Division, and a small portion of those conducted by the Covert Instruction Division. Training officers will be advised of the status of their training requests, i.e., students accepted and attending upcoming sessions, those approved and scheduled to attend later runnings, those for which approval is pending until further justification or waiver of requirements is received, and those not approved for various reasons.

Coordination. All Agency employees will be notified concerning the establishment and functions of the central registration office. Training officers and other especially concerned personnel will be informed regarding any resulting changes in procedure.

Goal. This objective supports the goal to improve OTR's effectiveness in the management of information. [redacted]

25X1

25X1

CT—Career Training Program—Coordination Project (OTR-30-78) Regular

Statement of Objective. To improve the overall CT course curriculum, content, sequence of instruction, and coordination; to integrate better the various blocks of instruction and on-the-job training; and to make the training more meaningful to career officers from all Agency Directorates and components.

Explanation. In the past, the Career Training Program has suffered in varying degrees from a lack of cohesion, redundancy, and gaps in information about the total Agency effort. The Program requires broader coverage and more cohesion which can be accomplished through unified direction and control.

Coordination. Under the leadership of a CTP designated coordinator, those OTR elements (II, FTD, CID,) which participate in the CT training program will be brought together to produce a unified schedule. Representatives from the CTP and each OTR unit will review individual component courses to determine the scope, content, sequence, and responsibility of subject matter in the Program.

Goal. This objective supports the OTR goal for improving effectiveness in carrying out its missions.

25X1 [redacted] Management Review (OTR-31-78) Regular

Statement of Objective. To review and validate the administration, maintenance, and operations plans and procedures [redacted]

25X1 **Explanation.** On 1 July 1977, the Office of Training became responsible for the management of [redacted] As initial steps in carrying out this responsibility, the Director of Training believes that a thorough review of all aspects of [redacted] should be undertaken. This objective will carry out a part of that review. 25X1

Coordination. Within OTR, the Plans and Resources Staff is the Action Unit. The review and validation process will require coordination with the Executive Officer of the DDA, OS, OP, OF, Audit Staff, and OGC.

25X1 **Goal.** This objective will improve the effectiveness of the Office in carrying out its mission. [redacted]

SECRET

Information Science Center Computer Facility (OTR-34-78) Regular

Statement of Objective. To install a PDP 11/45 and peripheral hardware in the ISC, bring it to an operational status, and modify/install all programs used to support ISC courses.

Explanation. ISC courses are now supported by the CIA VM System, the DIA On-Line System (DIAOLS), the GE Timesharing System, and National CSS. The PDP 11/45 installation, together with a newly configured classroom for information science training, will permit several important improvements to be realized: reduced impact from student exercises on VM and DIAOLS systems (student exercises sometimes must be scheduled when system loads are high); uniform operating procedures and displays; and 75-80 percent reduction in commercial timesharing costs.

Coordination. The Office of Data Processing has provided some elements of the PDP 11/45 equipment and will continue to provide consultation and assistance in the installation.

Goal. This objective is intended to help OTR improve its efficiency in the management of information.

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Preventive Maintenance Program [redacted] (OTR-18-77) ADP

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Statement of Objective. To automate the [redacted] Preventive Maintenance Program

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Explanation. This is a continuation of an FY 1977 Objective. The Delta-Data terminal is operational but OTR is currently waiting for ODP to provide program support. Only the first two milestones of the FY 1977 Objective were completed. As soon as ODP can provide a schedule for supporting this program, this objective can move forward.

Coordination. Key support for this objective will come from ODP. In addition, coordination with OL and ODP will be necessary to determine the amount of computer time available for input and query.

Goal. This objective will improve OTR's effectiveness in carrying out its missions.

[redacted]

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Support to Intelligence Community (OTR-37-78) Regular

Statement of Objective. To review what additional training OTR can offer the Intelligence Community in the light of PRM 11 and Directorate-wide support for the Intelligence Community.

Explanation. The Office of Training believes it should take the initiative in anticipating the impact on OTR of changes in the structure and functions of the Intelligence Community. This first step is intended to be exploratory and will be conducted by an OTR Task Force under the Deputy Director of Training. The conclusions reached by the Task Force will be reported to the OTR Curriculum Committee as part of the Committee's planning for the next fiscal year.

Coordination. The Task Force will explore the training needs of the Intelligence Community and will report its progress to the DDA through the MBO reporting process.

Goal. This objective is one specific step intended to make more effective OTR's training support of the Intelligence Community.

25X1

The Agency Training Record System Redesign (OTR-35-78) ADP

Statement of Objective. Redesign of the Agency Training Record System.

Explanation. The redesign of the Agency Training Record System will make available more detailed and sophisticated information on training for use by management. Requirements for a redesign of the Agency's Training Record files are presently with the Office of Data Processing. Upon receipt of their feasibility study and appropriate approvals, conversion of all existing files will begin. The redesign will give timely information on a quarterly, fiscal and calendar year basis. Reports will be tailored to various managerial levels of the Agency. Information in the redesigned system will be broadened to allow direct input by large users of the system. Offices with less involvement will continue to have the information included through OTR processing. Control of all output will be by the Office of Training.

Coordination. Coordination of the proposed requirements has been accomplished through training surveys. Implementation of the redesigned program will involve continued coordination among ODP, Personnel and OTR.

Goal. This objective supports OTR's goal for improving effectiveness through improved information flow.

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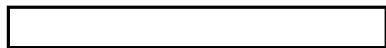
University Course on Intelligence (OTR-23-77)..... Regular

Statement of Objective. To develop and make available to academic and other interested organizations an outline and bibliography for a university level course on U.S. national intelligence.

Explanation. This is a continuation of an FY 1977 Objective. The Action Unit is the Intelligence Institute (Center for the Study of Intelligence). An outline of a final chapter on the place of an intelligence activity within a democratic form of government remains to be completed; the entire outline of materials needs to be reviewed and edited; releasability of the material into the public domain needs to be determined by appropriate review within the Agency; printing needs to be arranged with P&PD/OL; and dissemination needs to be determined through the Government Printing Office.

Coordination. The DDA and the CSI Board of Advisors have previously approved this project. The Offices of Security and Logistics will need to be consulted about releasability of the material and its printing, respectively, as will the GPO about its publication and sale.

Goal. This objective supports OTR's effectiveness goal. In addition, it supports the Agency's efforts to foster U.S. public understanding and acceptance of the need for and the general activities of an intelligence arm of the U.S. Government.



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Equal Employment Opportunity Staff Objectives

For additional information contact:

DDA EEO Staff Extension

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AIM—Upward Mobility Project (EEO-03-78) Regular

Statement of Objective. Provide DDA employees, GS-8 and below, with the opportunity to compete for professional and para-professional positions.

Explanation. The DDA EEO Staff will continue to provide the leadership and administrative support for the Directorate Upward Mobility Project AIM. The selection process will be conducted by a Working Group consisting of Office EEO Officers and chaired by the DDA EEO Officer. Final selection of candidates for positions will be made by the appropriate Office Directors.

Coordination. Completion of the action plan will involve coordination with Office Directors, EEO Officers, Career Management Officers, and PSS/OMS.

Goal. This objective supports the Directorate goal of enhancing its proficiency.



25X1

EEO Officer Qualifications (EEO-02-78) Regular

Statement of Objective. Ensure that incumbents for EEO Officer positions in DDA have the interest, knowledge, skills, training, and sufficient time to perform their duties.

Explanation. Criteria will be developed for the selection of EEO Officers within the DDA. A survey will be conducted to determine if present EEO Officers meet the criteria. Training requirements will be established for EEO Officers and their fitness reports will include a performance evaluation relating to EEO effectiveness.

Coordination. Coordination of the milestones in this objective will be made with Office Directors, training officers and personnel officers.

Goal. This objective supports the Directorate goal of updating its expertise.



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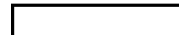
FUST—Full Utilization of Skills and Training Program (EEO-04-78) Regular

Statement of Objective. Provide information to management which will facilitate the full utilization of employees' skills and training.

Explanation. All DDA Offices will be surveyed; position qualification requirements and employee occupational skills will be analyzed; employees will be identified to management whose skills and training are not being fully utilized.

Coordination. Coordination will be necessary between the FUST Officer, OP/PMCD, and Office CMO's.

Goal. This objective supports the Directorate goal of enhancing its proficiency.



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Minority Representation Increase in DDA (EEO-01-78)..... Regular

Statement of Objective. To increase the minority representation in the DDA professional/technical categories, particularly Blacks, Hispanics and women.

Explanation. Through the processing and monitoring of minority applicant files within the DDA, a specific hiring goal is expected to be reached during FY 1978.

Coordination. The DDA EEO Staff coordinates the review of minority applicant files with those Offices whose requirements meet the qualifications of applicants. File processing, requests for testing and pre-processing interviews, requests for employment processing and file rejections are all coordinated with the Office of Personnel Minority Employment Coordinator.

Goal. This objective supports the Directorate goal for improving effectiveness of its activities.

25X1

Information and Privacy Staff Objectives

For additional information contact:

Information and Privacy Staff Extension

25X1

Computerized Subject Index of FOIA/EO Requests (IPS-11-78) Regular

Statement of Objective. Design and implement by 1 March 1978, a subject file attachment to our ADP logging system that will permit a quick reference to subjects previously requested under FOIA/EO.

Explanation. NA

Coordination. ODP

Goal. This objective should be implemented by 1 March 1978.

25X1

**FOIA/PA—Freedom of Information Act/Privacy Act Guidance Publication
(IPS-07-78)..... Regular**

Statement of Objective. Design and publish, on a trial basis, an Agency-wide FOIA/PA feedback system that provides guidance on the policy changes, types of responses, court decisions or other current procedural matters.

Explanation. The June 1977 Inspector General's report suggested a need for greater feedback to Agency components regarding FOIA and PA information.

Coordination. Office of General Counsel, and Components on an informal basis.

Goal. This objective is to advise the components of the current state of FOIA/PA policy in the Agency.

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Periodic Statistical Reports on FOIA/PA Cases (IPS-09-78) Regular

Statement of Objective. For improved management purposes and processing assistance, identify those Agency elements experiencing unusually long delays or where there exists a high backlog of FOIA/PA requests.

Explanation. This would be done by publishing on a monthly basis the statistics for appeals cases by component and a quarterly listing of the statistics on FOIA/PA cases.

Coordination. NA

Goal. To identify those areas that represent the weakest link in timely FOIA/PA responses.

25X1

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Standard Agency Form for Exemptions under FOIA/PA (IPS-08-78) Regular

Statement of Objective. Design, coordinate and implement a standard form that identifies documents, lists exemptions and requests coordination for use by Agency components in response to search and review requirements.

Explanation. NA

Coordination. DDO, NFAC/FIO, DDA/OP, DDA/OS and DDS&T/FIO

Goal. Successful use of the new form by 30 June 1978.

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**Study on Alternatives to Speed Up Compliance with FOIA/PA Requests
(IPS-10-78)..... Regular**

Statement of Objective. Conduct a Study and provide a report by 1 August 1978, outlining the various alternatives available to the Agency to speed up compliance with the FOIA/PA requests.

Explanation. NA

Coordination. NA

Goal. Complete the study and make recommendations with alternatives by 1 August 1978.

25X1

Information Systems Analysis Staff Objectives

For additional information contact:

Information Systems Analysis Staff Extension

25X1

Agency Archives and Records Center (AARC) Automated Records Information System (ISAS-25-78) ADP

Statement of Objective. Build a Records Information System which will provide a common data processing system for records inventory and control applications.

Explanation. ISAS wants to build an automated records information system to satisfy the information needs of analysts and decision makers in ISAS components. Parts of the total system will include data files for:

- Archives and Records Center Inventory System (ARCINS)
- Documents reviewed for declassification and action taken (DARE)
- Archives and Records Center Accounting System (ARCOUNTS)
- Reports Management
- Forms Control
- Micrographics Applications
- Records Control Schedules
- Inventory of Computer Files (Machine-Readable Records)

Development of these data files will be carried out in parallel with this objective.

Coordination. Human and computer resources from the Office of Data Processing will be required. Human and equipment resources from the Office of Communications may be required.

Goal. This objective supports the Directorate goal to enhance handling and exploitation of information.

25X1

Agency Archives Procedures—HHB Chapter (ISAS-24-78) Regular

Statement of Objective. Prepare and publish a chapter on Agency Archives procedures for inclusion in Headquarters Handbook on Records Management by end of FY 1978.

Explanation. The Handbook will outline internal organization, policies and procedures of the Agency Archives. Copies will be made available to Records Management Officers, Information Systems Analysis Staff and Archives personnel to assist them in performing duties involving accessioning, reference, disposition, description and preservation of archival records.

Coordination. The Agency Archives will consult with Records Management Officers and representatives from ISAS to obtain guidance in preparation of the Handbook.

Goal. This objective supports the Directorate goal for improving effectiveness of its activities.

25X1

Micrographics Program (ISAS-22-78)..... Regular

Statement of Objective. Promote the widest possible use of micrographics in all areas where the use of this technology will enhance Agency information management.

Explanation. Micrographics technology serves to improve the efficiency and effectiveness of information handling, dissemination, storage and retrieval. Miniaturizing records results in savings of office space and storage equipment, provides an economical way to effect better distribution of information, maintains integrity of the records, and provides the capability of manipulating large volumes of information.

Coordination. All applications are coordinated with user components, OL/P&PD, and Directorate and Independent Offices Records Management Officers.

Goal. This objective supports the Directorate goal to improve the effectiveness of records management throughout the Agency.

25X1

Records Disposition Policy & Procedures—HHB (ISAS-21-78) Regular

Statement of Objective. To consolidate presently segmented policies and procedures of disposition management into a comprehensive HHB for reference and training use.

Explanation. To align the Records Management Program with the life cycle concept of creation, maintenance and use, and disposition of records. The 17 existing and proposed handbooks relating to the 17 elements of the records management program will be consolidated into three HHB's covering the three stages of the cycle. Employees will then be able to find all the procedures relating to a record in any stage of the cycle in one HHB, rather than having to search for applicable portions of the 17 handbooks. Since the primary emphasis of the records management program in FY 1978 is on records disposition, especially the implementation of the Agency's new records control schedules, the disposition HHB will be the first of the three to be developed.

Coordination. The approval of all ISAS branches, OGC and Directorate Records Management Officers will be required prior to the formal Agency-wide coordination.

Goal. This ISAS-wide objective supports the Directorate goal for improving effectiveness and proficiency and will serve as a positive effort in the handling of disposition management of all our records.

25X1

Regulations Update—DDA (ISAS-10-77) Regular

Statement of Objective. FY 1978 complete the updating of the Agency regulations for which the Directorate of Administration is responsible. In the process, ensure that the spirit and intent of [] The Agency Regulation System, are adhered to as closely as possible.

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Explanation. A significant number of Agency regulations remain out of date and do not provide current policy guidance.

Coordination. Initiators and coordinators of the regulations must cooperate to bring about needed revisions efficiently and without unnecessary delay.

Goal. Completion of the updating is necessary to provide current guidance to employees on Agency policy. []

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Reports Management Program (ISAS-17-77) Regular

Statement of Objective. Establish an Agency-wide Reports Management Program in accordance with FPMR 101-11.207, beginning in the DDA and DDO Directorates.

Explanation. The establishment and automation of this program will provide:

1. The organized management of reporting requirements through systematic scheduled clearance procedures;
2. For examination and analysis of solicited data elements and information to upgrade reporting capability with built-in quality through economy, efficiency, and effectiveness; and
3. An inventory of existing cleared reports and a word search capability to find and retrieve types of information solicited throughout the Agency in those reports.

Coordination. This Program is required by law. The Office of the DDA has concurred with this objective to establish this Program in compliance with the law. The DDA Management and Assessment Staff has concurred in the request for a feasibility study for automating this program. Approval for implementation will be required in an Agency announcement of the Program. Approval for implementation of the automation of the Program will be required based on the positive results of the feasibility study.

Goal. This objective supports the Directorate goals for Better Results—Effectiveness; Update Expertise—Proficiency; and Enhancing Information Management.



25X1

Vital Records Program Evaluation (ISAS-13-77) Regular

Statement of Objective. To evaluate the Vital Records Program and determine whether steps should be taken to revitalize it.

Explanation. IG Survey Recommendation 4 suggested that the DDA conduct a study to evaluate the Vital Records Program to ensure that the program and records conform to the anticipated needs of the Agency. The needs of the Agency must be determined on the basis of the relative importance of the two basic types of vital records: "rights and interests records," which provide for reconstruction, after a disaster, of the legal and financial status of the Agency and for fulfillment of its obligations and claims; and "emergency operating records," which provide for continuity or resumption of the essential activities of the Agency under emergency conditions.

Coordination. Rights and interests records must be identified by all Agency components, primarily through the efforts of their records management officers. Emergency operating records, in addition, must be directly related to the emergency plans of the Agency. The Agency Emergency Preparedness Officer is currently a member of the Operations Center staff. Revitalizing the Vital Records Program would require the expenditure of financial and manpower resources throughout the Agency. Therefore, senior management must decide the extent to which the Agency is prepared to support the program. A full-scale program would include current Vital Records Schedules, provisions of duplicate records for off-site storage, dedicated equipment to use the records in an emergency, and periodic test alerts in which various components would actually use the records in a simulated emergency.

Goal. This objective supports the Directorate goal for improving effectiveness of its activities.

25X1

Word Processing Program (ISAS-23-78) Regular

Statement of Objective. Exploit and promote the efficient use of Word Processing technology in the Agency in order to provide timely information through the combined use of sound management procedures, automated technology and well trained personnel.

Explanation. Word Processing technology plays a vital role in the creation of records. The need for the proper creation and control of records was stressed in the Select Committee on Intelligence Annual Report to the Senate. The program will develop an automated inventory of word processing equipment; conduct a special workshop; evaluate purchase versus rental options for each Directorate and Independent Office.

Coordination. All applications are coordinated with OL, OS, OC, and Directorate and Independent Offices Records Officers, as well as with user components.

Goal. This objective supports the Directorate's goal to achieve better results, update expertise and enhance information management.

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