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82-0040

6 January 1982

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FILE: 38 1-1

NOTE FOR: John Stein  
Les Dirks  
~~Harry Fitzwater~~  
Bob Gates

I would like to meet with you next Tuesday, 12 January, at 1530 hours to discuss your views on the status of the Agency and any particular problems either in the Agency or in your respective directorates that need to be addressed in the near or long term. I would welcome any suggestions or comments you may have on improving the overall management of the Agency.

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ILLEGIB

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John N. McMahon

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1982

I. MANAGEMENT OF THE AGENCY

Issues

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- A. Need for more effective communications: Deputy Directors need Agency perspective; they must have picture of where the Agency is going; they must have a more effective forum for communications and interdirectorate planning.
  - B. Interagency relations:
  - C. Need for increase in esprit de corps, morale, and discipline.
  - D. Centralization of manuscript review process.
  - E. Relief from FTE restraints.
  - F. Reexamination of the roles of OGC and the IG vis-a-vis Agency line management: OGC/IG involvement in substantive decision-making; disregard for resource constraints; lack of consultation with line components.
  - G. Ineffective budgetary philosophy, preparation and execution: current process puts DDA at disadvantage regarding inputs; lack of effective decision-making at Comptroller meetings; role of Comptroller in decision-making process.
  - H. Review Congressional relations in light of changes in oversight which have occurred.

Recommendations

- A. More frequent meetings of Executive Director and Deputy Directors to discuss Agencywide problems, issues, initiatives, and planning.
- B. Reexamination of budget philosophy, preparation, and execution.

II. AGENCY PROBLEMS/ISSUES WHICH NEED TO BE ADDRESSED

- A. Project SAFE - who is in charge? .
- B. CAMS - Agency resource drain vs. Intelligence Community.
- C. Cooperation/support for Information Handling Systems Architect.

- STAT D. Space requirements: new building; leased space. consolidation of  
STAT existing needs; expansion requirements--NPIC, [redacted]  
stations/bases, map library, [redacted], etc. Increase in  
costs for outbuilding services (computer, commo, security).
- STAT E. Relative priority regarding balance between new initiatives and  
finite resources: [redacted] expansion, CAMS,  
covert action activities, etc.

III. DIRECTORATE PROBLEMS/ISSUES

- A. FOIA/PA relief.
- B. Policies regarding terminal acquisition and word processors.
- STAT C. Recapitalization: communications equipment; [redacted] expansion; [redacted]  
STAT facilities--increase training vs. high level of conference seminars;  
Dash 7 or 8; DCI aircraft; Headquarters building; [redacted]  
refurbishing; security equipment.
- D. Relations with GSA/GSI.
- STAT E. Need for new payroll system.
- STAT F. Support for CA Task Force [redacted] and for [redacted]  
STAT [redacted] (Commo, Logs, Training, and Security).
- G. Security: polygraph for employees and industrial security; how to  
cope with leaks.
- H. Backlog of software development requests--centralization of ADP  
resources.
- I. SIS headroom (positions vs. ceiling discrepancy).
- J. Need for FTE relief; more slots overseas.

Distribution:

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STAT EO/DDA, [redacted] ba(11Jan82)

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STAT COMMENTS ON STATUS OF AGENCY - [ ] Call

7 January 1982

1. Morale is high across all Directorates. ✓

2. Sense of need for Agency's capabilities and expertise is currently being acknowledged by the Hill and Oversight Committees. ✓

3. There is a need for DDA components to become more directly involved in the planning for new and sensitive operations. Compartmentation is recognized as a fact of life; however, this requirement can be satisfied and efficient and proper support provided only if DDA components are briefed on a timely basis.

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STAT 4. The expansion of Agency resources both in terms of people and dollars continues to have an effect on DDA support mechanisms. It would be helpful if an appropriate dialogue could be established to enable DDA components to gear up to handle new and expanding activities (example-NPIC expansion, [ ] increase in overseas activities, expansion of CT Program, increase in [ ] officers, etc.) DDA needs resources to support increasing Agency activities and needs to be aware beforehand of the planned activities and support required so as not to continue to be caught in a "catch-up" role.

5. Time tested but inactive practices and procedures are now being revisited, reviewed, streamlined, etc., in order to support the Agency's ever expanding role in CA activities. (Includes administrative plans, fiscal annexes, and funding plans).

6. Relationships, sense of direction, and spirit of/cooperation has never been better/higher between OL, ODP and OF.

7. DDA components are experiencing a lack of resources to accomplish needed systems initiatives including ACIS, VIPATS, LIMS, FIELD ACCOUNTING SYSTEM. ODP is willing and helpful but unable to provide what is needed to satisfy customer requirements within a reasonable time frame. Sister offices are experiencing difficulty in identifying resources to develop user requirements, work on development of systems, etc.

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MANAGEMENT ISSUES

Suggested by D/ODP

SIS Headroom

FTE Controls

1982 Recruitment against 1983 ceiling.

(Relief from end-of-year ceiling)

Terminal acquisition policy and procedures.

Backlog of software development requests.

(Making all our computer power accessible)

Costs of outbuilding services.

(Example: Computer room renovation in CU building will cost \$425K, and the screen room will cost \$280K.)



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- SAFE
- CAMS
- IHAS

STAT

- RECAPITALIZATION

STAT  COMM  
LOGS  
TRAINING  
SECURITY

STAT  EXPANSION

- SECURITY EQUIP

STAT  - REFURBISH

- Polygraph
  - NEW Employees
  - INDUSTRIAL SECURITY

- LEAKS
  - HOW COPE

- TRAINING
  - DO
  - MILITARY

- TRAINING TRANS:
  - DASH 7 OR 8

- DCI AIRCRAFT

- SPACE - RENTALS

- NEW BUILDING

- CA Task Force



- GSA

- GSI

- FTE

- Payroll (New)

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Mandle / Esprit de Corps / Discipline / IG

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FY 82 budget shortfalls/unfunded

Information handling oversight

Information handling/computer security

Safety Group location/resources

Early coordination on CA activities

Space needs prior to New Bldg.

New payroll program / OF automation

Inadequate ODP applications resources

Safe management / delays

Manuscript review centralization

Increase in Training load / limits

Hqts / Compound improvements