

**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)

OC Strategic Plan

**FROM:**

C/OC-PS

**EXTENSION****NO.****DATE**

15 December 1982

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

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DDA/MS

FYI

2. Rm. 7D10 Hqs. Bldg.

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STRATEGIC PLAN  
1983 – 1992

OFFICE OF COMMUNICATIONS

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S E C R E T

"People and ideas are more important  
to the Office of Communications than  
systems or things."

D/CO's MESSAGE

The four elements of the Office that are woven together in the above credo are the tools needed to meet the challenging requirements of our customers. During the next decade we must improve our communications services along with our ability to provide those services. We can take pride in our having the tradition and dedication to meet these challenges.

Each of us will have a special role to play in the success of the Office. We must not only accomplish the tasks laid before us; we should also anticipate events and be ready to respond to them. We must use our talents to their fullest, encourage others to do the same, and use our resources in the most efficient manner possible. We must develop a broad vision to see the full range of opportunities ahead of us. This attitude will strengthen our appreciation of continuing education and it will generate the intellectual curiosity to seek new approaches and ideas without abandoning past traditions. We must strive to give our customers the kind of service that is needed.

My goal is to have each of you participate in making the Office of Communications an organization that provides superior service, while allowing you to meet your own professional objectives. We will meet this goal by using the full measure of our combined intellect with each challenge. By doing this, we will remain a group of dedicated professionals who are willing and able to serve.

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S E C R E T

## S E C R E T

## ORGANIZATIONAL OBJECTIVES

The Office of Communications provides a wide range of communications services to all elements of the CIA, requisite service to the Intelligence Community and some services to other parts of the Federal Government. These OC customers are strongly dependent upon a responsive and reliable communications capability. The planned modernization of the network will bear fruit just as our customers are beginning to expand programs. To match this growth, OC must continue to build on the impetus gained through the recapitalization program. The network will be stronger, more resilient, larger, and more versatile after it is modernized. The Office will still need more people to keep pace with growth, additional funds to replace equipment as it ages, and exploitation of all its talents to remain effective.

It is essential that we remain the cadre of professionals who can staff the modernized network. In this, the Office not only needs the proper numbers of people, it needs an attitude which allows full use of their talents. Our task is to make of ourselves the kind of work force that can be effective in the future. Quality individual performances are necessary to provide the customer the needed high level of service. In tandem with the skills training predicated by modernization, we must broaden educational opportunities that will enhance individual contributions to the plans and processes employed to meet our requirements. The environment characterized by expansion and change will provide ample opportunity for job satisfaction and personal growth to all employees. We must continue to maintain an equitable evaluation system that rewards professional accomplishments while selecting and assimilating new recruits who have the quality and characteristics of today's cadre. Such an atmosphere will encourage individuals to apply their talents to the full spectrum of the Office's activities.

## S E C R E T

The Office will continue to have tensions at its boundaries. Such tensions may serve to identify issues which require negotiated solutions or otherwise direct attention to internal processes that need improvement. We must act to ease boundary tensions that are destructive in nature and consume more creative energy than they are worth.

The Office must maintain its current capabilities while reversing the effects of age on the network. Simultaneously, it must engage in new initiatives to repond to any growth that outstrips the modernization effort. While some improvement in network capability will result from recapitalization, a mixture of specific programs and new contributions will be directed at improved service capability. Accordingly, the principal Office of Communications objectives for the next decade are to:

- Support the DCI with requisite communications service.
- Provide the needed cadre of communications professionals.
- Acquire sufficient resources to meet the mission.
- Enhance the survivability of our global service.
- Deal with domestic network growth.
- Respond to customer's office automation.
- Use the tools of technology effectively.
- Protect the security of the information we handle.
- Reduce Office boundary tension problems.
- Continue to act with integrity and professionalism.

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S E C R E T

GOALS CONCERNING PERSONNEL

- Provide challenge and opportunity for job satisfaction in the daily work environment.
- Ensure the availability of properly skilled and motivated personnel to accomplish the OC mission.
- Continue to improve the processes for selection and qualification of all personnel.
- Improve the process for identifying and selecting managers.
- Broaden the educational processes within OC to include knowledge training as well as skills training.
- Maintain a fair and equitable evaluation system that recognizes and rewards professional accomplishments.
- Select equipments and systems that are friendly to the individual, that promote a safe work environment, and that make the job easier.

S E C R E T

GOALS DIRECTED TO MANAGEMENT

- Effectively present Office programs and budgets to ensure OC has the requisite resources to fulfill its mission; seek to involve all officers in the Federal budget process and other aspects of acquiring resources.
- Improve the relationships with other communications entities and with other components within the Agency.
- Acquire the responsibility for OC recruitment.
- Improve employee morale and encourage intellectual curiosity.
- Ensure that the Office is responsive to Agency guidance and requirements; seek to involve all employees in the process.
- The Office management structure must effectively control the technology being used in the network.
- Increase the security awareness of the work force to the hostile threat and its vulnerabilities; counteract threats.
- Continue to improve the managerial process:
  - Review the decisionmaking process; improve the quality of Office decisions.
  - Employ systems analysis techniques; establish criteria for measuring effectiveness, cost analysis and quality.
  - Remedy any problems associated with information flow.
  - Institute a program management structure for selected endeavors.
  - Automate management processes where appropriate.
  - Avoid hardware obsolescence and self-limiting software:
    - Use computers of all sizes to do the job.
    - Use general purpose computers wherever possible.
    - Use high-level computer languages in software.
  - Tie improvements in the work environment to productivity.
  - Strive to use existing external technology rather than internally developing new, unique approaches or equipments.

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## S E C R E T

## GOALS CONCERNING COMMUNICATIONS CAPABILITY

- Current network services will be maintained and used as a foundation for a modern, global, full-time, full-service, all-source, secure telecommunications capability.
- Modernize the existing network by installing systems to an identified, required level of future service; implement an architecture that provides a backbone carrier network to support future service profile.
  - Provide for a full range of service types including data, narrative, voice, facsimile and video.
  - Provide surge capacity within the network; provide for the dynamic reallocation of reserve capacity.
    - Allow for reserve intrinsic message handling and cryptographic equipment capacity at each location.
    - Provide primary carrier capability that can be incrementally increased at any OC-staffed location.
    - Provide alternate carrier capability that allows for equivalent bandwidth whenever possible; maximize alternate bandwidths in other configurations.
    - Provide for the possibility of unique wideband circuit requirements at certain locations that are integrated, to the extent possible, into the backbone network.
- Improve the level of service to all customers.
  - Improve the universal availability of service to 0.99 during periods when the circuit is required.
  - Deliver 98 percent of routine communications to customers with an effective period of two hours after origination.
  - Electrically disseminate messages in the metropolitan area with 99.7 percent accuracy.
  - Improve the metropolitan area's carrier capability.
- Enhance the quick reaction capability to provide communications packages in support of operations, crisis management and V.I.P. travel.



## S E C R E T

- Shield the customer in OC-staffed environments/locations from network problems; make the carrier network attributes transparent to the customer.
- Ensure the survivability of the Agency's telecommunications service; specifically meet PD-53 and NSDD-55 requirements.
  - Provide for alternate domestic base station capability.
  - Improve overseas primary power switching, distribution and generation equipments.
- Improve support capability for special situations.
- Develop an improved communications terminal for use by non-OC communicators that is convenient and not labor intensive.
- Improve communications capability for liaison circuits.
- Improve communications capability station/base links. *add in country mobile links*
- Assist in increasing the quality of covert communications.
- Provide a uniform level of service in similar situations regardless of location.
- Continue to expand and improve secure voice service; commensurately reapportion the unclassified telephone service; move to integrate the support to the two services; where possible, derive flexibility and economy in telephone service.
  - Continue to expand the Headquarters Secure Telephone System; provide a full service instrument for each officer in the metropolitan area.
  - Provide secure voice service to all domestic locations.

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- Develop a voice message store and forward capability.
  - Reduce the installation time for new voice systems; shorten the time to relocate instruments.
  - Reduce the costs to provide service at new sites.

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