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OFFICE OF COMMUNICATIONS



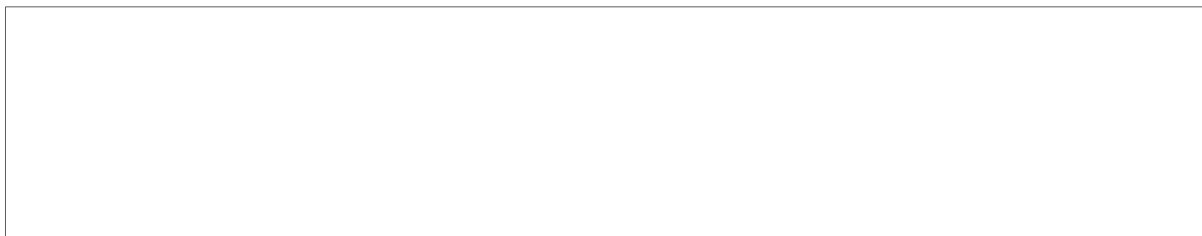
**STRATEGIC PLAN FOR THE
OFFICE OF COMMUNICATIONS
1981-1990**

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1981-1990



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INTRODUCTION

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This document is the Strategic Plan of the Office of Communications (OC) for 1981-1990. It forwards the objectives, goals, desires and expectations of the Director of Communications (D/CO). This Plan provides guidance to line managers and sets forth the ideals and values for the Office.

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D/CO'S MESSAGE (U)

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

The unique characteristics of the Office of Communications are its traditions, its sense of duty, the dedication of its people and its willingness to be tested. Qualities that act as detriments are its smugness, its insularity and its unwillingness to accept new ideas.

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The Office provides a spectrum of communications services to the Central Intelligence Agency, the Intelligence Community and the Federal Government. To do so, we must ensure that our personnel and technical resources are capable of meeting new and growing requirements. As an organization, the Office is involved in many activities; we must recruit, train and provide careers for a large cadre of professional personnel to effectively operate and maintain our worldwide telecommunications network. We must also intelligently utilize technology to meet requirements. We need to better identify and analyze these requirements and select the technical systems to satisfy them. Technology will be used as a tool to solve problems, not as an end to itself.

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We need to enhance accountability and pride in our work, to rekindle a spirit of adventure and excitement in what we do, and to stand up and be counted for those things in which we believe.

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We need to define the objectives of the Office and match those with the objectives of our individual employees in such a fashion that neither is sacrificed for the other. To do this we must improve the sense of individual participation and heighten the feeling of responsibility. If we can attract and retain the right kinds of people, with open-, inquiring- and skilled intellect, we can accomplish any goals given to us.

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It is to our advantage to improve the working relationships that we have with other organizations where boundary tensions exist. We will not waste our energies upon issues which are not germane.

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Our goal for the end of the decade: To make the Office of Communications a better organization providing high-quality service to its customers; to have that organization meet its objectives and the objectives of its work force by providing satisfactory conditions to employees and advancement for its people; and, to have the intellectual curiosity to dare to try new approaches and new ideas without abandoning the roots of our past. The perception of the Office of Communications as a group of dedicated professionals, willing to accept new ideas and able to perform successfully in a new environment, must be enhanced.

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ORGANIZATIONAL OBJECTIVES

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The decade of the 1980's will be challenging and turbulent. There will be unexpected and unprecedented requirements to satisfy under varying operational conditions which will demand innovative approaches as well as traditional solutions. Accordingly, the principal objective for the Office of Communications for the next decade is to provide the highest professional communications service possible in support of the Agency's mission. Specifically:

Our position as the primary worldwide carrier for U.S. Government intelligence and diplomatic communications must be maintained. We must work in conjunction with other communications organizations to ensure that the Office is capable of supporting the Agency's intelligence collection and production requirements.

Our managerial concepts must become more fluid as resource constraints become tighter. Identification and satisfaction of requirements, through discriminant selection of personnel and systems, are paramount. New initiatives that enhance service to the Agency and contribute to the Office's knowledge will be required.

As an organization, OC must meet its responsibilities to its people by ensuring a healthy and challenging working environment, and providing opportunities for its employees to achieve their personal and professional goals.

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OFFICE GOAL STATEMENTS [redacted]

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The Agency is strongly dependent upon a responsive and reliable communications capability. [redacted]

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[redacted] In order for the Office to maintain itself as an organization, improve its service profile, and continue a performance record of excellence, we must remain flexible and adaptive. We must keep pace with changes in technology, imaginatively apply those changes to meet our requirements, adapt new managerial approaches, and establish new programmatic and personnel initiatives to permit a more intensive analysis of alternatives and enhance our decision making processes. [redacted]

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Our work force must have the skills required to meet our mission. Technical training, internal and external, must be expanded to allow each employee the opportunity to realize his or her fullest potential and maximize their contribution to the Office's effort. The refreshment of the managerial ranks with the right people is a basic concern. The work environment must be challenging, fair, and as pleasant as possible. Rewards should be no less than those available to others in similar conditions and doing similar work. [redacted]

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Security is a fundamental premise of any intelligence organization's modus operandi. We shall make every effort to ensure that we are using the best, most efficient, and most secure systems and procedures to protect the Agency's information. [redacted]

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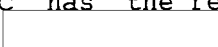
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Within the framework of the organizational objectives, the following goals define the Office's initiatives and courses of action for the mid- and long term:

MANAGEMENT

- *Ensure the Office is responsive to Agency guidance and requirements.
- *Continue to improve the managerial processes of OC activities by encouraging the application of modern managerial techniques and developing a balanced approach to the management of human and technical resources.
- *Maintain and improve our relationships with all U.S. Government entities responsible for the transmission of intelligence information.
- *Restore the spirit of adventure and sense of fraternity and encourage intellectual curiosity to try new approaches.
- *Prepare and aggressively present Office programs and budgets to ensure OC has the requisite resources to fulfill its missions. 

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PERSONNEL

- *Improve the processes for selection and qualification of all personnel.
- *Ensure skills training in existing and new technical systems and techniques is available to qualified employees.
- *Provide opportunity, job enrichment and challenge in the daily work environment.
- *Improve the process for identifying, selecting and challenging employees who have demonstrated exceptional potential to become future managers.

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*Implement a fair and equitable evaluation system that offers recognition and just rewards for professional and exceptional accomplishments.

*Through coordination with the Office of Personnel Policy, Planning and Management, increase recruitment efforts to attract qualified personnel and maintain full staffing in all OC disciplines.

*Encourage the recruitment and employment of qualified minorities.

*Improve the efficiency of the entrance-on-duty, [redacted] and rotational processing procedures. [redacted]

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SERVICE

*Modernize our existing network to provide a full spectrum of secure telecommunications services to support the information handling requirements of the Agency, the Intelligence Community (as appropriate) [redacted]

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[redacted]

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PROGRAM DEVELOPMENT AND MANAGEMENT

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We need to clearly define implementation strategies to achieve our long-range goals. To ensure that these strategies are adequately conceptualized and formulated, Division Chiefs will prepare and maintain project plans on activities that relate to major Office initiatives. These project plans will, in turn, be used as the foundation for the development of program plans and budgets.

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