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84-0613

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: John H. Stein  
Deputy Director for Operations

SUBJECT: Follow-up on DCI's Speech on Excellence

The following is in response to the Director's 16 March speech and your memorandum of the same date concerning follow-up items suggested by the inter-Directorate Task Force. This is a status report of those items which have particular applicability to the Operations Directorate.

1. Delegating Assignments of SIS-1s and 2s to the Deputy Directors. The Operations Directorate will implement this immediately as soon as the delegation authority is received from the DCI.
2. Delegate Authority to Approve Awards up to the Career Intelligence Medal to the Heads of the Career Services. The Operations Directorate will implement this immediately upon receipt of authority from the Office of Personnel.
3. Delegate Approval of Cash Awards up to \$1,000 to the Career Service Heads. The Operations Directorate will implement this immediately upon receipt of authority from the Office of Personnel.
4. Delegate Control of FTE, Full-Time Employment, to Office Heads. Control of FTE is routinely delegated to component chiefs in the Operations Directorate.
5. Make Annual Work Plans Optional. Annual work plans are currently optional in the Operations Directorate.
6. Eliminate the Requirement for Separate Documentation for Promotion Recommendations. Documentation for promotion recommendations was discontinued several years ago in the Operations Directorate.



7. Develop "Trends and Highlights" Program. We are in the process of investigating the problems inherent in developing such a program for the Operations Directorate. We believe the subject has considerable merit, particularly if the employees have an opportunity to get away from Headquarters and discuss mutual problems in an environment which gets them away from their desks. However, because of the size of the Directorate it will be difficult to implement such a program so that all employees will have an opportunity to participate on a fairly regular basis. We will comment further after our preliminary investigation is completed.

8. Time-in-Grade Guidelines for Promotions. The Operations Directorate encourages the promotion of employees whose performance is exceptional without regard to time-in-grade.

9. Temporary Clearances to Spouses. The Operations Directorate initiated a program of this kind in 1975 in SE Division. It has recently been expanded to provide not only clearances but pay for spouses who participate in the program.

10. Directorate Level Task Forces on Special Problems. Whenever a task force is required (such as was the case recently in IMS and as has occurred on several recent occasions in LA Division) the DDO in concert with the appropriate component Chief and Chief, CMS assigns personnel resources from wherever necessary (including on occasions other Directorate's) for the duration of the task forces' existence. It is an ongoing program which is frequently utilized because of world crisis situations. In addition to personnel, budgets, when permitted by law or policy, are quickly adjusted to respond to such requirements.

11. Abolish Shorthand as a Requirement for Promotion. The Operations Directorate will rewrite the qualifications for promotion from GS-07 to GS-08 and GS-08 to GS-09 to indicate that shorthand is not a requirement for promotion. This, along with other secretarial skills, however, will continue to be required for certain positions in Headquarters and the field in the Operations Directorate.

12. Criteria for Rating Managers. The Operations Directorate is in the process of amending promotion precepts for managers to make promotion and consequently ratings more specific.

13. Checklist for Orienting New Employees. The Operations Directorate currently utilizes a checklist for orienting new employees. Perhaps more important we began in 1982 a special two-day orientation for secretaries, clerk/typists, etc. as a follow-on to the Office of Personnel two-week orientation. CTs, who represent the other large in-take group in the Operations Directorate, are exposed to detailed orientation throughout the CT program.

14. WAE Contracts for Non-Staff Spouses. WAE contracts are routinely provided for non-staff spouses who perform ops support work overseas whenever the requirement exists.\*



*John H. Stein*

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*\* In fact, the COS has authority to write such contracts for non-recurring operational work by spouses who are not otherwise employed.*

*MB*