

**SECRET**

**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

FY 1984 Directorate of Administration Accomplishments

FROM

Chief, Plans Branch  
Policy and Plans Group

EXTENSION

NO.

DATE

19 December 1984

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TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

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14. REGRADED CONFIDENTIAL WHEN SEPARATED FROM ATTACHMENT

FYI, attached is the list of FY 1984 DDA accomplishments sent to the DCI earlier this month.

Dick

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Date

**ROUTING AND TRANSMITTAL SLIP**

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. <i>DD/PTM</i>	<i>[Signature]</i>	<i>12/18</i>
2. <i>C1 PPG</i>	<i>[Signature]</i>	<i>12/19</i>
3. <span style="border: 1px solid black; display: inline-block; width: 100px; height: 20px;"></span>		
4. <i>C/PPG</i>		
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Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

**REMARKS**

*D/O S & DD/O S briefed  
12/18/84*

*3-4 Jack suggest we send copies to  
DD/PTAS and DD/PSI. any  
problem?*

**DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions**

<b>FROM:</b> (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

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DDA Registry  
84-3275/10

12 DEC 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: FY 1984 Directorate of Administration Accomplishments

1. Mainly due to your efforts, the Agency received needed recuperative resources in FY 1984, including resources needed to successfully respond to the growing requirements for support. The tenor of individual and organizational accomplishments in FY 1984 in the Directorate of Administration (DA) reflects the pride of the DA Offices in their contributions.

2. I am obviously pleased with our accomplishments in the DA and want to share them with you. In the remainder of this memorandum, you will find highlights of FY 1984 DA Office accomplishments. Also, I have attached for additional information, detailed accomplishment lists from the DA Offices, as they were provided to me.

3. The Office of Security (OS) reduced the investigation time for Agency staff cases during FY 1984 from 87.6 to 70.2 days. Over 16,500 background investigations and reinvestigations were conducted on applicants, staff personnel, and industrial contractors. In addition, over 8,600 polygraph examinations were administered to staff employees and selected industrial contractor personnel. The Agency sought and received the necessary delegation of authority to be directly responsible for the physical security protection of the Headquarters compound and the National Photographic Interpretation Center. One hundred [redacted] General Services Administration Federal Protective Officer (FPO) positions were transferred to the Agency to staff its newly established Agency Security Protective Service. This action was necessitated due to the perennial staffing shortfalls in the FPO cadre assigned to the Agency.

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4. The Office of Finance (OF) accomplishments during FY 1984 include [redacted]

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[redacted] savings on procurement of transportation through Government Transportation Requests of [redacted] and implementation of a statistical sampling audit technique for certain domestic travel claims, which has reduced required audit time by approximately 10%. These are very real and significant savings in the cost of doing

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business. The application of state-of-the-art automation technology to OF operations is the means to improve the effectiveness and productivity of our personnel. For example, the implementation of five stations of the OF complement to the CRAFT system, the automated Field Accounting System, has been a success. It offers quick record destruction capability and eliminates much of the manual posting presently required and eliminates most paper documentation. The use of personal computers in the payroll and contract audit process has been of immediate benefit by partially automating the non-official cover payroll process and greatly assisting the contracting officers in cost negotiations where some savings have been realized.

5. The Office of Personnel (OP) considers FY 1984 a very successful year. For example, staff strength at year end was [redacted] 25X1  
78 over ceiling. The DA and DS&T were overstrength, the DI was under by 48, and the DO by 52. Subcategories of the employment picture are interesting: the total number of individuals who entered on duty in the year (staff, contract, part-time, etc.) was [redacted] the highest in recorded history; CTs increased from [redacted] in 1983 to [redacted] in 1984; 25X1  
clerical employment, which includes not only secretaries and typists but clerks, couriers, and guards, was [redacted] again an Agency high; the 25X1  
Office of Communications, traditionally a difficult account, finished the year well overstrength; and all engineering categories increased nearly 100% from 1983 to 1984. In addition, OP had significant accomplishments in the areas of health insurance, Agency-sponsored life insurance, retirement, pay incentives, civilian reserve program, excellence, domestic relocation, Consolidated Fund Campaign, and getting OP in touch with the Agency population.

6. The single most notable accomplishment of the Office of Logistics (OL) in FY 1984 has been the response to a significant increase in workload for all logistical functions. Procurements reached the highest level in history. The number of line items introduced into the supply system increased by 15% from FY 1983. Significant enhancements were made to the interior of Headquarters building to improve the quality of life for employees. OL assumed the workload inherent with takeover of operation and maintenance of the Headquarters building. The new building construction activity increased with receipt of final approval from the National Capital Planning Commission. Growth in customer demands for printing and photographic services occurred across the board. Real estate and engineering support services grew in the acquisition of space, property, and modifications for domestic and foreign facilities. (Please note the OL statistical data provided in the attachment.) The growth in requirements was met by enhancements to existing systems, capital improvements, exploiting the availability of automated systems, reorganization, more efficient operations and delegations of authority and responsibility.

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7. The Office of Communications' (OC) capitalization of the Agency's telecommunications capability marched into the "payoff stage" during FY 1984. Also, the geometric growth of teleprocessing requirements created by increasing Agency and Intelligence Community reliance on automation worldwide ensured increasing workloads in OC's day-to-day activities. For example, a 235% increase in support to traveling VIPs, 91% increase in people weeks of training and a 51% increase in total number of employees training internally, 72% increase in data terminal installations to keep pace with Agency and Community automation programs, 21% increase in data records processed, 43% increase in secure phone installations, 13% increase in cables disseminated to [redacted] Agency components in Headquarters area, and 12% increase in narrative cable traffic processing in the OC network.

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8. Expansion of the Agency's interest in training continued for FY 1984 with new records being achieved in many categories of programs offered by the Office of Training and Education (OTE). There was an increase of [redacted] student enrollments in OTE-conducted courses [redacted] enrollments, an 11% increase over 1983) and an increase of [redacted] instances of external training (13% increase over 1983). OTE has responded to the increasing demand by adding additional courses, with a total curricula consisting of 139 courses (up 15% over 1983). OTE's dedication to Agency and Community training is reflected in the numerous accomplishments during this most recent fiscal year. Efforts towards tailoring training programs to meet specific requirements resulted in the launching of a needs analysis and program development for the DS&T. A comprehensive training program for secretaries, administrative, and technical employees that began in July is expecting over [redacted] enrollments for the upcoming fiscal year. The Career Trainee Division was established in May to direct the expanded Career Training Program designed to foster the one-Agency concept by serving the needs of all Directorates.

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pieces of stand-alone word processing equipment in users' offices. During FY 1984, ODP successfully passed significant milestones on major development efforts such as CAMS, SAFE, and DESIST. In May 1984, the Intelligence Community's COMIREX Automated Management System (CAMS2) Processing Segment became operational on schedule to support

The integration and acceptance of the SAFE system by analysts at CIA and DIA have exceeded all previous expectations. To illustrate, the current user population at CIA is approaching 900 instead of the projected 300; at DIA, the population is nearly 500 instead of 300. Additionally, the system has been improved in several ways, like a new method of processing cables which makes them available to the analysts in an average of nine minutes rather than 90--a major improvement. In March, the DIA portion of the system was moved to Bolling AFB without impacting DIA analysts.

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10. The Office of Information Services (OIS) established an Information Services Center (ISC) in the Ames building to provide combined registry services for the three major Agency components and several sections of the Intelligence Community Staff in Ames building. The ISC is first of its kind and presents a significant step in consolidating the traditional registry services into a single unit serving the needs of several different offices. The Records Information System (TRIS), a major OIS automation effort, progressed through the detailed system requirements, project familiarization, and preliminary system design phases and development is on schedule. Over 20 registries and 50 Top Secret control points will have initial access to the TRIS data base to exchange essential records data elements, locate and track the movement of records, make front-end records disposition decisions, create folder-level inventories of component records stored at the Agency Records Center, and control Top Secret and other sensitive documents. TRIS will eliminate independently automated registries that cannot communicate with each other. The standardization of document handling procedures through TRIS is essential to the establishment of efficiently automated records accounting and control systems throughout the Agency.

11. In FY 1984, the Office of Medical Services (OMS) components involved in the selection and evaluation of applicants, dependents, and employees continued to deliver to the Agency the highest volume of

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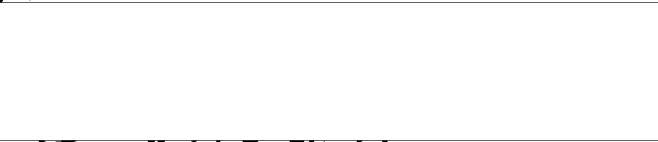
testing and medical evaluations in OMS history. Psychological testing, test processing, and assessment activities increased about 10% (applicant testing 20.8% increase); clinical activities, 16%; psychiatric screening and evaluations, 3% each (applicant physicals up 27.15%, applicant psychiatric evaluations 28%). In addition, the physician When Actually Employed (WAE) structure was reorganized to increase both flexibility and capacity of program, thereby eliminating clinical backlog of about 1,000 cases and considerable wasted effort on the part of the psychiatric WAEs. In the process, the WAE feedback function was enhanced reducing Medical Requirements Officer's (MRO) screening responsibilities by about 30%. The Executive Annual Program was expanded by the addition of physician resources and the transfer of administrative responsibility to a senior secretary. This allowed doubling of the executive annual exams and notifying executives of their eligibility for examinations in their month of birth.

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13. We established a CIA Computer Study Panel, consisting of distinguished automated data processing experts from industry and Government to determine the most feasible and cost-effective method to prevent the continuing displacement of personnel in the old/new Headquarters buildings by machines.

14. There is a dynamic atmosphere in the DA. FY 1985 will be a very active year, and we will strive to get the most from our allotted resources and maintain our momentum. The above accomplishments notwithstanding, the Agency and the DA are faced with a full platter of problems and challenges for the future. For example, the communications capitalization effort is just beginning. Construction of the new Headquarters building and transition planning from the old to new buildings will be a major challenge. Our recruitment effort must be fine tuned to reduce our processing time and develop methods to compete for the brightest and best. We must continue to improve the quality of the work environment for our people. Support to counterterrorism and overseas security will continue. Major computer automation efforts will require a major part of our attention. Maintenance of the best workforce in Government will require continuing creativity and extraordinary effort. We believe with your support, we can meet these challenges.

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Harry E. Fitzwater

Attachments

' DDA/MS [redacted] 10Dec84)  
Orig - Adse (w/att) 1 - DDCI (w/att)  
1 - DDA Subject (w/att) 1 - EXDIR (w/att)  
1 - DDA Chrono (w/o att) 1 - ER (w/o att)  
1 - DDA/MS Subject (w/att)  
1 - DDA/MS Chrono (w/o att)



**S E C R E T**

**OFFICE OF COMMUNICATIONS FY 1984 ACCOMPLISHMENTS**

**Personnel**

The performance of OC employees in 1984 equaled, if not surpassed, the excellence of years past. Their unique attributes continue to make the difference in special circumstances as well as the normal ones experienced in providing every day rapid, reliable, and secure communications critical to the national interest. Their contribution is becoming more visible to national policy makers as increasing numbers of VIP's use their services. National Security Advisor MacFarlane clearly expressed his appreciation and respect for our professional communicators by attending the Intelligence Star Award Ceremony for the communicators who supported his mission to Beirut.

The Office has been active in recognizing their contributions as 60 percent of OC's employees received recognition in the form of a promotion, QSI, or an award in FY1984. OC has been seriously striving for excellence and has made noteworthy efforts to provide an environment for achievement:

- developed a "pay banding" proposal that will closer equate pay and performance. Most importantly, it will allow more frequent recognition of the contribution made by experienced employees;

- developed a monetary award for communicators assigned to one-person facilities;

- moved to increase per diem rates in Africa to afford our travelers western style accommodations;

- liberalized office policy concerning provision of QP vehicles where local transportation does not meet mission needs;

- provided rental vehicles for up to five days to employees processing at Headquarters between overseas tours;

- arranged special offerings of behavioral training courses to [ ] employees between assignments during the summer of 1984;

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- developed and presented an eight-part mini-masters lecture series to inform all OC employees of subjects as diverse as personnel management, planning and budget processes, liaison relationships, and principles of the newest operational equipment, including satellite and HF radio concepts;

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- moved to improve the quality and readiness of graduate communicators through an extended training period of up to one year at Headquarters [ ] prior to onward overseas assignment;

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- made every effort to change the image of our employees by stressing the fact they are intelligence officers. A variety of key-skill people are being given rotational assignments to broaden their experience and to demonstrate the caliber of our officers to other components;

- increased the number of OC employees provided developmental training by [ ]

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- conducted special workshops and lectures for OC employees including topics such as Stress, Managing Change, Alcohol Awareness, Sexual Harrassment Awareness, and Safety.

The Office continued to seek out recruits for its unique cadre. We instituted a vigorous and imaginative recruitment campaign. One example of the results of using non-traditional methods such as new testing techniques and attending national radio ham fests, [ ] employees were EOD'd during the second quarter of FY-84.

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RESPONSIVENESS TO INCREASED CUSTOMER REQUIREMENTS

The geometric growth of teleprocessing requirements created by increasing Agency and Intelligence Community reliance on automation worldwide ensured increasing workloads in OC's day to day activities. For example:

- 235% increase in support to traveling VIPs. Excellent service attracts customers. The measure of the quality is in the growth to almost 500 VIP support events in 1984. Vice President Bush, Secretaries Weinburger and Schulz, National Security Advisor MacFarlane, and Presidential Envoys accounted for nearly one-third of the requirements.

- 91% increase in people weeks of training and a 51% increase in total number of employees trained internally.

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[ ] students in FY-84. The increase of 600 from the FY-83 level is a reflection of the surge of Capitalization equipment and systems which employees must learn to operate and maintain.

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- 72% increase in data terminal installations to keep pace with Agency and Community automation programs. The 1,506 terminals installed in FY-84 by the Domestic Networks Division is three times the rate of installation in FY-83. OC is keeping pace with the Agency programs to exploit automation in every phase of the intelligence process. These programs include Collection of Operations Messages Electronically Transmitted (COMET), Support for the Analysts File Environment (SAFE), Decision Support and Information System for Terrorism (DESIST) and DDO document management systems, e.g., BOSTAR, ALLSTAR.

- 21% increase in data records processed. In FY-84 the data volume increased to almost 700,000,000 records (approximately equivalent to 2 million message pages). The rate of growth will continue to increase as Agency and Community users access and exchange larger volumes of data through teleprocessing links provided by the Office of Communications.

- 43% increase in secure telephone installations. The Office of Communications provided a secure voice service with the capacity of [redacted] telephones by the end of FY1984 (an increase of [redacted] instruments). This achieves a long standing goal to make secure phones accessible to every CIA officer and provides interconnection with other secure voice networks in the Intelligence Community.

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- 13% increase in cables disseminated to [redacted] Agency components in the Headquarters area.

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- 12% increase in narrative cable traffic processed in the OC network.

Efficiency features have been added to existing services and major installations have been completed to match Agency growth:

- Nearly 100% of the Directorate of Operations message traffic is now being printed in the Remote Automated Printing and Reproduction Systems located in the four DDO registries.

- True Electronic Cable Origination (ECO) became a reality on 17 September 1984 when the National Collection Division came on-line with the ECO Handler. NCD reports officers can now originate and forward cables to OC for transmission and dissemination without the use of cable forms.

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- The Decision Support and Information System for Terrorism (DESIST) commenced on-line initial operating capability through the OC data switch on 26 November 1984.

- A major secure communications installation was completed for OSO (TASC) in the [redacted] Building. A secure telephone switch and associated equipment was installed to support [redacted]

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- Communications facilities were established in the [redacted] Buildings to provide on-line narrative staff message service at both locations.

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To keep pace with present workloads and to meet ever increasing requirements in the future, OC has:

- Completed a SKYLINK Satellite carrier upgrade [redacted] to meet expanding transmission requirements in the SKYLINK network.

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- Installed and activated the Optimized Automated Relay System (OARS) equipment at Headquarters. This equipment provides upgraded hardware capabilities and improved circuit speeds required to meet existing network requirements.

- Completed procurement and delivery of Time and Space Processing Secure Voice interface to the Secure Telephone System. This project allows DDO/IAD [redacted] the capability of secure voice communications between sites and Headquarters area subscribers.

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- Completed the final circuit speed upgrade for the MAX message switches at [redacted] and Headquarters Telecommunication Operations Center to meet requirements for increased circuit speed.

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- The Crisis Communications Center network increased to [redacted] through 30 November 1984. This network employs UHF satellite links to support special operations, Central American Task Force activities, and provides the means for rapidly coordinating the Intelligence Community response to fast-breaking events overseas. This capability has been used in [redacted] etc., and would be the means used to coordinate evacuation of Diplomatic personnel by elements of the U.S. military.

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As an ongoing aspect of contingency preparedness, a simulated failure of the  was conducted in July. The exercise required eight overseas stations to establish alternate communications links into the network. The exercise was a total success.

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Technical and operational support for several special projects and crisis situations was provided by OC personnel with the usual high degree of professionalism:

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Intelligence Community Support

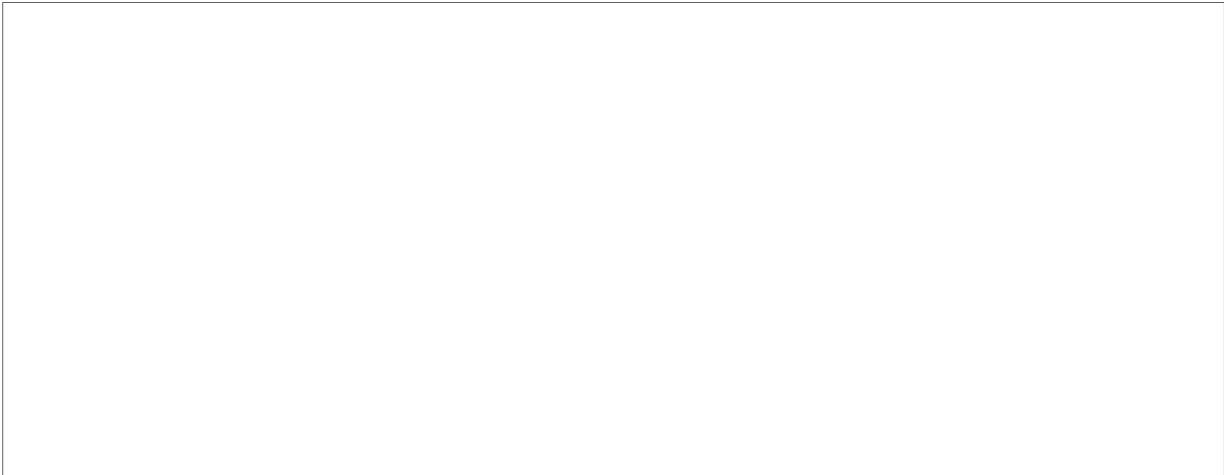
As the Intelligence Community continues to increase its use of teleprocessing systems to review and produce finished intelligence, there has been a corresponding increased need for OC support and expertise. There were a number of successes in meeting communicator requirements and improving liaison relationships during FY1984.



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- The success of the secure fly-away communications package to support on-site delivery of the CIA Daily Intelligence Support Cable to traveling VIPs ensured its increased use. Of the 491 events supported in FY-84, 81 events took place domestically with the fly-away packages.

- Preparation for supporting the Olympics extended over the period of a year and deployed the full range of fixed and mobile communications services. The secure capability was tailored to the needs of the Intelligence Community requirement and included interoperability with the FBI and other government entities.



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Capability Enhancements

The capitalization of the Agency's telecommunications capability marched into the "payoff stage" during the year.

- The activation of the second major secure voice switch at the Headquarters Building plus the activation of switches [redacted] added capacity to the secure voice network.

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[redacted]

- Two software development contracts were awarded and the Message Handling Facility (MHF) program moved into a multi-phase installation plan for the incremental deployment of capability. This sets the stage for replacement of undersized message handling systems in order to cope with growth and to direct message traffic into customer data bases literally eliminating a ton of paper.

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[redacted]

- Although a variety of unique problems were encountered, 27 site preparation and renovation projects were completed during the year to accommodate the new capitalization equipments. There were five moves to new office buildings and three activations of new on-line stations. It should not be overlooked that moves to new office buildings require sustaining communications at both the old and new location during the transition.

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**SECRET****KEY ODP ACCOMPLISHMENTS FOR 1984****CAMS**

In May 1984, the Intelligence Community's COMIREX Automated Management System (CAMS2) Processing Segment became operational on schedule to support the new imagery collection system. The CAMS2 computer system assists the Community in managing its requirements for imagery collection, exploitation and production/dissemination. Besides supporting the new collector, the CAMS2 system contains the operational data from its predecessor system CAMS1. CAMS2 is designed for very high availability and forms the base to support COMIREX growth through the end of the decade. Currently, the system supports over 700 Community users.

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**SAFE**

The integration and acceptance of the SAFE (Support for the Analysts' File Environment) system by analysts at CIA and DIA has exceeded all previous expectations. To illustrate, the current user population at CIA is approaching 900 instead of the projected 300; at DIA the population is nearly 500 instead of 300. Additionally, the system has been improved in several ways, like a new method of processing cables which makes them available to the analysts in an average of 9 minutes rather than 90--a major improvement. In March, the DIA portion of the system was moved to Bolling AFB without impacting DIA analysts.

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**DESIST**

The Decision Support and Information System for Terrorism (DESIST) became operational in November 1984. This system is the centralized intelligence storage and retrieval system of terrorist information for the Intelligence Community. The initial capability supports 35 CIA users and Community users at NSA, DIA, the Department of Energy, the Naval Investigative Service, and the Joint Special Operations Command. Other Intelligence Community Agencies are scheduled for DESIST access in the coming year.

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**ODP Central Services**

There has been phenomenal growth in the acceptance and use of ODP's electronic systems. Every day Agency components are using more and more ADP capabilities in the normal course of their business. In the spirit of the DCI's "Pursuit of Excellence," the use of our AIM electronic mail system experienced a single year's growth of over  users--starting the year with slightly under  users we will end 1984 with slightly over  Users of our large data base services grew

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Further, users of ODP's time sharing services numbered approximately [redacted] in January and by year's end will exceed [redacted]. Despite this growth, our largest online systems continued to operate at over 99 percent availability. This high-quality service is essential considering how dependent the Agency has become on our systems. [redacted]

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In the past year ODP installed over 1400 new terminals and printers and over 300 replacement devices. We obtained 323 word processing systems, including 3,442 work stations, for Agency components including the Directorate of Operations CRAFT project overseas. ODP is now supporting over 5000 terminals and printers in user areas [redacted]

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[redacted] In addition, we support over 10,500 pieces of stand-alone word processing equipment in users' offices. [redacted]

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ODP Information Center

Another key area for ODP was the establishment of the Information Center, which combines the consulting and ADP professional training roles with the increased responsibility of finding and evaluating new easy-to-use ADP tools. The Information Center's goal is to provide a new class of responsive, quality services to aid the growing number of knowledgeable do-it-yourself users. [redacted]

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**S E C R E T****OFFICE OF FINANCE ACCOMPLISHMENTS - FY 1984****1. PROGRESS IN REBUILDING OFFICE OF FINANCE CAPABILITIES.**

In terms of bringing new employees on board, it has been a good year for the Office of Finance. During the period January through September 1984, a total of [redacted] people were placed in process at the GS-05 to 07 level, resulting in [redacted] EOD's coming on board. These figures are a direct result of a concerted and successful recruiting campaign carried out by this office with tremendous support from Office of Personnel, Office of Medical Services, and Office of Security. These are impressive numbers and reflect positive first-steps in correcting a serious personnel shortage. The new employees, however, require training and exposure to selected OF functional work areas until they can function competently. Additionally, our present staff of junior professionals lack the overall professional competence required for assignment to positions outside OF. The necessary skills and knowledge are being developed through the normal career progression process to enable these employees to assume greater responsibilities. Up to that point in time which is estimated to be two (2) fiscal years in the future, this office will remain faced with a too rapid rotational process and lack of experienced personnel at the grade levels required. Only time and concentrated effort will cure these ills.

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This office has a definite need to retain several employees overstrength at all times at the GS 12, 13, and 14 levels. Our requirement to staff overseas positions has historically created serious underlap situations which have been debilitating to both Office of Finance and the host component involved. Office of Finance simply lacks the number and quality of people required to cover these lengthy absences unless we can maintain an overstrength posture.

**2. STATUS OF ONGOING SYSTEMS DEVELOPMENT EFFORTS.****a. Field Accounting System (FAS)**

Development of the new FAS software programmed in WANG Basic has continued throughout FY 1984. This Finance complement to the CRAFT system is almost complete with testing of the programming underway at this time. The new software is adaptable for use at any station or base and contains the flexibility to be responsive to unique user requirements. An interim FAS has been incrementally developed over the past two years with many of the features to be used in the new FAS having been tested during this period. The interim system was installed in [redacted] and [redacted] stations during the past year. With [redacted] using the interim FAS since FY 1983, [redacted] stations are now operational. Office of Finance personnel made an information gathering TDY to [redacted] prior to an upcoming October 1984 installation of the system

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[REDACTED] With a growing number of CRAFT systems ready for the FAS software the problem of system maintenance will become a greater concern with more officers having to be dedicated to the installation/maintenance task. We have made, and will continue to make, a sustained effort to train more officers in the skills required to keep pace with this requirement.

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**b. Present Headquarters Accounting System**

Effective at the beginning of FY 1984, an on-line capability for the recording of both commitment and obligation of funds was introduced into the Headquarters accounting systems which include GAS, FRS, and CONIF. This is a major and successful systems enhancement which eliminated a totally manual and highly unreliable commitment process and preparation of hard copy documents for a centralized key punch operation. The B & F officers are provided with instantaneous confirmation of their status of allotments at any given point in time. Another enhancement effected during the year was that of a daily update of data between the accounting and logistics inventory systems. This replaced a monthly update process which required manual recordkeeping by individual components.

**c. Financial Systems Planning**

In December 1983, a Financial Systems Planning Team was formed to study existing Agency financial systems - both manual and automated - and to make recommendations for improvement. Representatives of Office of Finance, Office of the Comptroller, Office of Security, and Office of Data Processing and an independent consultant conducted a five month survey and review of the Agency's financial activities with special emphasis on the budget and financial systems. In May of 1984, the team produced a comprehensive report of their findings and recommendations entitled "Long Range Financial System Plan, Looking Ahead a Decade".

The report recommended that the Agency should immediately undertake the development of a new integrated financial system to replace the current budget, accounting and budget ranking systems. In addition, the report included recommendations regarding improvements to the current systems, greater development of systems expertise within the Office of Finance, enhanced user training regarding current systems and various procedural recommendations such as statistical sampling and greater centralization to improve efficiency and maximize resources.

There is general agreement that the Agency should develop a new system to be called the Budget and Accounting Resource System (BARS). On 4 September 1984, the BARS team was formed, initially with two representatives from the Office of Finance and one from the Office of Data Processing. They are currently developing high level requirements, using the planning team documentation as a baseline.

**S E C R E T****d. LOGISTICS INTEGRATED MANAGEMENT SYSTEM (LIMS)**

The Office of Finance has two full time personnel assigned to this project effort to assure satisfaction of finance requirements in the development and acceptance testing for each of the several component work packages which will comprise the system when complete. The first of 13 work packages, called Electronic Requisitioning, is scheduled for implementation in March 1985.

**e. AUTOMATED COMPENSATION INFORMATION SYSTEM (ACIS)**

Price Waterhouse and CTEC representatives have recently come aboard to assist ACIS project personnel in the further development and completion of this project.

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**3. ACTIVITY HIGHLIGHTS****a. Inspector General Report**

(1) The Office of the Inspector General conducted a survey of OF during the past year. In general, it was a good report and contained thoughtful recommendations. Appropriate action has been taken by this office to address these recommendations. A report has been made to the DDCI on the subject.

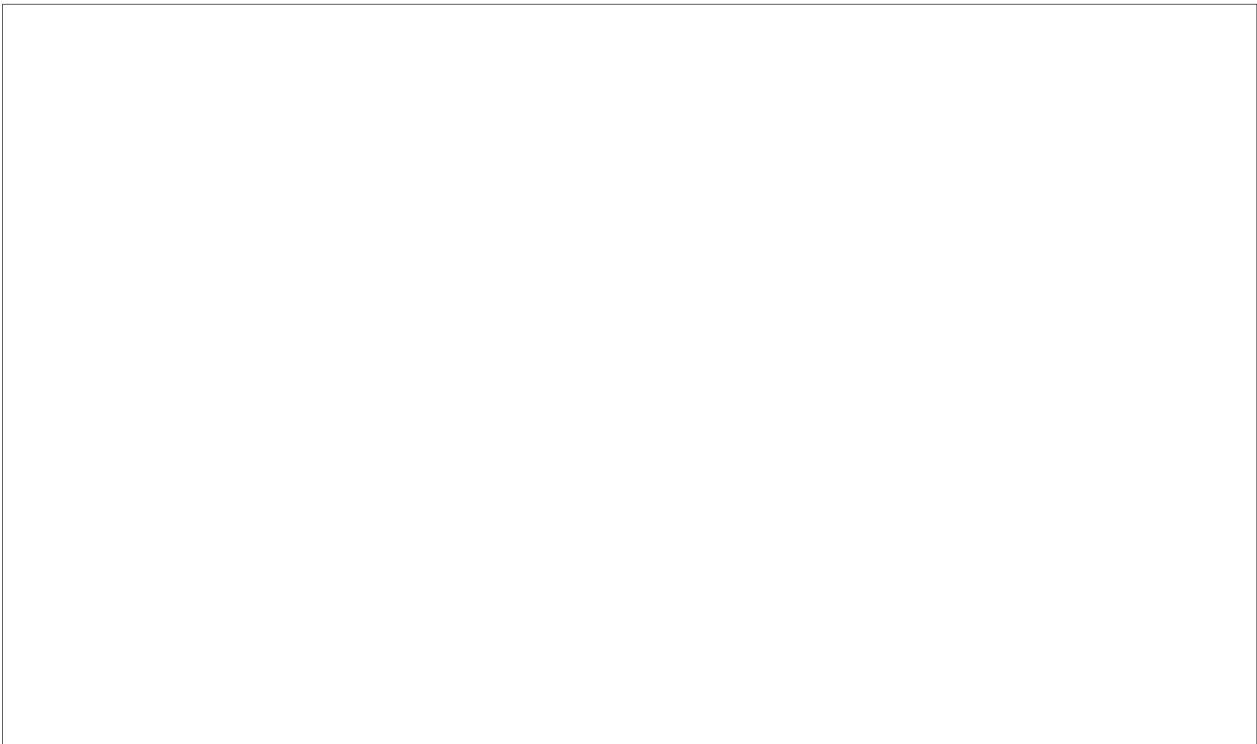
(2) The Director of Finance has made a personal effort throughout the year to actively share his vision of future financial operations with careerists at all levels of the career service as well as with his senior level peer group. This has been accomplished (a) in existing forums such as the Annual Office of Finance Conference, (b) in newly established forums such as the first Annual Budget and Fiscal Chief's conference held in February 1984 [ ] and bimonthly informal two hour discussion sessions with a revolving cross section of 25 MF'ers from all grade levels (c) in discussions with individuals on a case-by-case basis and (d) in personal meetings with each of the fifty-four (54) decentralized locations.

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**S E C R E T**

**b. Treasury Automation**

(1) The Department of Treasury is in the process of automating many of its reporting functions, thereby requiring Government agencies to introduce automated links between the Agencies and Treasury or its commercial contractor. This has required the Office of Finance, with considerable assistance from the Office of Communications to establish a direct telecommunication link with Computer Services Corporation (CSC), the commercial contractor initially processing accounting data from each of the Government agencies, and the Treasury Department. This was accomplished using an IBM PC/XT microcomputer, secure telephone lines and modem.

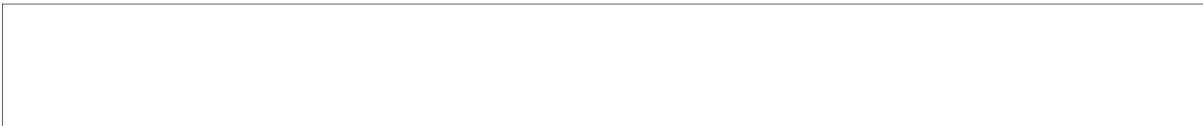


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**c. CIARDS Actuarial Report**

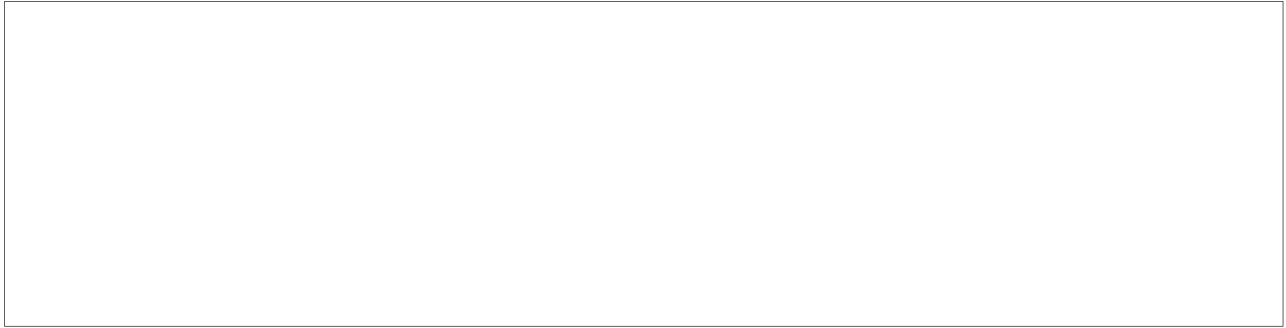
Progress on the development of data required by the Treasury Actuary for the preparation of the actuarial evaluation of the CIA Retirement and Disability System as of 31 December 1983 (required by Statute every five years) is well ahead of the schedule observed for prior evaluations.

**d. Payrolling**



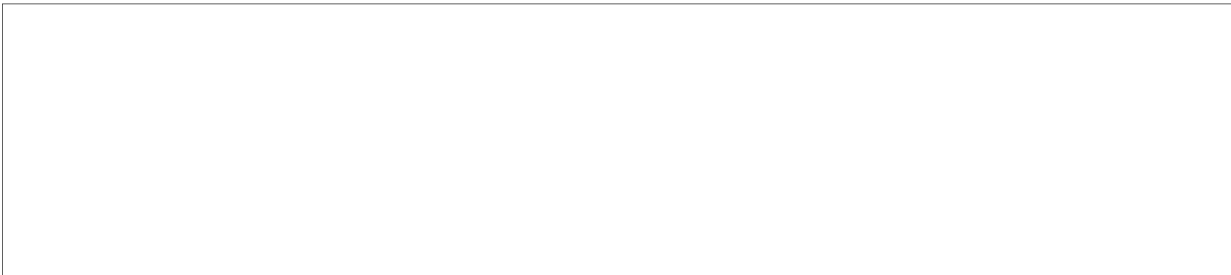
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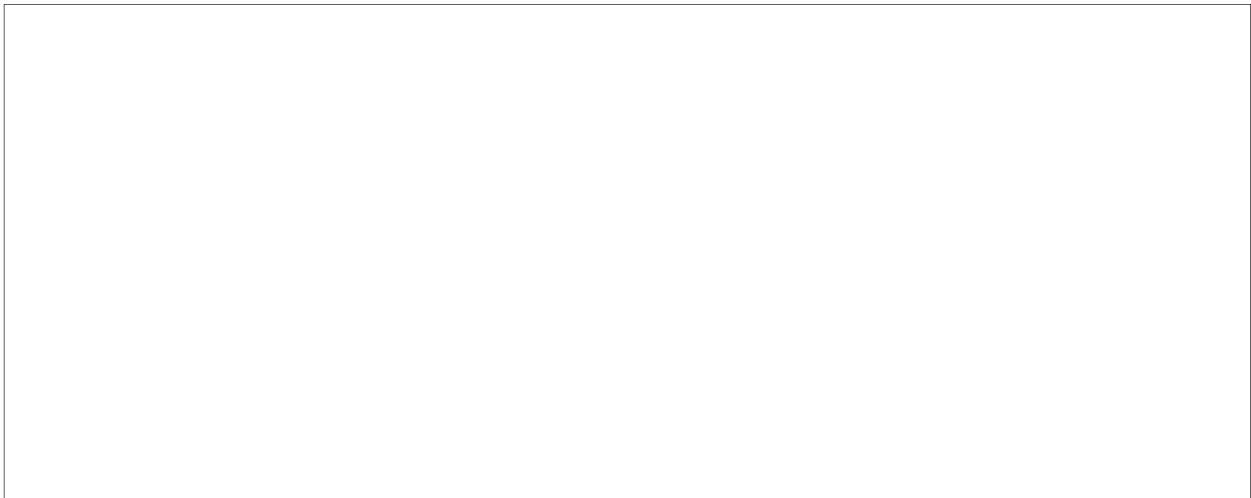
(b) All actions necessary to process the retroactive .5% pay raise for currently active employees have been completed. Some work remains to be done to adjust pay for personnel separated subsequent to the effective date of the raise.



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e. Cash Management

(1) We have enhanced the integrity of cash management controls at the 13 decentralized disbursing offices through the initiation of a program for conducting periodic "surprise" cash counts.



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f. Travel

(1) Continuing emphasis on the savings available from use of Government Transportation Requests as a basis for procurement of transportation for domestic travel is producing increasingly beneficial results. Actual savings for 1984 approximate \$6.9 million, a 64 percent increase over the \$4.2 million saved during 1983.

**S E C R E T**

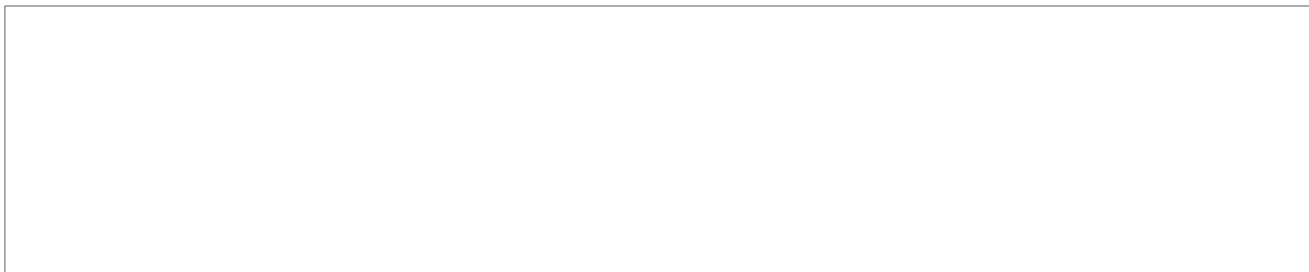
(2) We have participated in the efforts of an Agency-wide Steering Group to assist the Chief, Central Travel Services in planning for the development and implementation of the decision to centralize the management of Agency travel. We are also providing assistance jointly with ODP in the automation of procedures in support of that activity including preparation and issuance of travel orders, travel advances and travel vouchers.

(3) During the year a statistical sampling audit technique was implemented in substitution for a 100 percent audit of domestic travel claims under \$750 processed by the Central Travel Branch and the National Programs Finance Branch. This program is being administered consistent with General Accounting Office guidelines and is estimated to provide savings of approximately 10 percent of the production time of personnel responsible for the audit of domestic TDY vouchers.

g. Reports

In coordination with the Senior Directorate B&F Officers an in depth examination was made of the utility of each Trend report and copies thereof being produced by the Financial Resources System. As a result of this effort 44 percent of the reports were eliminated. The elimination of reports coupled with some reductions in copy requirements for the remaining reports provided a savings of approximately 132,000 sheets of paper and computer printouts per annum.

h. Invoice payments



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i. Contract Audit

(1) Application of random sampling techniques (vs. judgemental sampling) was initiated on a trial basis on direct cost audits of two major contractors during this year. This technique provides an acceptable basis for increasing the absolute amount of questioned costs on any given contract by stating the total questioned costs on the basis of a projection of costs questioned in the sample; under judgemental sampling the total questioned costs on a contract must be limited to amounts specifically identified. The bottom line should be a significant increase in the absolute amount of cost disallowances accepted by the contractor.



**S E C R E T**

(2) Three GRID personal computers were acquired during the year and have proven beneficial so far primarily in proposal analysis activity where actual savings have been realized. On occasion they have actually permitted performance of time urgent tasks requiring voluminous recalculations which simply could not have been done otherwise. They also provide outputs of calculations, charts and graphs of superior appearance in comparison with manually prepared outputs by reason of which they are more readily understood and acceptable to contractor representatives.

(3) The workload for contract audit activity coupled with the shortage of experienced personnel available for this effort continues to preclude the performance of audits under the "Truth in Negotiations Law", an area of effort generally conceded as offering the promise of worthwhile payoffs.

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**C O N F I D E N T I A L**

**OFFICE OF INFORMATION SERVICES**

**FY-84 Accomplishments**

Career Service

1. Considerable success was achieved in further developing the lines of communication with MI careerists in and outside the central OIS facility. The Director of Information Services held individual meetings with all supervisors above the grade of GS-11, visited component registries, and expanded the weekly staff meetings to include the senior directorate records management officers and other MI careerists selected from all grade levels. Within the next fiscal year all MI careerists will have had opportunity to attend a staff meeting. The Director of Information Services also has met in small groups with MI supervisory employees to discuss topics of common concern such as assignments, relationships with the central office, and future plans. The annual office career sub-group conference was held as scheduled. In addition, an assignments panel was created to advise the Director on the staffing of positions.

2. Arrangements were made with GSA for a dedicated running of the "Managing Records and Information Programs" course. Thirty MI careerists along with a representative each from IMS, OCR, and NPIC attended. By contracting for the course to be given internally, considerable cost savings were achieved. This course will be taught twice in FY-85 allowing all records officers a chance to attend. Two micrographic classes also were held for careerists using outside contractors as instructors. The arranging of such courses has been of great benefit in enhancing the professional skills of careerists serving in the records and information management area.

3. The Director of Information Services established the Plans and Management Staff (P&MS) to support the mission of OIS, to conceptualize needs for the future, and to avoid program shortfalls. P&MS produced a concept paper on the need to record information released to the public--the Officially Released Information System (ORIS); forwarded a proposal to the Directorate of Science and Technology for a front-end records disposition system; prepared a paper on the need to develop file structures for automated applications that will ensure adherence to records control schedules; and began work on a computer model of the Records Center to help determine the impact of various options for preserving records storage space.

**C O N F I D E N T I A L**

**C O N F I D E N T I A L****Information Management**

1. The Office of Information Services established an Information Services Center (ISC) in the Ames Building to provide combined registry services for three major Agency components and several sections of the Intelligence Community Staff. Although some air conditioning, equipment, and other logistical problems still must be worked out, the Ames Building ISC is the first of its kind and represents a significant step in consolidating the traditional registry services into a single unit serving the needs of several different offices.

2. The Ames Building Information Services Center established by the Office of Information Services also will be used to test and evaluate new automated registry systems and to train personnel in the development of their professional skills. The success of the Ames Building ISC will be the primary impetus for establishing OIS-managed information services centers throughout the new headquarters building. These new services centers not only will conserve valuable office space but also will establish standard procedures for information control, storage, and retrieval systems.

3. The Records Information System (TRIS) progressed through the detailed system requirements, project familiarization, and preliminary system design phases and development is on schedule. Over 20 registries and 50 Top Secret control points will have initial access to the TRIS data base to exchange essential records data elements, locate and track the movement of records, make front-end records disposition decisions, create folder level inventories of component records stored at the Agency Records Center, and control Top Secret and other sensitive documents. TRIS will eliminate independently automated registries that cannot communicate with each other. The standardization of document handling procedures through TRIS is essential to the establishment of efficiently automated records accounting and control systems throughout the Agency.

4. The Office of Information Services developed contingency plans outlining steps to be taken in case the Agency Archives and Records Center runs out of space in FY-86 as accessions continue to exceed dispositions. Such an event would have serious consequences for the entire Agency. Through the submission of a hard unfunded requirement, \$500,000 was obtained for the installation of nine sections of movable shelving on the first floor of the building. With additional funds for shelving approved in FY-85, there will be sufficient lead time to study the feasibility of constructing an annex to the Records Center that will provide for the Agency's storage needs through the close of FY-90.

5. The Information Technology Branch conducted a comprehensive audit of the Agency's Top Secret collateral documents. Approximately 12,500 of these documents were determined to be unaccounted for. An aggressive program was initiated to improve Top Secret handling procedures Agency-wide and to account for the documents. The matter was brought to the attention of the DDA who provided additional personnel resources to work with the components on this problem. At the end of FY-84 the number of unaccounted for Top Secret collateral documents had been reduced to below 11,000.

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**C O N F I D E N T I A L**

6. A memorandum of understanding was signed by the DDA and the Archivist of the United States outlining procedures for preventing release of classified or sensitive information to the public. Specifically, the memorandum establishes mutual responsibilities with regard to the approximately 550 cubic feet of records of CIA predecessor wartime organizations, primarily OSS, that the Agency has transferred to NARS. The Archivist agreed through the memorandum of understanding that documents found still to contain classified information will be withdrawn from the collection, that NARS will screen and withhold from access records containing information about a living individual which reveals details of a highly personal nature, and that NARS will initially screen records as they are transferred from CIA as well as rescreen sensitive records before furnishing to researchers. This is an ongoing project that we will continue to monitor closely. A total of approximately 2500 cubic feet of OSS materials will be transferred to NARS over the next 18 months.

7. Full responsibility for inputting data into the Agency Archives and Records Center Inventory System (ARCINS) was successfully transferred to the Agency Records Center. ARCINS is a folder level inventory of all inactive files retired to the Records Center. Through ARCINS, Agency components can electronically retrieve their deposited records as needed for operational or administrative use. The section organized within the Records Center to input records information into ARCINS has significantly reduced the previously existing entry backlog and also has checked and corrected the entire listing for errors and inconsistencies.

8. The Information Resources Management Division completed the initial training of two information management analysts in auditing the information management practices of Agency components. They have conducted a successful audit of one Agency component and have begun the audit of another. These audits help components manage their records more effectively and ensure compliance with the law and regulations. They also help Agency managers evaluate the extent to which their components are adhering to sound security and records management practices. The training of two additional auditors will be completed in FY-85.

9. OIS established initial requirements for the Information Services Centers to be located in the new headquarters building. An experienced officer was detailed to the New Building Project Office to work with Agency components in drafting detailed requirements for services. The new centers will be staffed and operated by OIS.

10. OIS completed a management survey of the combined Office of Communications, Office of Logistics Information Management Center and made recommendations for improving its efficiency. Among the most significant recommendations were to separate the records management function from the registry functions, to establish the position of Associate Records Management Officer, and to turn over the operation of the center to OIS.

## C O N F I D E N T I A L

### Information and Privacy

1. In early anticipation of passage of the CIA Information Act, the Director of Information Services initiated a coordinated effort with the Offices of General Counsel and Legislative Liaison to draft an Agency-wide regulation and other guidance for signature by the Director of Central Intelligence concerning the designation of operational files as exempt from the requirements of the FOIA. On 15 October 1984, the date the President signed the act into law, the DCI received for his signature an OIS-initiated Agency regulation on file designation policy and procedures and memoranda to appropriate components directing them to develop internal procedures for designating operational files pursuant to the new legislation.

2. The Information and Privacy Division reduced the FOIA processing backlog by 100 cases. This modest reduction was achieved despite a 16 percent increase in new cases in 1984 over 1983 and without additional personnel resources.

3. The Office of Information Services was designated the lead Agency component for ensuring proper implementation in the Agency of the CIA Information Act. An action plan has been prepared and submitted to the DDA, and OIS is obtaining additional resources of personnel and automated data and word processing equipment to effectively carry out the mandates of the Act and to reduce the backlog of existing cases.

4. The Information and Privacy Division held numerous meetings with other government agencies to resolve issues of common concern, especially to ensure the protection of sources and methods in the conduct of the FOIA process. Specific guidance was provided to four other agencies for handling CIA information in their files.

### Classification Review

1. A plan for conducting a historical review program was submitted to the DDA. Such a plan was given added stimulus by enactment of the CIA Information Act and an earlier agreement between the DCI and Senator Durenberger that the Agency would indeed initiate a historical review program. The Classification Review Division will be provided eight additional positions in FY-85 for this purpose.

2. A comprehensive plan for centralizing the FOIA, PA, and Mandatory Review function in the Agency was submitted to the DDA. This concept has considerable merit in terms of efficiency and increased protection of sources and methods and will be further developed during FY-85.

3. The Classification Review Division provided support to the Department of State by reviewing materials prepared for publication in the Foreign Relations of the United States (FRUS) series. CRD also made regular visits to the National Archives, the Suitland Records Center, and Presidential Libraries to review material containing sources and methods uncovered in the systematic review program of the National Archives and Records Service.

C O N F I D E N T I A L

4. The Classification Review Division on behalf of the Publications Review Board reviewed 158 manuscripts submitted by employees and former employees for prepublication review. CRD also provided 29 damage assessments of material that had been published without PRB prepublication review.

5. The Classification Review Division reviewed over 800 Summaries of Agency Employment drafted by Agency employees prior to retirement. Through continual guidance provided to the operating components, the quality of SAEs has consistently improved and fewer deletions for security reasons are now required. (AIUO)

Regulatory Policy

1. The Regulatory Policy Division achieved considerable success in its objective to update all the Agency's headquarters and field regulations dated 1980 or before. Of the 197 regulations in this group, over 70 percent were received from the initiators and are either in process or have been published.

2. Automated word processing was successfully applied to the regulatory function. Although further refinements are necessary, increased efficiency has been achieved through established telecommunications links with two principal initiators, the Office of Personnel and Finance. Additional links with the Office of Data Processing and the Office of General Counsel are being established.

3. The numbering of the Agency's headquarters and field notices was modified to conform to the numbering of their related headquarters and field regulations. Because of the transitory nature of notices, this important change makes it easier for employees to make reference to the policy established in the regulations.

**S E C R E T****SIGNIFICANT OL ACCOMPLISHMENTS - FY-1984**

The single most notable accomplishment of the Office of Logistics (OL) in FY-84 has been the response to a significant increase in workload for all logistical functions. Procurements reached the highest level in history. The number of line items introduced into the supply system increased by fifteen percent from FY-83. OL assumed the workload inherent with takeover of operation and maintenance of the Headquarters Building. The new building construction activity increased with receipt of final approval from the National Capital Planning Commission. Growth in customer demands for printing and photographic services occurred across the board. Real estate and engineering support services grew in the acquisition of space, property, and modifications for domestic and foreign facilities. [redacted]

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The growth in requirements was met by enhancements to existing systems, capital improvements, exploiting the availability of automated systems, reorganization, more efficient operations and delegations of authority and responsibility. The use of Wang systems greatly assisted in the processing of procurement orders. The response to materiel requests was met by enhancements and interfaces in automated systems (ICS, GAS, CONIF), establishment of [redacted]

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[redacted] facilities upgrade, electronic requisitioning and bar coding. The Logistics Services Division was reorganized into the Headquarters Operations Maintenance and Engineering Division to better meet the demands for total maintenance of the Headquarters complex and other metropolitan area buildings. A maintenance and operation contract for the Headquarters Building was awarded to Allied Corporation, who began performance in March 1984. The George Hyman Construction Company began site work for the new Headquarters building in April, and the project's official groundbreaking ceremony was held in May 1984 with the President of the United States in attendance. Authorities were obtained from GSA in the areas of construction modifications. TDY engineering assistance increased to foreign field to respond to expanded technical requirements. Printing and photographic capabilities were increased by capital improvements and new capital acquisitions. [redacted]

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The above accomplishments are only a sampling of OL's response to increased taskings in FY-84. They are discussed in more detail in the paragraphs that follow, which are divided into logistics functional areas. [redacted]

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WARNING NOTICE-INTELLIGENCE  
SOURCES OR METHODS INVOLVED

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**S E C R E T**

**S E C R E T****NEW BUILDING PROJECT**

New Building Design and Construction: The Headquarters Building Expansion design was completed, and on 28 June 1984, the National Capital Planning Commission gave its final approval for all site and building designs. Major new building construction activity began on 28 April 1984, with the award of a contract to The George Hyman Construction Company for site work, foundations, and the erection of a parking deck. On 28 May 1984, the President of the United States attended the project's official groundbreaking ceremony. A contract was awarded to MCI Constructors, Inc., for the renovation of the Headquarters Powerhouse on 28 June 1984. [ ]

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Space Planning: Space assignment plans for the new and existing Headquarters buildings were developed, and a series of briefings on these plans were conducted for senior Agency managers.

A management plan has been developed to control all activity related to the design, procurement, and installation of major communications, ADP, and security systems required for beneficial occupancy of the New Building. [ ]

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**PROCUREMENT**

Workload Highest in History: The procurement workload increased to the highest level in history. Because of a lack of journeyman contract officers, most of the work was successfully performed and continues to be done by personnel who would be considered trainees in other Government agencies. [ ]

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Contract Settlements: A significant reduction was made in contract settlement through the diligent efforts of two part-time contract employees (both retired Agency employees). The last audit report stated that Procurement Division has effectively reduced the settlement backlog and recommended that the Director of Finance implement the same kind of program to complete the settlement process. [ ]

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Major Negotiations: Significant contract negotiations occurred with the Mercury termination and redirection and with C&P Telephone Company of Virginia for relocation of cables at Headquarters. Three new major prime contracts were definitized and form the bridge for the transition from the old Mercury to the new Mercury. Negotiations with C&P resulted in a savings of over [ ]

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Payment Discounts: Discounts for prompt payment totaled [ ] paid in penalties. [ ]

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**S E C R E T**

**SUPPLY MANAGEMENT AND OPERATIONS**

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**MAINTENANCE, OPERATION AND ENGINEERING AT HEADQUARTERS**

Maintenance and Operation of HEADQUARTERS: A Memorandum of Understanding was signed by the General Services Administration in February 1984, which transferred to the Agency the responsibility for maintenance and operation of the Headquarters building. To more effectively achieve this goal, the Logistics Services Division, OL, became the Headquarters Operations, Maintenance and Engineering Division, OL. A Maintenance and Operation contract was awarded to Allied Eastern States Maintenance Corporation, who began assuming responsibilities from GSA in March. Full assumption of responsibilities is planned for January 1985. [redacted]

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[redacted] Move: In December 1983, [redacted] was occupied by the Offices of General Counsel, Medical Services, Personnel, and Security. The move consisted of [redacted] work stations, 352 safes, and 300,000 boxes of classified material, adding up to a grand total of 320,000 boxes. The completion of [redacted] and its occupancy by these offices was accomplished through a team effort by many individuals in OL. Planning began months in advance, and a myriad of details had to be addressed--parking, relocation of

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furniture and safes, communications, data processing centers, food service, mail and courier service, shuttle-bus transportation, movement of classified material, security, escorts, and a well-organized plan to actually effect the moves.

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New Parking Program at Ames, Key, and Chamber of Commerce Buildings: On 1 July 1984, the Government took over the financial responsibility for Agency parking at Ames, Key, and Chamber of Commerce Buildings, and individual employees may no longer lease parking spaces directly from the building manager. This new parking program was begun in order to enhance the security and safety of personnel working in these buildings by restricting and controlling vehicle access to them. Guard booths, closed circuit television cameras, and parking control arms operated by a coded access card are being installed. OL has responsibility for issuing parking permits and coded access cards as well as for administering the program.

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**PRINTING AND PHOTOGRAPHY**

Digital Prepress: FY-84, the third year of a multi-year objective to automate the labor-intensive prepress function in P&PD, resulted in:

- (1) A revised RFP and contract award for a batch and interactive pagination system.
- (2) Replacement of EDCOM Laserite V platemaker with two, larger format, laser platemakers.
- (3) A second CAMEX "forms" terminal with improved capability was purchased to bring OL to state-of-the-art in the computer-assisted publication world.

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Video Production Support: During 1984, P&PD made three acquisitions which will greatly improve production turnaround and support to the many consumers of video tapes:

- (1) A Dynair Electronic Switching Assembly, which will permit simultaneous reproduction of up to 60 videotapes.
- (2) A film frame-rate projector and a video tape editor, which are being installed to assist in conversion of film media to video format.

**S E C R E T**

(3) An AVS-6500 Foreign standards Converter, which, when received, will permit multiple conversion of video tapes from Domestic format to foreign format and vice versa.

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Auditorium/1A07 Upgrade: The video projection system in the Headquarters Auditorium has been replaced with a state-of-the-art General Electric system, which is currently providing auditorium users with a sharper and more balanced large screen television picture. The motion picture projector has also been upgraded to provide users with a more stable and brighter image.

Classroom 1A07 Headquarters is presently being equipped with an in-flight, large-screen video projection system to replace the small television monitor facility. Closed circuit television cable has also been extended from the auditorium to Room 1A07 to provide live video for overflow attendance.

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State Department Support: During FY-84, P&PD completed the "Gulf of Maine Memorial" for the State Department. The finished product was 21 full skids of material for submission to the International Court. This was the largest single job ever processed by P&PD. Presently, P&PD is in the process of providing the same type support for the "Nicaragua Memorial" for the International Court.

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**REAL ESTATE AND CONSTRUCTION ACTIVITIES**

Delegation of Authority: Discussions with GSA resulted in a Delegation of Authority to the Agency to perform direct construction modifications on domestic communications installation projects in all federally owned or leased buildings. This resulted in Agency design and contracting for the  Expansion project to implement Communication Equipment Room construction.

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Project Support to Domestic Field:

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**S E C R E T**

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**LOGISTICS INTEGRATED MANAGEMENT SYSTEM (LIMS)**

Preliminary and Critical Design Reviews: The LIMS development contractor, Booz-Allen & Hamilton (BAH), conducted a Preliminary Design Review (PDR) for the LIMS system in March of this year. During the review, BAH demonstrated a clear understanding of the LIMS requirements and presented a design approach for the overall system that will meet OL's and OF's needs. The BAH design included utilization of the computer's capability to the maximum extent possible which will improve the ability of OF and OL to respond to the needs of their customers.

LIMS software will be designed and delivered in thirteen discrete segments or work packages. The Critical Design Review (CDR) for the first work package took place in June of this year. During this CDR it became evident that BAH needed more time to acquire sufficient understanding of our detailed requirements, so the CDR was cancelled. During the latter part of June and July, numerous technical exchange meetings were held to discuss the requirements. This temporary delay in the LIMS schedule provided BAH an opportunity to fully understand our needs. CDR was rescheduled and successfully completed in early August.

BAH is currently involved in creating software for work package one. This software will be submitted for testing in 14 segments and the first two were delivered on 05 November.

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**S E C R E T**

**SECRET****OFFICE OF MEDICAL SERVICES****SIGNIFICANT ACCOMPLISHMENTS - FY 1984**

In FY 1984 the Office of Medical Services (OMS) components involved in the SELECTION AND EVALUATION of applicants, dependents, and employees continued to deliver to the Agency the highest volume of testing and medical evaluations in OMS history. It also should be noted that this was done while transferring the Selection Processing Division (SPD) from Ames Building to the [redacted] Building. Psychological testing, test processing, and assessment activities increased about 10% (applicant testing 20.8% increase); clinical activities, 16%, psychiatric screening and evaluations, 3% each (applicant physicals up 27.15%, applicant psychiatric evaluations 28%). To meet the continuing rise in production, a number of organizational, functional, and procedural changes were implemented. Staff psychiatrists and Alcohol Program functions were integrated into the Clinical Activities Division (CAD) and the Selection Support Branch (SSB) was incorporated into SPD. In addition, physician WAE structure was reorganized to increase both flexibility and capacity of program, thereby eliminating clinical backlog of about 1,000 cases and considerable wasted effort on the part of the psychiatric WAEs. In the process the WAE feedback function was enhanced reducing Medical Requirements Officer's (MRO) screening responsibilities by about 30%. A standardized system of compensation between SPD and CAD was created allowing WAEs to be used interchangeably between the two divisions. A major reorganization physically, administratively, and functionally has greatly upgraded the speed and quality of laboratory services including OMS wide X-ray activities. The Executive Annual Program was expanded by the addition of physician resources and the transfer of administrative responsibility to a senior secretary. This allowed doubling of the executive annual exams and notifying executives of their eligibility for examinations in their month of birth.

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Other quality enhancements were also added:

- Instituted weight standard program
- Completed OMS Medical Criteria Manual revision
- Provided nutritional supplements to applicants
- Instituted medical information sheets for applicants
- Enhanced laboratory testing capabilities and quality assurance
- Started in-house depth perception/stereoscopic screening in imagery analysis applicants (vice outside referral)

In the Psychological Services Division (PSD) the Professional Applicant Test Battery (PATB) was modified to include a personality inventory (California Psychological Inventory) designed to sample data relevant to applicant stability and suitability. In addition, results of "upfront"

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--Training programs geared to the professional have been established at local military facilities. Numerous MSOs have attended courses in clinical medicine, Advanced Cardiac Life Support (ACLS), and Advanced Traumatic Life Support (ATLS) in preparation for their overseas or independent domestic assignments. Headquarters physicians have been certified in ATLS at Uniformed Services University of the Health Services and ACLS (coordination with CAD and military facilities) and attended tropical medicine courses at Walter Reed. Continued use of these facilities for the above courses as well as drug/alcohol courses is anticipated.

--Establishment of effective training programs to ensure that all MSOs and RMOs have adequate clinical/administrative/operational and, when indicated, paramilitary training prior to overseas duty. RMOs performance in the field reflects the effort of this increased training. I would expect similar performance results from the MSOs when assigned to the field or domestic stations following such training.

--Efforts to coordinate with FELO on a general regional medical briefing to dependents embarking on an overseas tour continues to progress although rather slowly - "surge requirements," e.g., CATF, have had a negative impact on this task..

--Safe Haven, CPR, and first aid continue not only domestically but also in the field. The Assistant Training Officer made a trip to Germany in July of 1984 in support of CPR and will travel to  in November 1984 for the same purpose.

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--Fourteen individual TDYs (medical and operational support) totaling 629 days were undertaken during FY 1984.

Dramatically upgraded expectations and opportunities for continual training and education for OMS personnel have led the majority of the nursing staff to move in the direction of occupational health nursing certification and virtually all the MSOs and nurses into ACLS certification. This training included dysrhythmia recognition, ACLS, emergency response procedures, physical diagnosis, immunization policy, and laboratory techniques.

In the area of HEALTH SUPPORT, continued attention to preventive medicine and occupational health produced the following accomplishments:

--Integrated psychiatric and alcohol program professional support functions into CAD with creation of an Administrative Assistant position and elimination of a number of administrative roadblocks to effective evaluations and response.

--The Physical Fitness Program was established with appropriate equipment facilities installed; advisory committee created; and a series of fitness orientation lectures begun involving both Headquarters and outlying locales.

--The first phase of the well received overseas psychiatric consultation program was implemented with short TDYs to Europe, EA, and LA. A TDY to

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**OSO is imminent. A third is scheduled in the near future to other EA posts.**

**—Patterns of illness, the data base revised and updated with continued analysis of the Agency health experience. Numerous lectures have been given based on this data.**

**—Initiated the Employee Assistance Program (EAP). The purpose of EAP is to enhance the quality of life for Agency employees by providing assistance for a wide variety of problems including marriage difficulties, financial problems, family difficulties and other emotional problems. Early identification and appropriate treatment of personal problems are mutually beneficial to the employee and the Agency.**

**—Diet clinics given in Headquarters**

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**—Improved SPD laboratory efficiency by instituting in-house G6PD and VDRL screening vials sending to Headquarters.**

**—Instituted policy of offering voluntary sickle cell screening to all black employees at time of EOD physical and to dependent families assigned overseas.**

**—Continued planning for mammography screening program (standards set, radiologist identified, procedures confirmed and coordinated with CAD).**

**—Continued rabies immunization clinic for all employees and dependents in traveling status.**

**—Continued overseas morbidity data base and updated medevac data base. Automatic detailed reports are now generated monthly (current patterns) and quarterly (multi-year trend analysis). Extensive ad hoc analyses are also often performed.**

**Other fiscal year 1984 principal accomplishments particularly in INTERNAL OMS SUPPORT were as follows:**

**—Updated OMS Emergency Manual.**

**—In conjunction with PMCD survey accomplished the goal of obtaining position and grade structures that reflect the diversity of skills and broad base knowledge required of OMS personnel. This provided OMS employees with realistic career ladders and the incentive to grow.**

**—Operation Uplift Phase I completed (automated system) in support of chart handling and patient scheduling designed to replace labor intensive procedures. This also reduced chart pulls for medical chart reviews by 60%.**

**—Office automation equipment and software enhanced; WANG/VA/AIM interface established and library integrity insured.**



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--MEDSIGN software package improved allowing easy query capabilities for users.

--Diagnosis project was developed (software) from existing patterns of illness data base and RAMIS.

--All laboratory devices with communications capabilities and microprocessors were connected to Delta Datas through switchboxes. This allows complete interfacing and collating of all laboratory and clinical information.

--Provided both personnel and logistics support to numerous high risk CATF activities and training requirements, most of which were surge requirements.

--Continuation of the physiology and pharmacology course given to the Office of Security polygraph students.

--Continuation of the MSO detailee to the Department of State for further development of the Safe Haven program. Difference this fiscal year is State is requesting a position (reimbursable vice nonreimbursable) be created for him.

--OMS personnel received one Career Intelligence Medal, one special achievement award, three unit citations, one Certificate of Distinction, ten QSIs and 33 letters of appreciation. In addition there were a total of 52 promotions consisting of 32 females and 20 males.

During FY 1984 OMS began to face an explosion of information resource capabilities unlike any experienced before. With the increase of interactive terminals and two Alliance systems a new work environment evolved that impacted significantly on every member of OMS from the Director on down. As the users learned the new technology, the emphasis shifted away from the traditional programming support per se and toward a predominance of consulting and assisting services. Concurrently it will be imperative that mechanisms be in place for strictly administering information flow. In addition, in FY 1984 OMS became aware that there must be constraints and an increasingly skilled and sophisticated user population to protect data integrity to control laxness and to insure efficient system use. Momentum generated in FY 1984 by the infusion of additional ADP resources will continue and certainly will increase during FY 1985.

OMS will continue through innovative management to produce cost-effective functions which support the intelligence missions of the Agency and improve the performance and morale of the Agency's most important asset - personnel.

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OFFICE OF PERSONNEL FY 84 ACCOMPLISHMENTS

The Office of Personnel considers 1984 a very successful year. In addition to the daily personnel work that continued unabated, the Office notes the following highlights:

1. Employment. Staff strength at end year was [ ] over ceiling. The DA and DS&T were overstrength, the DDI was under by [ ] and the DDO by [ ]. Subcategories of the employment picture are interesting.
  - (a) The total number of individuals who entered on duty in the year (staff, contract, part-time, etc.) was [ ] the highest in recorded history.
  - (b) CT's increased from [ ] in 1983 to [ ] in 1984.
  - (c) Clerical employment, which includes not only secretaries and typists but clerks, couriers and guards was [ ] again an Agency high.
  - (d) The Office of Communications, traditionally a difficult account, finished the year well overstrength.
  - (e) All engineering categories increased nearly 100% from 1983 to 1984.
  
2. Health Insurance. In last year's Open Season we had a net loss of approximately [ ] subscribers from the Agency's health plan. This was caused primarily by economic reasons. A consultant was hired to review our entire program and make recommendations on how it could be improved. Fortunately, our costs in 1984 were less than projected giving us some room for maneuver in planning for this year's Open Season beginning 5 November. While average health costs in the total federal program will go up 4.2%, our premiums this year will drop 28% for self only and 18% for self and family. Even better news for our participants, seven new benefits have been added, including for the first time dental benefits and once-a-year physical check-ups with a private physician. We have completed a video tape explaining the new benefits to ensure that all employees know what we have to offer. Of potentially more significance, Agency management endorsed our recommendation based

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(a) Doubled flight accident coverage.

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(c) Embarked on a \$1.3 million insurance automation program to improve our responsiveness to employee needs.

3. Agency-Sponsored Life Insurance. A consultant reviewed our Agency life insurance and has recommended ways in which we can offer a considerably more attractive package at reduced costs to the employee. We hope to unveil this in early 1985.
4. Retirement. A four-person task force, consisting of three outside consultants and a staff officer, devoted the bulk of the year to preparing an Agency supplemental retirement bill required by the passage of the Social Security Amendments of 1983 (PL 98-21). The entire Civil Service retirement system will be under close scrutiny by the Administration and Congress in 1985 and 1986. It was important that we have our spade work completed so that we can respond to situations as they develop. Our proposals have been vetted through the EXCOM and the DDCI and are currently being explained throughout the Agency, both to ensure the staff that Agency management is on top of the issue and to seek their input for possible modifications. We are confident that we are where we should be on this matter and look forward in confidence to the debates on this highly controversial issue.
5. Pay Initiatives. In response to need to retain employees in critical categories, Agency management approved two new pay scales affecting engineers, doctors and physical scientists. Of longer range significance was a major experiment in an innovative pay system undertaken with the Office of Communications. The concept, called "Banding," will be presented shortly for final Agency management approval.
6. Reserve. The Agency's Civilian Reserve Program was established.
7. Excellence. In response to the Excellence call, approximately 15% of OP regulations have been eliminated or revised to delegate authority to lower levels within the command structure. The process continues. The Excellence film describing some of the Agency's achievements was generally well received by the staff. A second similar film is well underway.

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9. Consolidated Fund Campaign. As you know, for the first time in history, the Agency contribution exceeded \$300,000. We achieved 101.5% of our assigned goal.
10. Jawboning. There is no other word for it. We made vigorous efforts to get the Office of Personnel in touch with the population, both to tell them what's going on and to find out what is bothering them. D/OP and DD/OP alone made close to 100 presentations at Headquarters, the training installations, [redacted] and overseas. There is a long way to go, but even the most severe skeptics must acknowledge there is movement.

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FY 1984 ACCOMPLISHMENTS**

• Over [ ] background investigations and reinvestigations were conducted on applicants, staff personnel, and industrial contractors. In addition, over [ ] polygraph examinations were administered to staff employees and selected industrial contractor personnel. Of particular note in FY 1984 was the fact that Security was able to significantly reduce the average amount of time it takes to complete individual background investigations.

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• The Agency received the necessary delegation of authority to be directly responsible for the physical security protection of the Headquarters Compound and the National Photographic Interpretation Center. [ ] General Service Administration Federal Protective Officer (FPO) positions were transferred to the Agency to staff its newly established Agency Security Protective Service. This action was necessitated due to the perennial staffing shortfalls in the FPO cadre assigned to the Agency.

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• In response to the mounting terrorist threat against U.S. Government officials worldwide, the Agency's Headquarters compound was equipped with a system of hydraulic barriers at all the gate entrances to prevent hostile vehicles from entering. Additionally, several of the more vulnerable outlying Agency buildings in the Washington metropolitan area were staffed by a contract guard service to monitor underground parking control measures. Also, closed circuit television cameras were strategically positioned to ensure continued monitoring of the buildings' perimeter areas.

• The Agency-run Interagency Training Center (ITC), which provides training for Community personnel engaged in technical surveillance countermeasures (TSCM) activities, finalized its expansion and modernization program in FY 1984. The facility can now accommodate a 25 percent increase in student enrollment and is equipped with the latest state-of-the-art detection devices necessary for students to receive meaningful instructions in correct TSCM procedures and techniques.

• The Agency security officer presence overseas witnessed a [ ] increase in FY 1984 by the addition of 15 positions. These positions augment the existing overseas security cadre and provide the same on-the-scene personnel, physical, technical and information handling security guidance and assistance. They also provide for the development and

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**maintenance of personal protection programs geared to the level of local terrorist and counterintelligence threats. Eight positions were used to increase staffing levels at our five regional security staffs, while the remaining seven established singleton security officers in key foreign cities.**

**• An in-house training course regarding VIP protection, similar to the training provided to the Secret Service Agents who protect the President of the United States, was developed and implemented this past year. Eight Office of Security assignees to the DCI Protective Staff have successfully completed this course.**

**• The Community-wide Computer-assisted Compartmentation Control (4C) System completed its Phase I goal of linking all Community users to its mainframe housed within Headquarters. The 4C system is the Agency-controlled electronic data base which stores and retrieves the names and other identifying data of all persons worldwide holding Sensitive Compartmented Information (SCI) program accesses. One hundred and twenty-two (122) computer terminals are presently linked to the 4C mainframe and nearly [redacted] names are now recorded in the system.**

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**• Other significant activities undertaken in FY 1984 to enhance the overall intelligence security environment included the conduct of:**

**- Security audits [redacted] industrial contractor facilities**

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[redacted]

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**- Personal protection and physical security inspections at [redacted] overseas installations [redacted]**

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**- Computer security audits and certifications [redacted] Agency and contractor facilities**

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**- Nearly 150 security awareness briefing sessions to over [redacted] Agency employees**

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OFFICE OF TRAINING AND EDUCATION

FY 1984 ACCOMPLISHMENTS

Expansion of the Agency's interest in training continued for FY 1984 with new records being achieved in many categories of programs offered by the Office of Training and Education (OTE). There was an increase of [redacted] student enrollments in OTE-conducted courses [redacted] enrollments, an 11 percent increase over 1983) and an increase of 980 instances of external training (13 percent increase over 1983). OTE has responded to the increasing demand by adding additional courses, with a total curricula consisting of 139 courses (up 15 percent over 1983).

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OTE's dedication to Agency and Community training is reflected in the numerous accomplishments during this most recent fiscal year. Efforts towards tailoring training programs to meet specific requirements resulted in the launching of a needs analysis and program development for the Directorate of Science and Technology. A comprehensive training program for secretaries, and administrative, and technical employees that began in July is expecting over [redacted] enrollments for the upcoming fiscal year. The Career Trainee Division was established in May to direct the expanded Career Training Program designed to foster the one-Agency concept by serving the needs of all Directorates.

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The Intelligence Training Division expanded its unique military analysis training by presenting three new courses, the Military Analysis Course, the Military Analysis Survey, and Revolutions in Latin America. Preliminary utilization of computer-aided instruction began in this Division with the development and use of several computer-based war games. As a result, military analysts in the Agency are now exposed to training which is not available elsewhere in the Government.

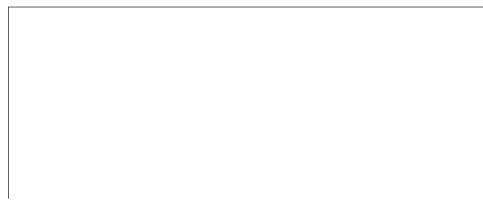
Over [redacted] was awarded to Agency personnel for the achievement, maintenance, and use of foreign language skills during FY 1984 as a result of the Language School's administration of the Language Incentive Program. In addition to teaching 24 foreign languages, the Language School has led efforts to establish interagency proficiency test comparability and has worked closely with the Office of Research and Development on the incorporation of advanced technologies into foreign language instruction. Instructors also gave extensive linguistic and operational support to the Directorate of Operations.

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The first phase of the Management and Administrative Training Division's (MATD) long-range effort to deliver writing skills training was attained through an Agency-wide needs survey. The survey indicated a demand for a multilevel program which includes writing exercises directly

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related to job responsibilities and the Agency's mission. The program will begin in FY 1985. MATD conducted four dedicated management courses for the Office of Communications during the summer, with over [ ] officers completing at least one of the four different courses. Two workshops entitled "Just Plain English" reached over [ ] employees in the Agency auditorium.

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The Executive Development Staff completed its first full year of operation by offering two Core Courses to [ ] new SIS-01 students. Complements to the Core Course included two highly successful electives, "Intelligence and National Security Policy: The Nixon Administration," and "Automation and CIA Executive."

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The Training Support Division handled the record number of registrations associated with the Agency's training explosion and began the preliminary steps of automating internal registrations. Savings of \$18,000 in external training funds were identified by disapproving inappropriate training or suggesting alternative internal training.

In addition to four seasonal editions of Studies in Intelligence, the Center for the Study of Intelligence (CSI) produced a special Studies issue, "U.S. Intelligence and Vietnam," and a monograph, "Thinking and Writing: Cognitive Science and the Directorate of Intelligence." Two conferences were conducted for University professors who teach courses on intelligence. CSI assumed direction of the Guest Speaker Program and brought in four luminaries to standing-room-only audiences in the auditorium.

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The Information Systems Training Division (formerly the Information Science Center) trained [ ] students in some 25 different courses during FY 1984. They provided CAMS2 transition training to over 300 CAMS1 users and trained more than [ ] analysts on the SAFE system. They are extensively involved with the development of a number of special systems, including SIMS, LIMS, PRIM, and DESIST. In order to efficiently provide the training required by these new systems, they have developed a team-teaching approach which includes a software expert from ODP, a functional expert from the involved office (Security for SIMS, Logistics for LIMS, Personnel for PRIM, etc.), and an instructor for each system. Training was provided to all new clerical EODs as required on WANG and NBI word processing. In cooperation with the Office of Research and Development, six seminars on Artificial Intelligence were presented to 120 mid- and senior-level managers from the Intelligence Community.

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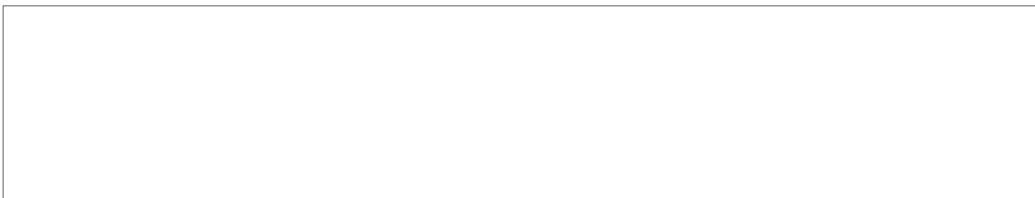
**SPECIAL SUPPORT ASSISTANT TO THE DEPUTY DIRECTOR FOR ADMINISTRATION  
SIGNIFICANT ACCOMPLISHMENTS - FY 1984**

1. The Office of the Special Support Assistant to the Deputy Director for Administration was instrumental in achieving the following accomplishments in FY 1984. These are primarily in employee travel benefits.

- a. We have liberalized the business class/clipper class travel mode through simplification of the approval mechanism.
- b. Pre-departure Temporary Living Allowance (TLA) has been extended beyond 10 days for those travelers who are delayed for reasons beyond their control.
- c. We have authorized furniture rental when a traveler's household effects are delayed in shipment. These delays occurred often during the rotations of 1984.
- d. We established the FBO liaison program manager to work directly with the Foreign Buildings Office, Department of State, to oversee new construction and renovation plans at overseas locations where we have stations and bases. This SSA function is to make certain that Agency interests and needs for appropriate secure space  both for personnel and equipment, are met.

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