CONFIDENTIAL

OFFICE OF COMMUNICATIONS

SECOND ANNUAL PLANNING SYMPOSIUM

28 - 30 AUGUST 1978

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

TABLE OF CONTENTS

25X1

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

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

FOREWORD

25X1

This document outlines the discussions conducted during a symposium held in August 1978. The broad subject of the symposium was OC planning, but many related matters were discussed. The document is being published in order to share the information gathered with a broad OC audience and hopefully to stimulate more input into the OC planning process. Readers are urged to contribute their ideas, thoughts, and concepts to the Planning Staff in either written or verbal form.

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The Planning Staff takes this opportunity to express appreciation for the efforts of the participants, the support of their division managers, and to the support staff for making the symposium possible and successful.

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SUMMARY

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The consensus of the symposium participants was that OC should continue to expand its horizons as the DCI's "Information Handler" (vis-a-vis information processing) and to expeditiously evolve to an enhanced network in order to meet the existing and anticipated narrative and digital needs of CIA and other customers. Concomitantly with network enhancement, bold changes in personnel development must be undertaken to ensure that OC people are prepared for the technologies of the 1980's. The climate for change is extremely favorable and OC personnel at all levels appear to be eager to take on new challenges with optimisim and vigor. The cohesiveness of the Strategic Plan Annexes indicate that OC Headquarters components are effectively interacting and sharing ideas. However, submissions from the field reflect a lack of informed awareness of the enlightened management atmosphere that has blossomed over the last several years. New ways must be found to share with all OC personnel the achievements, aspirations and disappointments that have and will occur. Participatory management has created an atmosphere of renewed anticipation and discovery. Institutionalizing this phenomenon is the Office's next task.

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MINUTES OF OC PLANNING SYMPOSIUM

INTRODUCTION

25X1 The second annual OC Planning Symposium
25X1 was held on 28, 29, and 30 August 1978
25X1 The 18 participants in the symposium
ranged from a GS-09 to GS-16's. All Headquarters compo-
25X1 nents   and AMCA were represented. The group
included people experienced in every aspect of OC's work.
The symposium's primary objectives were to discuss,
analyze, and appraise the annexes to the OC Strategic
Plan and to provide a forum for the presentation of
innovative methods and new ideas and the discussion of
perceived problems.

25X1 To provide all OC personnel with an
opportunity to take advantage of this unique forum, an
invitation was sent out to OC elements worldwide solic-
iting papers for the Planning Symposium on any subject
addressing important issues confronting the Office of
Communications. Each Headquarters division was also
requested to present a paper on a subject of its choice.
Twenty-five papers covering a wide range of subjects--from
the very technical to the personnel oriented--were
received. These papers, included in the appendices to
this report, were discussed long into the night and
provided points from which to launch into a myriad of
related discussions.

25X1 Division representatives presented over-
views of the Strategic Plan annexes, stressing the philos-
ophy and internal and external factors which influenced
the development of the annexes. There was little conflict
and there were many areas of agreement among the annexes.
This, in itself, seems to indicate a great deal of inter-
action between divisions--both informally and formally.

25X1 Chief of OC-PS, opened the
symposium on a positive note with a discussion of OC
initiatives--or, "What's Right in OC." After exhorting
the group to avoid being overly critical of OC's work, he
stressed that we must be aggressive in seeking new initia-
tives and to avoid giving up any existing prerogatives.
He also called for close coordination between all planning
elements within the Office.

1

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[_____], DD/CO, provided the
symposium's keynote address. He began by explaining that
the primary aim of a responsible bureaucrat is to ensure
the continuity of the organization. To do this requires
planning; planning which can validate today's decisions
in terms of the future. The Planning Symposium is one
means of assuring the future course of the Office.

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[_____] stated that the planning process is, in
fact, the most important work in the Office in the next
fiscal year and beyond. It is work which requires inno-
vation, courage, imagination, and dedication and which
should have realism and pragmatism as key elements. It
involves wrestling with the process of putting meat on
the bare bones of ideas and leads to the translation of
"what could be" into "what will be" or of ideas into
programs and budgets. In summary, [_____] said

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that while the symposium would be hard intellectual work
which would stretch the participants' imagination and
knowledge to the limits, it presents an exciting and
important challenge of harnessing change to bring about
growth--not only to the symposium participants but to
the entire Office.

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[_____] entertained questions and
was first asked if he believed that the fact that offices
have separate planning groups which do not work together
was a weakness in the planning process. He answered by
saying that the planning process now works primarily from
the bottom up. The Agency as a whole hasn't done stra-
tegic planning in the past and is still reacting to
crises. He believes an ad hoc body may develop to form
an Agency plan for the management of information handling.
Momentum is now gathering which can turn planning into a
top down process. Goals are being formulated today at
the wrong level, however. While we look at concrete goals,
our goals should actually be idealistic. [_____]

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was also asked about the sensitivity of top management
to the fact that OC is a U.S. Government carrier. Can a
case for OC's budget be made on this argument?

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[_____] said that the sensitivity and support is
spotty. Constituent support keeps government going, and
the CIA has no constituency per se. Therefore, although
our government-wide mission is known, its support is
largely intellectual. Our support is important but affects

2

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very few people, at least in easily measurable terms. The democratic process dictates that not as much time and effort will go to us as to other larger projects. We must be aware that we can be swallowed up. Another symposium attendee asked if there was a consensus that information handling is an Agency mission. If so, could this lead to the lines between OC and ODP becoming less distinct? [   ] answered that the Agency could, in fact, have an information handling directorate someday if it places the proper value on the information handling process. However, we must be aware that it is a dull and unglamorous process and that management focuses on getting out the reports, not on the process required to do so. A better product can come from managing the information process, but the entire process requires innovative people.

3

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

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PLANNING & THE PLANNING PROCESS

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further discussions of planning and the planning process [   ] talk set the stage for
and led into a presentation by [   ] of the
Advanced Concepts Division of ORD on strategic planning
in a global sense. [   ] the only non-OC partici-
pant in the symposium, began his remarks by noting that
OC is obviously off and running with strategic planning
and that it is very good to see this support to stra-
tegic planning in the Agency.

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[   ] believes that planning three to
seven years in the future has heretofore been essentially
straightlined. He indicated the need to estimate what is
expected in the future through strategic planning and
stated that future technology must be matched with future
problems to provide a general framework for our move into
the future. Planning must change in relationship with
views of other groups [
while considering the immediate operating environment.
There is still a large gap between need and practice.
There is, however, a growing sense of need for long range
analysis and formulation of resource policy. [   ]
identified four requirements to close the long range
planning gap:

> 1. The need for acquiring adequate long range
> views.

> 2. The process for monitoring and reformu-
> lation.

> 3. The process to convert results to more
> specific requirements.

> 4. The process for incorporating planning
> into management/resource decisions.

He noted that Executive Order 12036 dated 24 January 1978
tasked the DCI to "develop. . .objectives and guidance
. . .to enhance capabilities for responding to expected
future needs. . ." Two of the DCI goals for the Intelli-
gence Community published on 4 August 1978 were future
oriented:

4

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> "Devise a program to anticipate changes in intelligence priorities over the long term and to develop effective systems and resources to support the production requirements of the next decade."

and

> "Develop methods for determining the major intelligence problems over the next decade and how these problems will impact on collection, production, and support requirements."

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        For his part, _____ is attempting to identify future trends, alternative futures and future issues as well as the process for identifying the implications of such data and developing a means of using this data to develop resource policy and guidance in the outyears. He said that he sees the task of OC planning to be the analysis of long range implications in terms of the communications world in general and OC in particu-

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lar. Appendix VII contains _____ paper on the "Ten Leading Questions About the Future."

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    Using many of the thoughts presented by the previous speakers as a base, _____ of the Planning Staff discussed the planning process in OC.

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_____ stressed the importance of the ideas of all members of OC to the Office's planning process. He also outlined, in broad terms, the Planning Staff's perception of the means by which OC's planning process should operate. The importance of the planning process,

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_____ stated, is hard to stress too much. _____ had stated that it charts our way through pitfalls and perils into the future. In spite of this

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importance, _____ had mentioned that OC apparently has the only published strategic plan in the Intelligence

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Community. _____ pointed out that the strategic plan is, however, but one step in the planning process. The process includes the annexes, which are the division's response to the plan, and must include continuous feedback from all OC components and from our customers. An awareness of state-of-the-art technology and an ability to apply it to OC's needs are also important. A further very important ingredient in the process is the symposium.

5

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

Taking all of these elements together and using the ideas they produce, leads to the next strategic plan and continues the planning cycle. The result of the planning should become evident in the programs and budgets produced by the Office. Although strategic planning looks several years "down the road," the programs have to be initiated <u>now</u> to get where we, as an Office, want to be. The MBO process, although generally tactical in nature, can and should be viewed as a result of the strategic planning process.

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        The comments on the MBO process brought forth the opinion of one participant that MBO, in fact, has nothing at all to do with the strategic planning process as MBO's are formulated for a single, upcoming year. explained that the MBO process as it is presently used might, indeed, have little correlation to the planning process but that it can be looked at as a result of the planning process, much as the program should ultimately be considered a result of the planning process. It was also stressed by a participant that in planning we must not lose sight of OC's primary constraint--its budget. However, while the budget may ultimately determine how far the Office can go in meeting its specific objectives, the

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overall goals should, as implied by be based primarily on the service OC could ideally hope to provide to its customers based on projections of their future needs and requirements.

6

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

SYMPOSIUM TOPICS

A.   General

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In comparison to the air of uncertainty which existed during the 1977 Planning Symposium, there was a gratifying amount of agreement among the participants at the '78 Symposium in the general perception of the direction the Office is, or should be, headed. The participants appeared comfortable with the Office role as "information handler," encompassing information dissemination, support to the Intelligence Community and new areas such as support of electronic mail. There was acceptance that change is, and will continue to be, part of OC's life. The group demonstrated that a good measure of optimism and positivity has developed in the Office over the last year. Most accepted OC's aggressive role and reflected a "let's get on with it" attitude rather than a "should we be doing this?" attitude.

B.   Review of 1977 Symposium Topics and Questions

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Before discussing the details of the 1978 Symposium, it would be well to review the status of questions raised by the participants in the 1977 Symposium, both to put the background for this year's symposium in perspective and to demonstrate some aspects of OC's growing positive attitude. Questions raised at the previous symposium included:

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1. "What is the role of HF in the future?" That question has been answered with the policy decision that HF will remain, serving primarily as a single-thread, low-speed backup means of communications under any circumstances.
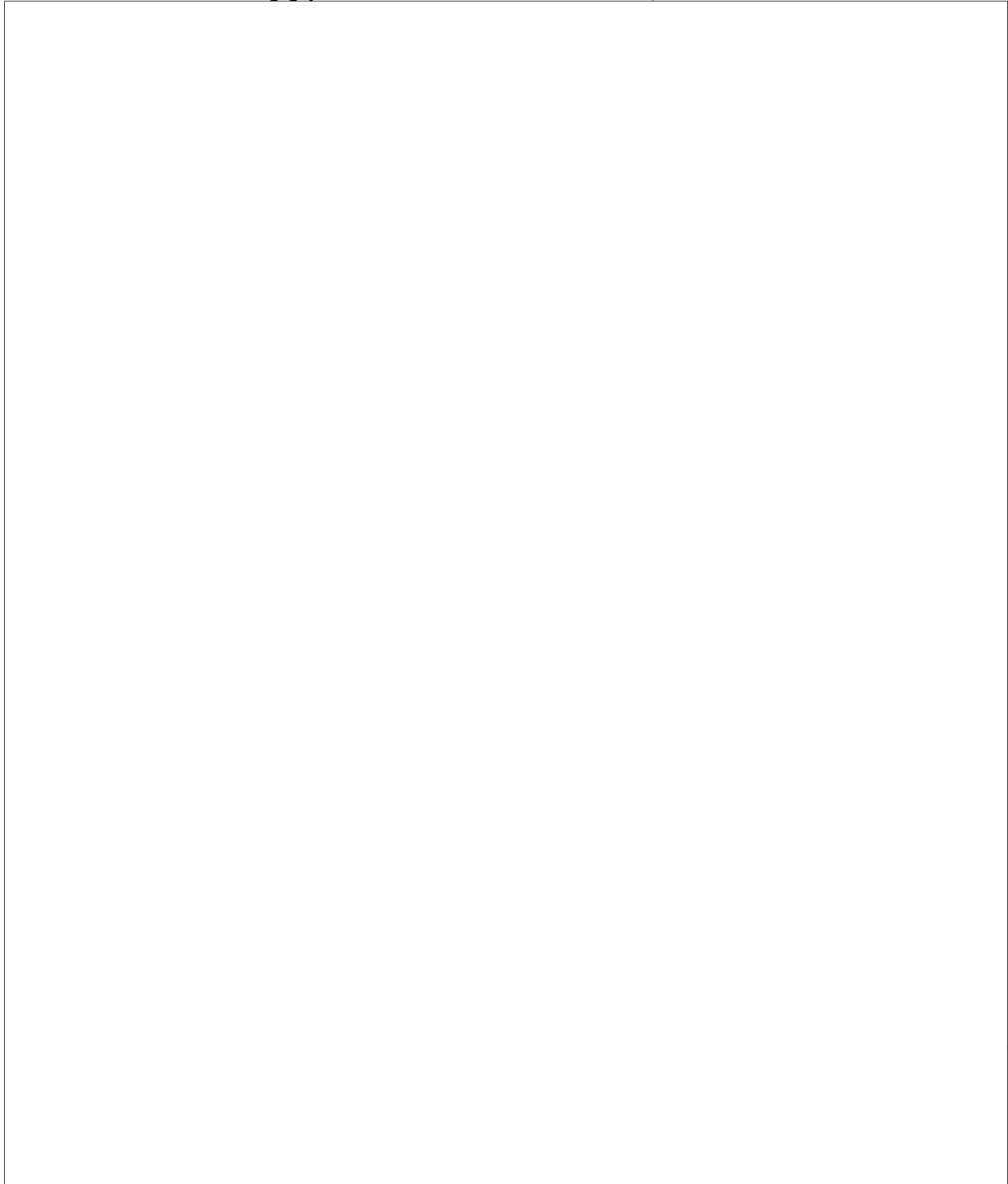
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2. "Should emergency and alternate route communications capabilities provide the same level of service as the primary system?" The role and level of service of emergency communications is still under discussion, but the question of alternate route service has been addressed to the extent that HF altroutes will be low speed but highly reliable to pass critical intelligence and that primary equipment will be highly reliable and, therefore, have a very high availability figure.

7

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3. "What is OC's role and its limitations in regard to joint endeavors with non-Agency organizations?" The 1978-79 Strategic Plan states that "The Office mission can be restated as being the information handler for the DCI and CIA... Support to the DCI will require that the Office work with elements of the Intelligence Community to ensure that OC is totally responsive in its role as the primary communicator for the DCI." As was stated previously, the participants at the 1978 symposium seem quite happy with this role.

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         7. "Will Morse code be with us for the long term and, if not, can we establish a target date for its phase out?" The Strategic Plan calls for an off-station system which does not require
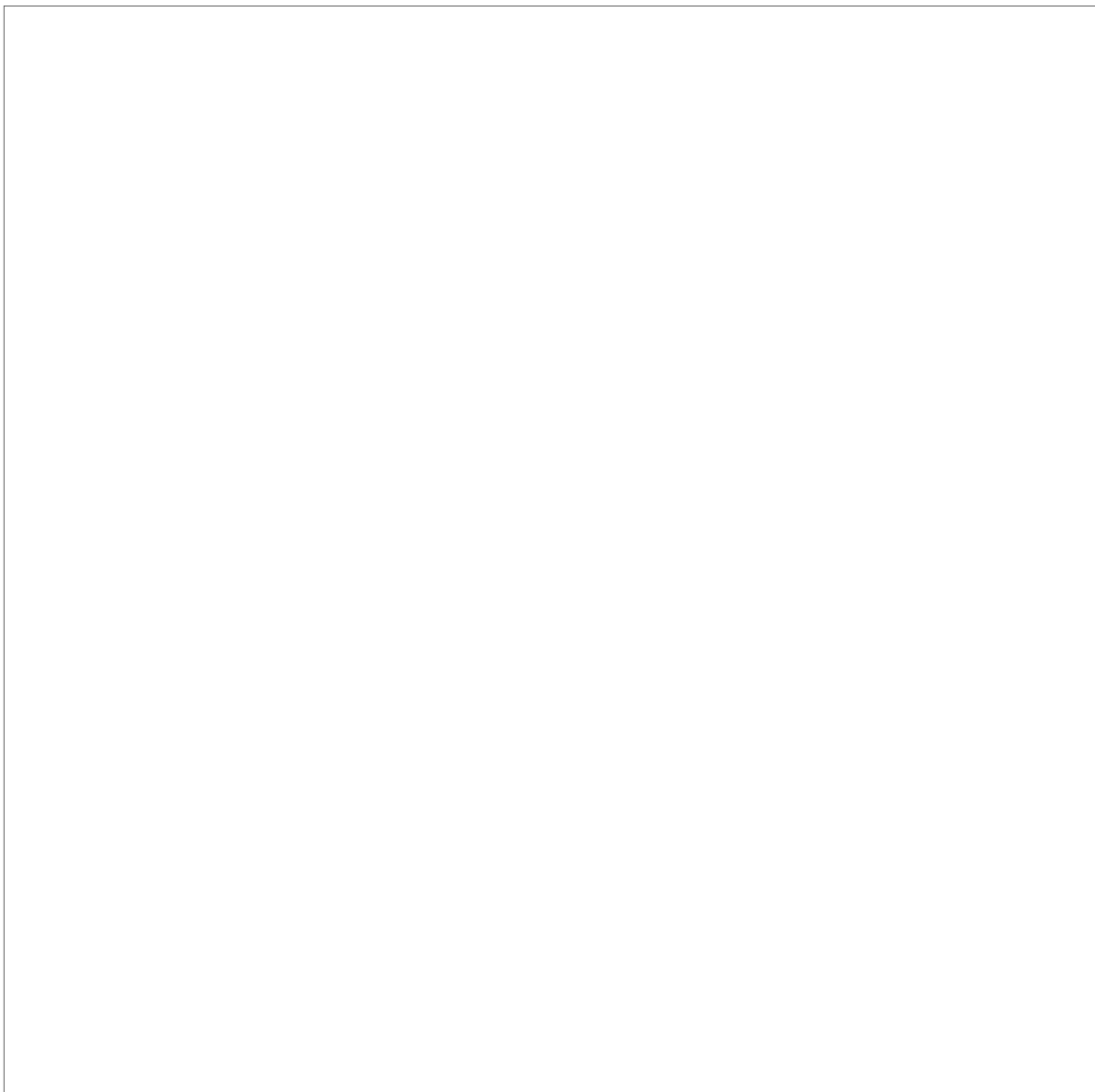
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base station manual Morse positions.

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        While this scheme, when implemented, will reduce the use of Morse code, further steps will be required to eliminate the need for Morse. No specific timetable has yet been set for the meeting of this objective.

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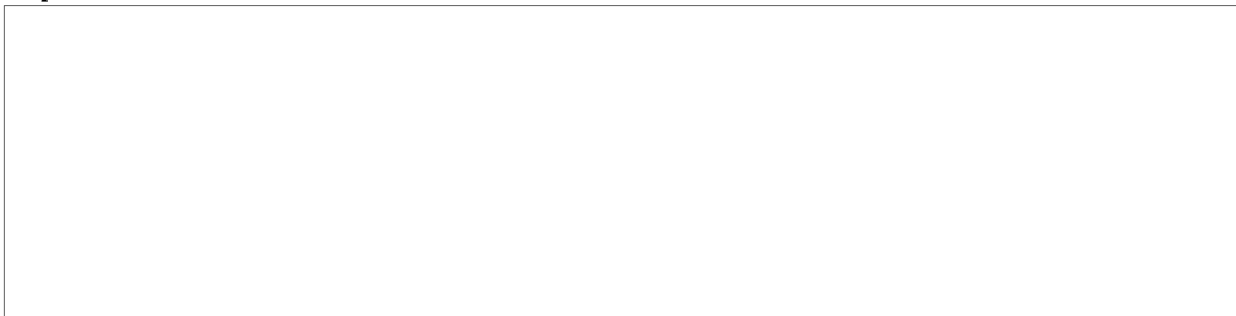
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C.   Personnel

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Much of the discussion at the symposium, prompted in part by several of the papers which were submitted, centered on OC's management of people. There are certainly indications that the Office is taking some very positive steps in the management of its human resources, including the establishment of a full-time EEO officer, consolidation of Panels C and T into Panel D, improved CEL procedures, initiation of the "Models for Management" course and the OC Management Seminar, enhanced CSA and assignment responsiveness through use of telepouches, the establishment of a family coordinator, the recognition of the need to determine management potential as early as possible and HRD's proposal for the establishment of a systems management panel.

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Analysis of papers submitted to the symposium which were personnel related showed, in fact, that many concerns have been addressed at Headquarters. For instance, a recurring topic in the papers was the need for supervisory training. The new "Models for Manage-ment" course has thus far provided such training for about 100 OC personnel. Apparently many field personnel do not realize the extent to which OC is actively pursuing programs of personnel development. If this is the case, present methods of communicating an Office perspective and of highlighting areas of interest are not reaching field personnel in a manner they can assimilate. In this regard increased use of telecons between Area Headquarters and field stations should be encouraged to allow a greater dialogue on a wide range of issues. At the same time, the group recognized that telecons must be used judiciously to ensure that there is no adverse effect on base station operations or Area Headquarters priorities.
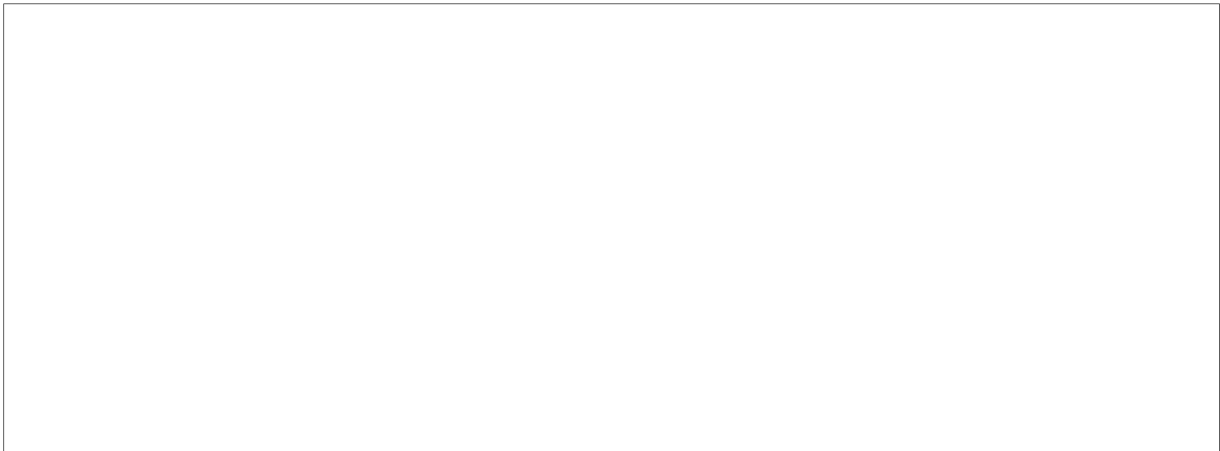
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10

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

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The establishment of recognized Panel D achievements such as successfully passing the first class FCC radiotelephone license examination or completing a series of self-administered courses was also discussed. Means must be provided to ensure a measure of self-esteem and accomplishment at a journeyman level rather than considering promotion the only means of measuring these important factors. One intriguing proposal was a "Hall of Fame" for communicators whose performances rate special mention. Another reason for increasing recognition and interest at the journeyman level was brought up by the symposium participant who said "there is a constant hue and cry to increase the number of managers. The ratio of manager to worker is still weighed heavily toward the worker. So, we must recognize the worker more; the guy who may not be a manager--ever--but who is doing a good job."

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The HRD paper on establishment of a systems management (SM) panel stimulated great interest. While the group debated the fine points of the proposal such as educational entry levels and potential bias toward engineering members of the SM panel, the group agreed that the proposal has merit and is in line with the belief that higher rather than lower qualified Panel D personnel are required to meet the technological demands of the 1980's. A cautionary note voiced by a partici-pant, which is considered in the development of the SM

11

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

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

panel and should be considered in any OC management development plans in that "...managerial skills in the abstract are <u>not</u> all that's required to be a manager in OC. Technical skills are also required. We have downgraded the necessity for technical skills to the point they may be ignored."
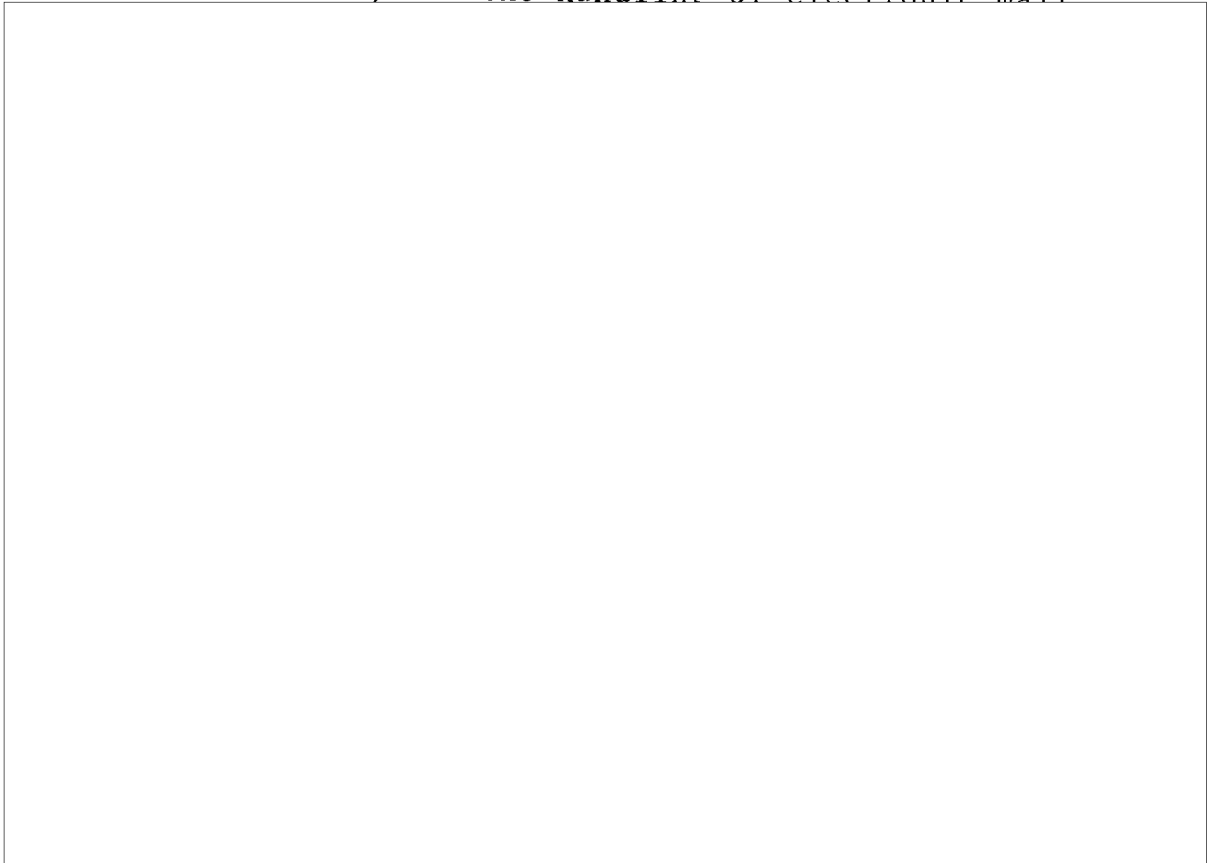
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D.   <u>Technical</u>

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The Engineering Division annex presents plans and proposes systems which a year ago would have been considered extremely radical. Yet the symposium participants agreed in general with the annex, including a proposal to convert to a controlled (versus free-running) network architecture possibly utilizing satellite broadcast or polling techniques to conserve satellite power and using packet techniques, a "smart switch-dumb terminal" approach to keeping field terminals as simple as possible, automatic network control, the provision of essentially error-free service, and the handling of electronic mail

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12

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

E.   Operational

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     The FND representative, in presenting the FND annex, stressed the ever-expanding requirements which are coming into the Office from outside the DDO and outside the Agency.

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F.   Organizational

(C) There was group consensus that greater concern for public relations by the Office is needed. We cannot just stand by our record of good deeds, but must take the initiative to educate our present and prospective customers

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(C) Other subjects discussed included the need for some form of customer critique of OC's product/service to determine if our resources are being used effectively and efficiently, the possibility of closing Area Headquarters, and the development of a software systems analyst

13

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

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capability in the Office on a par with a senior hardware engineer. Both the ideas for customer critique and the development of a system analyst capability were endorsed by the group. The closing of Area Headquarters drew more varied response with some participants calling for greater rather than less autonomy for Area Headquarters and some participants agreeing that, at the least, the idea deserves further study in light of budgetary constraints and external considerations.

14

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WRITTEN PRESENTATIONS

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The written presentations to the Planning Symposium have been grouped into seven major categories appearing as Appendix I through VII. Appendix I consists of five papers related to Personnel Development. The first paper, "Communications Officer Development," by

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addresses the need for higher level supervisory skills and suggests that such training be made available in the field.

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foresees a need to identify specific levels of required knowledge closely approximating that of a communications engineer. The systems manager paper sponsored by the Human Resources Division (which also appears in Appendix I) is one indi-

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cation that the issues identified by are being actively addressed by OC. The second paper, "Growth, The Most Important Issue Facing OC Today," by

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calls for greater awareness of the need for growth in many areas including personnel, customer

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service and technology. comments reflect the spirit that OC has for so long depended upon for its successes. There are many communicators in OC who are eager to tackle the challenges of the '80's, and the Human Resources Division's efforts and the intense debates on the application of modern technology within the Office are clear signals that OC is putting itself in position to meet future challenges. However, we all must accept that growth cannot be revolutionary but must be evolu- tionary in step with the institutionalized processes of the organization. The third paper entitled "Management

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Potential" by follows the theme of several other papers in suggesting that managerial training must be provided to promising members of Panel D at an earlier period in their careers. At various times throughout its existence, OC has formalized, to some extent, its process of identifying and developing individuals with management potential. Such programs were limited to relatively small groups because of slotting and associated restrictions. OC is now, more than ever before, committed to not only providing management training to promising employees but increasing the skill base of all communications personnel. Again, the systems management proposal is one alternative under consideration in the pursuit of this goal.

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The fourth paper, "Development and Utilization of Programmers in OC," by [   ] proposes that OC develop an in-house software systems analyst capability to offset some of the expense of retaining external contractors to perform such functions. He foresees this as one means of expanding the opportunities available to OC automation specialists. The symposium participants

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endorsed [   ] paper in principle but believed that further study was needed to determine if systems analysts should come from in-house, outside the organization, or both. The message was clear, however, that the Office needs to develop a software expertise to complement its hardware capabilities.

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The fifth paper in the Personnel Development Appendix is the Human Resources Division (HRD)-sponsored paper "Development of the OC Middle Manager for the

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Technologies of the 1980's" presented by [   ] This paper was applauded by the participants as an excellent effort which goes a long way in meeting the '80's challenge head on. While the participants did not endorse the paper "as is," there was little doubt that the proposal has considerable merit and demonstrates the far-sightedness of HRD.

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Appendix II consists of three papers related to the subject of Personnel Assignments. The first article

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is by [   ] entitled "Assignment Processing." The paper recommends that processing time between tours be scheduled to an absolute minimum. While the paper

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recounts [   ] personal experiences during recent Headquarters processing, it does vividly illustrate the difficulties that can sometimes arise in processing. The

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group believed [   ] case was an exceptional situation because of the number of factors involved in

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getting him processed for his new post [   ] The participants believed that employees should be advised that each office contacted during processing, independent of OC, is free to set its own appointment schedules and processing timetable; and in some instances (i.e., passports), the employee must appear in person to meet legal requirements.

16

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

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The second paper on the subject of assignments is "Foreign Assignments for OC Personnel" by ▭ ▭ The paper recommends financial incentives for incremental periods of overseas service. ▭ paper created considerable discussion and touched on a critical problem for OC. The main objections to the idea were that such an incentive would soon become an expected part of the pay system and lose its value as an incentive. Also, it was believed that the pay system is complex enough without further exceptions to the basic pay structure. The question of overtime for duty status was already fought for and lost by OC. It was generally believed that the incentive must come from within the present federal system. For example, State has a program wherein three years credit is given for every two years overseas; but the post differential must be forfeited. Unfortunately, the congressional climate today is not very receptive to increased overseas benefits, and any incentives offered will probably have to be developed by OC alone.

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The final article in Appendix II, entitled "Assignments," by ▭ suggests that the employee needs more advice and guidance when completing the Career Service Action (CSA) and that there is no communications channel readily available to discuss assignment possibilities before CSA submission. ▭ proposes that the Human Resources Division inform the employee of some of the options it feels would be bene-ficial to him prior to completing the CSA ▭

investigation, but the majority believed that today the Human Resources Division is much more responsive to employee needs and desires than at any other period in our history. One participant suggested that HRD should consider the use of volunteers to fill tough assignments, drawing on the worldwide organization for these volunteers. Also, employees overseas should be encouraged to officially correspond with HRD or their Area Headquarters regarding their next assignment prior to completing the CSA. Several participants agreed that employees should provide something like a resume with CSA's to aid assignment panels in placing them. For the most part, 201 files list

17

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

past assignments and general duties and do not go into the details of an assignment often only known to the employee himself or to a few people directly involved with his work and accomplishments.

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Appendix III concerns Personnel Evaluation. The first paper, "OC Career Management and Promotion System," is by [   ]. He proposes a number of refinements to OC career management including professional career management officers, assignments more in step with prospects for advancement, monthly reviews of LOI's, freezing of rank order on the CEL, and more openness in "clearing the air" when area officers visit field facilities. [   ] recognizes that to some degree all of the latter recommendations are in effect but wants more clear-cut policies. The group consensus was that OC was striving for and making progress in making improvements in the factors cited by [   ] For example, the freezing or CEL "lock-in" feature was still being considered along with a number of associated modifications to the CEL system.

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The second article, "Evaluating and Promoting in the OC," by [   ] proposes that greater weight be given to the first-line rating officer and that the officer being rated be obligated to make a statement (not just a rebuttal) regarding his evaluation. Also, [   ] feels that the reviewing officer's comments may carry too much weight. The group believed that the atmosphere for accomplishing some of [   ] suggestions has been evolving over the last several years. There is a growing awareness that a ratee's statement attached to a fitness report does not necessarily have to be in the form of a rebuttal. Also, OC is offering the "Models for Management" course, and the new "OC Managerial Seminar." Approximately 150 officers per year are expected to attend these courses. Hopefully such efforts will go a long way in satisfying [   ] recommendations.

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The third paper, "OC Career Staffing and Promotion System," by [   ], addresses the trend toward hiring more non-Morse operators and suggests that operators be hired at lower grades in order to extend the
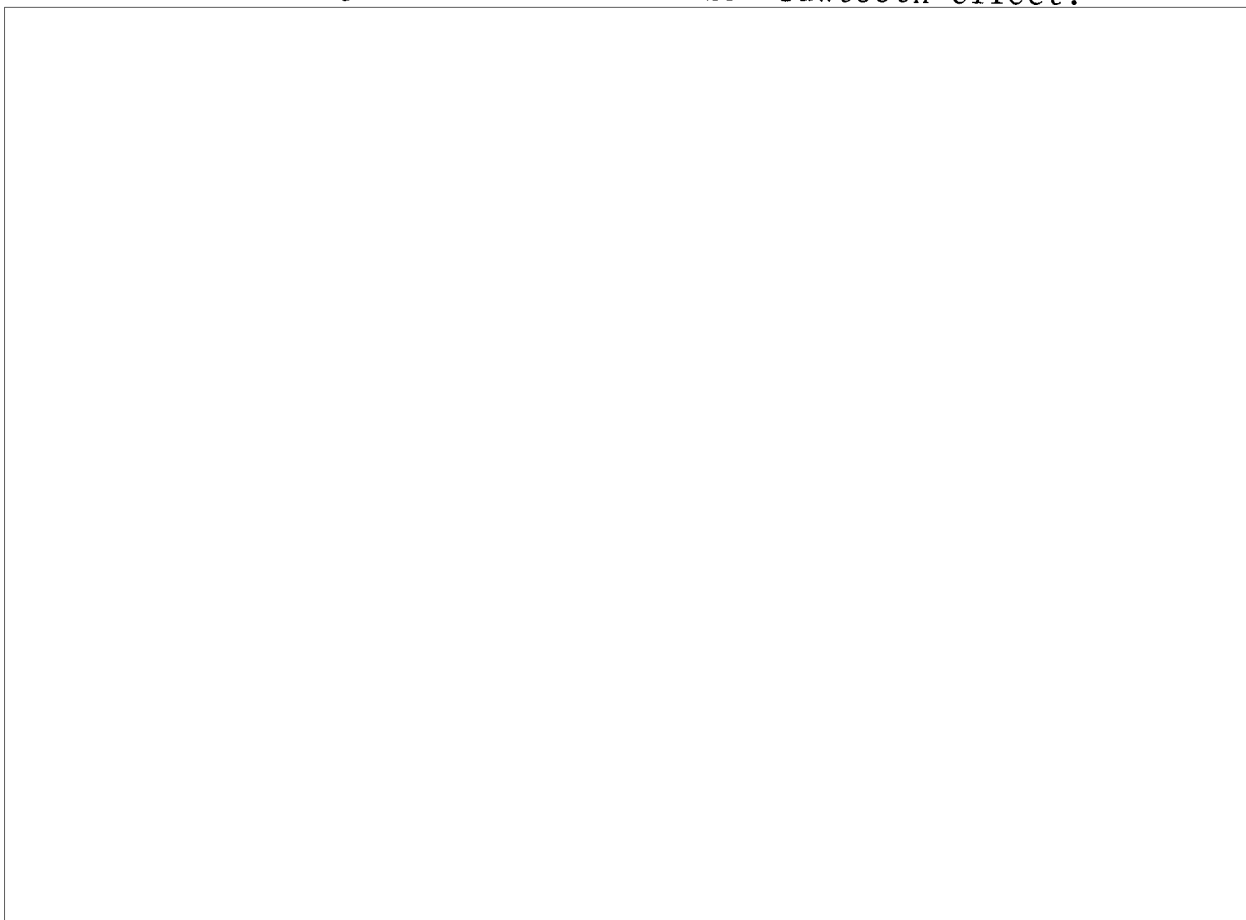
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period between EOD and journeyman. The group consensus
was that there were more attractive alternatives (e.g.,
upgrades) to extend career opportunities in OC and these
were being actively pursued by HRD.

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The final paper on Personnel Evaluation was
presented by [   ] entitled "Competitive
Evaluation, GS-09." [   ] proposed that Area Head-
quarters be allocated a percentage of promotions and be
allowed to make these promotions directly from the Area
Headquarters. While the participants saw some attraction
to this idea in terms of giving the Area Headquarters more
direct control, it was generally held that the proposal
ran counter to the Agency's uniform evaluation and promo-
tion objectives. Also, it was thought such an approach
to promotions might contribute to the "sawtooth effect."
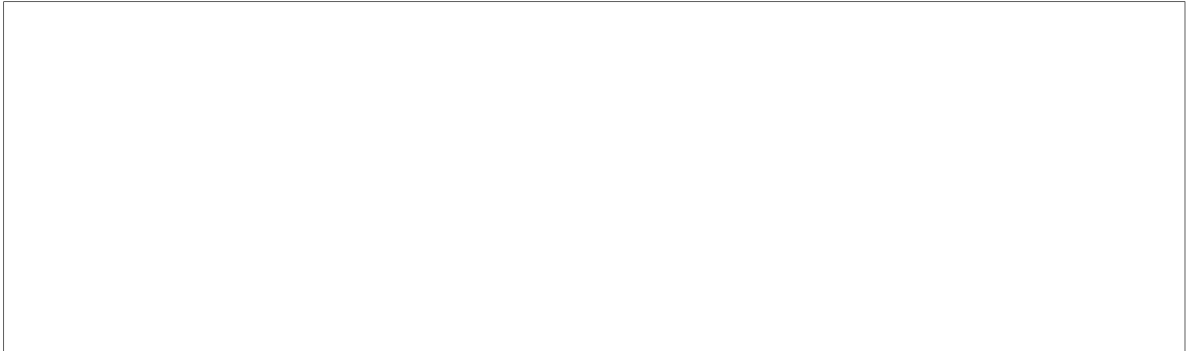
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19

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The third paper, entitled "An Integral Informa-
tion Handling Network for CIA--A Concept Whose Time has

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Come," was submitted by _____
observes "Accommodation of both near-term and certain
long-term requirements will necessitate that OC develop
a transparent universal information handling network..."

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_____ believes OC should consider the technical and
economic advantages of techniques such as packet trans-
mission, radio/satellite broadcast and digital speech

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processing. The participants supported _____ paper
and endorsed his proposal while recognizing that moderni-
zation must be accomplished within the framework of
program and budgeting constraints.
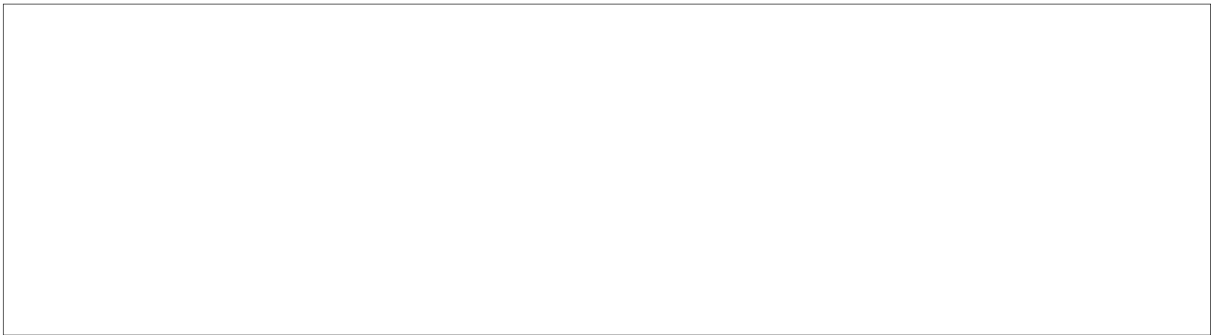
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(C) The final paper in the Technical Systems cate-

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gory is "Field Station HF Systems" by _____

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_____ outlines the limitations of HF hardware and
proposes that further efforts are needed to take advantage
of improved antenna technology available today; specif-
ically, the use of log-periodic arrays. The participants

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agreed with _____ that further improvement in
antennas is one way to improve HF communications but that
OC should continue to exploit other avenues such as
improved modems and digital software techniques.

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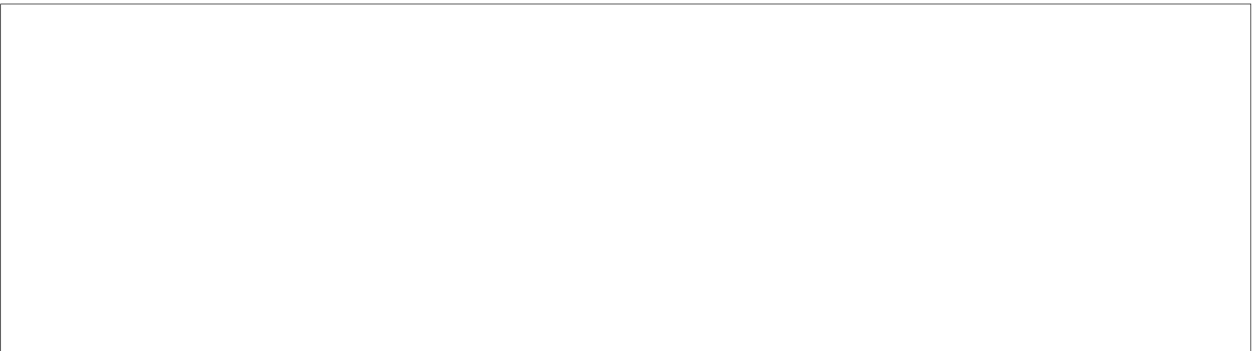
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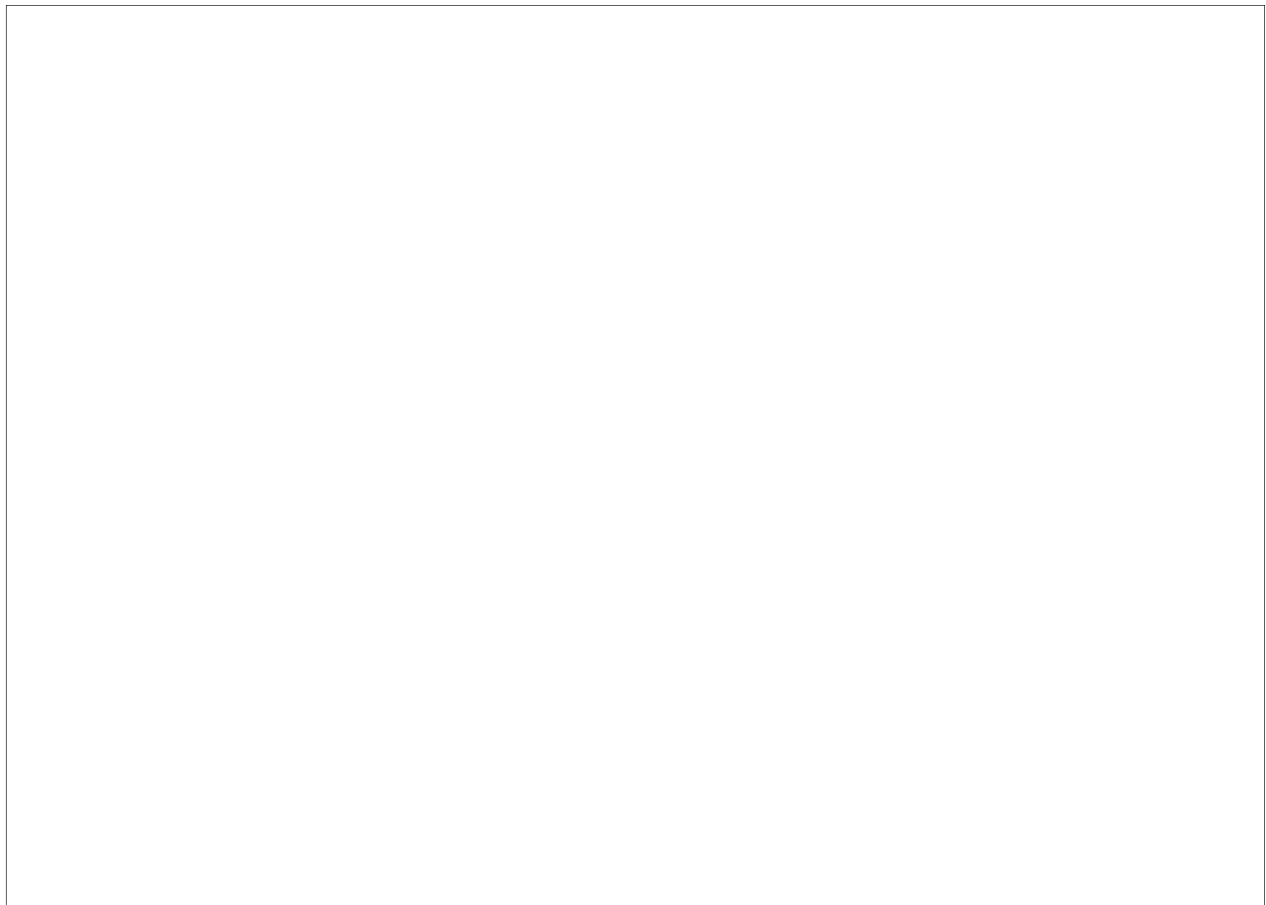
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Appendix VI covers subjects of a general organizational nature. The first two papers "OC Initiatives"
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and "Strategic Planning, An Overview," by
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respectively, have been highlighted in the
Introduction and Planning Process sections of the
proceedings.

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21

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

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"Reduction and Improvement in the OC Overseas Presence" by _____ is the fifth paper in Appendix VI. _____ paper generated considerable discussion on the subject of returning the Area Headquarters function to the United States. While there are several key positive factors (e.g., financial) in returning the area function to the United States; in the final analysis, the majority of the participants believe that the Area Headquarters function is a major factor in OC's successful management of a worldwide communications enterprise and most felt that the Area Headquarters role should be strengthened rather than be deemphasized or otherwise revised at this time.

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The final paper is by _____ entitled "Wives and OC." The paper calls for increased awareness by OC of the important role of the OC wife. _____ proposes that the OC wife participate in training when appropriate and that the OC wife be encouraged to accompany the communicator on Washington Area TDY assignments at OC's expense. The participants believe that _____ concern for the OC wife was shared by OC management. In particular, this concern resulted in the recent establishment of a Family Information Coordinator in the Support Services Division (SSD) staffed by an OC wife.

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Appendix VII contains _____ paper "Ten Leading Questions About the Future." This paper addresses global issues and trends that may impact on intelligence activities in the long-range period. It appears inevitable that the role of telecommunications in shaping the future will be to provide a transparent medium to sustain a wide range of communication services.

22

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

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CONCLUSIONS

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In his remarks on the opening day of the symposium, [   ] said that the symposium would be hard intellectual work which would stretch the participants' knowledge and imagination to the limit. He also pointed out that only if the symposium participants did their job well could there continue to be planning symposiums. In reviewing the work of the symposium, it seems obvious that the participants did indeed "do their job well." There was a very valuable airing of planning issues and topics, all taking place in a positive, forward-looking atmosphere; and all participants left the symposium with a better understanding of the planning process and of the plans of all OC components.

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It was obvious that our people and the management of them remain a primary concern, and a concern which must be considered in the planning process. As stated previously, the Office is taking positive steps toward improving and maintaining a high level of professional personnel management. The initiatives outlined in the HRD systems management paper should be pursued, as should the idea for a software systems analyst capability. A potential dark spot which must be faced is the reduction of benefits, particularly for personnel serving overseas. Every effort should be made to maintain or increase benefits for OC employees.

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The Engineering Division annex represents a significant step forward in our thinking concerning our technical systems and services. Even its emphasis on services demonstrates a more positive attitude. There will continue to be technical challenges to be faced as we develop a new network architecture and a new network philosophy in light of expanding and varied communications needs and requirements.

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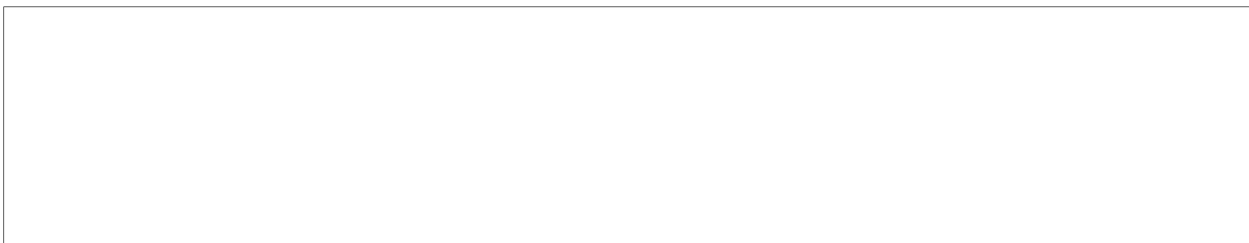
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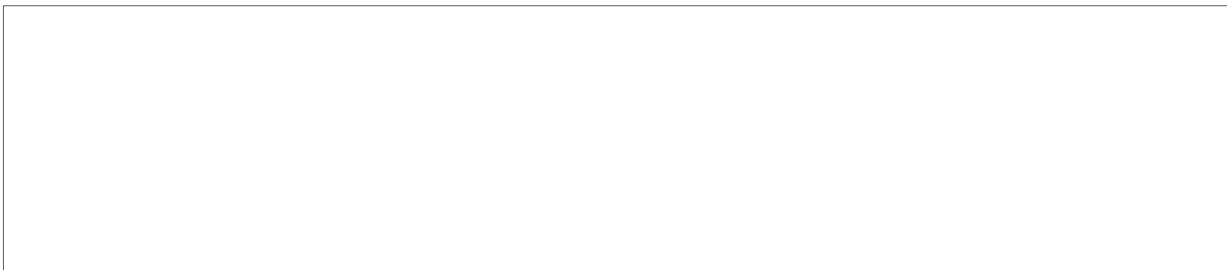The symposium closed with an informal critique by the group. The need for a slightly smaller group, and for a pre-screening of papers to reduce the number actually addressed at the symposium were mentioned as items warranting consideration for upcoming symposiums. Dividing the group into sub-groups which would hold workshops on various subjects was also discussed. One device which could be used as an alternative or an addition to the yearly symposium was proposed: The use of "mini-symposiums" held to discuss one particular subject. These mini-symposiums would be of short duration, usually one day or less, and the number of participants could be dictated by the subject.

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During the discussion following presentation, he was asked if the main message of his talk was that there will continue to be ambiguity and change in the future. answered by saying that with the explosion of information needs and the expanding technology being developed which can meet these needs, change is inevitable. There will be no more simple age.

24

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APPENDIX I

PERSONNEL DEVELOPMENT

COMMUNICATIONS OFFICER DEVELOPMENT

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1. ___ The intent of this paper is to address the ever increasing need for training in order that the Communications Officer function effectively in his present and future work environment.

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2. ___ Changes within the Agency and specifically recent changes with the Office of Communications have had and will continue to have a profound effect upon OC personnel. Events such as exposures, investigations and regulatory decrees have all had an impact on the mood of the OC employee. For the first line supervisor, this changing mood - better expressed as an increased awareness - necessitates a higher level of supervisory skill. As his subordinate takes a more critical view of the task he is to perform, the supervisor must be prepared to answer employees questions in greater depth, evaluate personal and technical problems more accurately and also assist in the worker's career development. The underlying factors being; to get the job done, provide motivation through confidence and prepare the employee for advancement.

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3. ___ Except for very few individuals, the skills and disciplines required for top-notch supervision and counseling do not come naturally; but must be systematically learned. Professional training and curriculum must be made available not only during infrequent Headquarters tours but also while abroad. Audio and visual technology now make it possible to deliver first rate instruction to the supervisor in the field. With a more deliberate emphasis on the training of supervisors the Office of Communications will realize high dividends in the way of increased productivity and fewer personnel problems.

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4. ___ As important as daily face-to-face verbal expression is, written ideas still remain the crux by which major ideas are conveyed and decisions made. The Communications Officer cannot be left out of this process: His written statements concerning personnel, technology or routine administrative matters should be of such quality that it readily presents the

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situation concisely, is easily assimilated and can be directly employed in higher level decision making.

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5. ☐ There is evidence that the Office of Communications does recognize the need for effective oral and written communications expertise. These disciplines are now of such an importance, that a prescribed curriculum for each Communications Officer grade level needs to be established and their proficiency tied directly to advancement criteria.

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6. ☐ New technological advancements have been employed by the Office of Communications which greatly enhance the capabilities and reliability of the communications system. The knowledge required to understand and operate these systems threatens to render the undertrained communicator obsolete. Consider the past when a basic communications terminal consisted of two dipole antennas, a one-thousand watt amplifier with exciter, modulator, high frequency receiver, demodulator and electromechanical printing devices. This terminal of the past used approximately one hundred vacuum tube active devices. A single shelf with the baseband portion of the SC-1A satellite terminal employs more than a thousand solid state active devices. By and large the basic terminal described required classic analog techniques in its engineering, maintenance and operation. With the introduction of the SC-1A terminal, the telecommunications specialist was introduced to entirely digitally engineered systems. Not only are the concepts of electronic logic new, but also introduced were heretofore unfamiliar analog approaches; such as the generation of microwaves using the klystron, the mechanics of transmission via tubular waveguide and the parabolic radiator. This almost quantum leap in tech- nology necessitates that the Office of Communications insure the highest level of electronic training to its Communications Officers.

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7. ☐ Increasingly, the Communications Officer will find himself having to interface with Electronic Engineers and those representing the computer sciences in the attempt to solve problems and to develop new systems. The Communications Officer's success or failure to conduct a meaningful dialog with individuals of the technical disciplines will be the result of how well versed he is in those fields.

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8. [ ] Given the need for continued awareness of electronic technology by the Communications Officer, OC management would do well to initiate specific levels of required knowledge for its Officers. This program should be an integral part of advancement consideration.

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9. [ ] In conclusion, if the Communications Officer of the future is to carry on, and build upon the Office of Communications' past record of excellence, his management and administrative skills will continually have to be advanced while his knowledge of technology should closely approximate that of the Communications Engineer.

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GROWTH -- THE MOST IMPORTANT ISSUE FACING OC TODAY

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25X1   1. ⬜ After having read the "Strategic Plan For The Office of Communications 1978-79," I am impressed. The content of the plan is excellent, and it certainly makes the future look exciting for those of us in the Office of Communications.

25X1   2. ⬜ There is a question mark however to those of us who are members of panel D. That question is simply, what role will the panel D'er play in the expanded, advanced, highly sophisticated OC communications network of the future?

25X1   3. ⬜ Our office, as all U.S. Government offices and agencies that are basically overseas oriented, has changed as a result of a redefinition of U.S. policy and goals. These changes, which may in fact be only of a temporary and not a permanent nature, have not necessarily been for the betterment of the service. The danger of these changes and personnel reductions is that we face a possible diminishing in the level of professionalism that has become synonymous with our office. There are some senior officers in OC that feel the upcoming members of our office, as well as their own office, do not possess the levels of professionalism or dedication that have filled our ranks in the past. It is certainly true that talents and skills that were once considered essential are becoming less so. This is understandable if an advancement is to be made from one state of the art to the next. The danger may be however that the end product employee will not necessarily be what we desire our communicators or, if you will, panel D personnel to be.

25X1   4. ⬜ The ideas put forth in the 1978-79 plan to ensure that we keep uo-to-date with equipment procurement, expand our services and usefulness to our customers are indeed goals to reach for and attain. But no matter what system or program, no matter how advanced or automated, equipment is only as good as the personnel trained to operate and maintain it.

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5. [ ] Hidden in all the other talents our personnel will be required to have, should be a little old-fashion dedication. We are the best, I know it as do most of us who have been on board for a few years, but I am not so sure our new people know or believe it. Working for the Office of Communications _is_ more than just a job.

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6. [ ] Since many of our people at the journeyman level of panel D will be the operators of our advanced systems of tomorrow, I feel that the solution to some of our problems will require some biting of the bullet. Some action needs to be taken so that we do not have the so-called bottleneck of today -- tomorrow. This bottleneck tends to reduce the drive, potential, and efficiency of many of our employees. I have no sure-fire solution to these problems that I know our own office of personnel is working hard on. I do, however, have some views that I think are worthy of consideration.

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7. [ ] I do not think an upgrade of personnel is the answer. An upgrade of positions in certain lo-cations and categories may be called for; this type of upgrade would result in the eventual upgrade of personnel. We should look at a mandatory time-in-grade as a means of spreading our personnel grade levels. Sustained strong performance in one grade could be rewarded in some manner also. The best employee is the motivated employee and motivation is, for the most part, generated from within a person by his own expectations of future possibilities.

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8. [ ] For those of us who wish to grown and expand with the office but lack the formal education to do so, some program should be available to continue one's education formally to expand one's usefulness to the office and it's goals.

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9. [ ] Much of the above information is related to the future, however and the title of this paper is "Today". In this case I believe the issues of today, as they relate to the goals of tomorrow, are interrelated.

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10. [ ] I believe the most important issues facing the Office of Communications today is "Growth of our personnel;" "Growth of our service to the varied customers we support;" "Growth of our involvement in the state of the art as it relates to equipment advancements;" and "Growth of our levels of professionalism and dedication."

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MANAGERIAL POTENTIAL

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1. [ ] The Office of Communications has a personnel problem. More directly, it is Panel D that has the problem. Maintaining sufficient numbers of high calibre employees in the ranks is one of these problems. Another, is the slow advancement of the panel D personnel once they reach the journeymen level. For a panel D journeymen who aspires to be a manager, the road is both long and arduous.

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2. [ ] To maintain the ranks of panel D, the Office of Communications (OC) is going to have to be very diversified in its recruitment efforts. In the past, OC has recruited almost exclusively from ex-military personnel to fill panel T positions. The supply of ex-military qualified personnel, willing to work for OC, has drastically been cut. This decline can be attributed to the change of draft supplied Armed Forces, to the new volunteer Armed Forces. OC's prime target for re-plenishing the ranks of panel D should continue to be ex-military personnel. Ex-military radio operators require less training than a recruit who has had no prior radio experience.

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3. [ ] A second option is to recruit from within the Agency. Costwise, this group could be the most expensive. Manhours expended in training these persons would run extremely high in comparison to the number of manhours expended in training those persons from the above option. The training will have to be from the ground up. Still the high caliber of employee can be maintained. The drawback in recruiting from this category is the high attrition rate during training: witness TCS class 2-76. This TCS class began with 25 prospective panel D personnel and at the culmination of training only nine persons remained. This second option, I believe, is where OC can expect to find the majority of personnel for panel D in the future.

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4. [ ] The new panel D employee, upon completion of training, can look forward to advancing in his/her career along the following lines:

    A.   GS-08   Automatically received six months after graduation from training, providing favorable recommendation from supervisor is made.

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B. GS-09   Automatically received two years after last promotion, again upon favorable recommendation of supervisor. This is the last automatic promotion.

C. GS-10   When the employee, competitively evaluated with his/her peers, is deemed GS-10 material. This process can take from four to seven years.

Time in grade from the GS-10 to the GS-11 grade, can take equally as long. When the grade of GS-12 is obtained, the employee is often eligible for retirement, having 20 or more years of Government service. At the GS-12 grade, the employee has finally reached a management position, the position he has aspired to obtain. He has arrived at this position by moving through the ranks. This is when OC sends the employee to management seminars and the like. At present I believe the seminars are for the GS-12's and GS-13's.

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5.   I suggest, that OC begin a study of all personnel in panel D. This study should be designed to recognize those employees that have managerial potential. The study should not be a one time effort, but a yearly or bi-yearly effort. By testing all of the personnel in panel D, OC will be able to recognize those employees with managerial potential at a much earlier date in their respective careers. This early recognition will enable OC to enroll these persons in a mangement training program while they still have a large portion of their professional career ahead of them, say from 10 to 15 years. Morale in panel D would definitely be improved, upon realization by panel D personnel that the high level management does have a process by which they recognize personnel with managerial qualities at an early stage.

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6.   By implementing the study for the acquisition of future managers at an earlier stage, OC will be able to acquire young and agressive managerial personnel. These persons have a working knowledge of what communications is about. The persons so selected for the managerial training programs can look forward to spending a good deal of their career at the managerial level. The cost of the suggested study and managerial training could be negligible when compared to the length of time that the managerial qualified employees will be able to implement their talents.

THE DEVELOPMENT AND UTILIZATION OF PROGRAMMERS
WITHIN THE OFFICE OF COMMUNICATIONS

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Summary: The Office of Communications (OC) is spending a significant amount of money annually for software modifications to upgrade existing systems. It is suggested that this expenditure could be drastically reduced with a new approach to the development and utilization of programmers within the Office.

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Since that time, OC has embarked on a program to develop, from within its own ranks, those specialists required to provide software support for on-line computer systems. Personnel have been selected from various OC panels, and there are now nearly 40 careerists participating in the Automation Specialist (AUTOSPEC) program. The original training provided, and the training method still very much in evidence today, includes four to five weeks of introduction to assembly language, coding techniques and systems characteristics, and subsequent assignment for on-the-job training with a particular system.

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2. The AUTOSPEC eventually becomes quite familiar with the system to which he is assigned and once able to function independently, modifies existing software to accommodate operational changes and implements minor system enhancements. Beyond that, his complete programming skills are usually not fully developed, and his primary function becomes one of program maintenance and system support. Unfortunately, time, manpower resources, and on-going requirements have precluded widespread training and exposure to other professional influences that would significantly contribute to employee development.

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3. OC has today, in operation or under development, 13 different systems and 20 computer installations. Software costs have skyrocketed and, in most cases, exceed the cost of the associated hardware. We have reached the stage where skills required in programming are sufficiently distinct and important to justify some formal recognition of the person's abilities, and also

provide the motivation to make the most of those abilities. OC must now look into adopting a new philosophy in the utilization of this valuable man-power resource.

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4. ☐ The accelerating complexities of modern systems demand new dimensions in the design, utilization and management of these systems. There is an immediate need for Systems Analysts in the Office of Communications-- given their background in communications procedures, software, equipment familiarization and technical experience, certain individuals within the AUTOSPEC cadre are eminently qualified to fill such positions. We are now well into the age of complex systems, and a total systems approach is becoming increasingly prominent in our everyday managerial life. While we have been primarily concerned with computer systems in this presentation, OC managers should begin to extend system analysis methodology to other disciplines within the Office. We can no longer delve exclusively on individual functional specialities such as engineering or operations for, by themselves, they are not sufficient. To focus on such separate broad functions, may mean failure to interrelate system parts into a unified whole, and prevent the achievement in systems excellence for which we strive.

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5. ☐ There are many benefits to be derived from pursuit of a more complete self-development policy. The primary one is economy. Commercial progamming contracts totaling more than $600,000 have been awarded during the current fiscal year for modifications to Agency computer systems that depend directly on OC software support. While these programming efforts are sophisticated and complex, they are not beyond the scope of some of our programming staff. Careerists with the expertise to accomplish these tasks are presently serving within OC; however, they have either been promoted into management positions, or are too busy with on-going system maintenance to undertake such tasks. Additionally, the AUTOSPEC presently makes a significant contribution to the planning and development of new systems; however, that contribution could be even more meaningful if they were better prepared for the effort.

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6. ☐ Other Government agencies, as well as components of this organization, have personnel actively programming at the GS-15 and GS-16 levels. The OC pro-gammer is, for the most part, finished with mainline participation once Grade 12 is achieved. The economic and operational realities of the situation make obsolete

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the present practice of removing Automation Specialists
from the programming mainstream once they reach certain
grade levels. Programming is too specialized and
expensive a commodity to allow available assets to
function at something other than that for which they
have been trained, or less than that of which they
are capable.

7. (C) Recommendations:

a. Establish two Systems Analysts positions
in the Office of Communications. One position to
be primarily concerned with the planning and design
of future systems--the second to evaluate the
efficiency of present networks and systems.

b. Completely restructure the AUTOSPEC panel to
provide additional headroom up to Grade 16. There
is a continual demand for this speciality in
private enterprise. If adequate advancement
opportunities are not available, incentive will
be lost and we may well be grooming our most
talented employees for another job market.

c. Increase the AUTOSPEC panel by five or six
positions to allow pursuit of our own software
development program. Whether this is accomplished
from within OC or by recruitment from the academic
world is a matter open for discussion--certainly,
the latter consideration should not be discounted.

d. Adopt the project team concept in the
development of future systems or in the software
upgrading of present systems. Where necessary,
the senior programmer, working in conjunction with
a Systems Analyst, would provide guidance and
tutelage to subordinate team members.

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CONTENTS

Human Resources Division

Development of the OC Middle

Manager for the Technologies of the 1980's

PAGE

PREFACE

In a competitive society such as ours, everyone must realize their limitations and make the most of their assets. In the Office of Communications some aspire to become senior managers while others desire only to become the best in their job specialty. Not everyone reaches their career goal, but everyone would like to know that there is a career track available to enable them to pursue their career ambitions. The purpose of this paper is to present a plan whereby separate career tracks are available for all Office of Communications personnel, while at the same time, provide the office with a cadre of personnel possessing the skills necessary to effectively manage and operate within a system employing technologies of the 1980's and beyond.

1

OBJECTIVE:

Design a plan to develop an effective, dynamic and personnel responsive cadre of middle managers capable of operating with the technologies of the 1980's and beyond.

I. BACKGROUND

A. Automation and data transmission over wideband circuits are key considerations for skills development of communications personnel in the 1980's. Other factors which must be considered include modular/board level maintenance, use of complex digital systems, sophisticated diagnostic testing systems, growing data transmission requirements from our customers such as CRAFT, automated operating procedures, generally reduced maintenance requirements, reduced Morse requirements, and increased use of micro and mini processors.

B. The ever present need to reduce U.S. presence overseas along with increasing traffic workloads will cause OC to replace or assist many of its communicators with machines. These machines will be in the form of automated and complex digital electronic systems. To operate and maintain these systems, our telecommunications specialists will need greater technical expertise with broader operational skills and training in the management of these new systems. Middle managers in all facets of communications will require an in-depth understanding of both the technical and operational aspects of these systems and greater sensitivity to the personnel management process. This in turn will result in a definite need in the 1980's for a select cadre of technical communicators labeled Systems Managers. In this plan the Systems Managers will receive special training and assignments to enable them to operate, program, troubleshoot, and manage these complex automated communications sytems. This new specialty will provide a new career track for communications personnel with the aptitude and interest to become effective middle managers. All OC personnel will be eligible following evaluation, testing and administrative qualifications, to participate and progress through this carefully planned and regimented training and development program.

C. The skills and knowledge required by a Systems Manager include the following:

1. A good background in OC operational skills

2. The ability to write, enter and interpret basic diagnostic and operational programs

3. A solid digital background

4. Strong math skills

5. The ability to maintain automated digital communications systems to the board level

6. Skilled in Equipment Systems Management

7. Skilled in overall station management

8. Skilled in personnel management

9. Well versed in Data transmission parameters

10. Well versed on TEMPEST hazards and communications security

11. Well versed on the overall OC communications network

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These skills and the required knowledge will be obtained by a combination of on-the-job training, formal training and selected assignments.

II. PROGRAM DESCRIPTION

A. The three basic communications personnel panels (N, D, and E) will be combined and former members of these panels designated as Telecommunications Specialists. This will require some modification of our BYCELS/CCEL system which will be addressed later. Each Telecommunications Specialist (TCS) designator will be followed by a specialty designator either D, N, E, or SM. Thus TCS personnel will either be designated as TCS/Operator (TCS/D), TCS/Technician (TCS/N), TCS/Engineer (TCS/E), or TCS/Systems Manager (TCS/SM).

B. Most of the positions to be filled by Systems Managers will be operational/technical in nature and therefore, it will be necessary for members from Panels A, I, F, R, and W to participate in some form of preliminary training or possess the equivalent knowledge of one of the operational, technical, or engineering specialties. Panel S will be addressed later in this paper (see Par III A). To transfer to and work in one of the basic technical specialties, TCS/N (technician) or TCS/E (engineer), they must meet the panel's hiring criteria, and basic grade structure requirements.

C. The following explanation is keyed to Appendix A, (Page 12). The lower half of Appendix A depicts the Panels that presently make up the Office of Communications with

4

the new Systems Manager specialty at the top along with
Panel S. It also indicates the career progression through
the basic job specialties and to that of Systems Manager.

D. An additional block is added to each specialty
at the GS-14, Panel O level. Personnel in Panel O
positions at the GS-14 level, in many cases, still require
specialized skills and knowledge. A majority of the Panel O
GS-14 positions will be filled with personnel with a Systems
Manager background. However, for the next decade or so
there will still be a need for the basic job specialties
through the GS-14 level and present career progression in
the basic specialties should not be hindered.

E. With equipment systems of the future becoming
increasingly more complex and requiring a higher degree
of technical knowledge to operate and maintain, new
recruits _____ technical and operational training
should have a strong technical education. Future
recruitment efforts will concentrate on candidates with a
minimum of an AAS Degree in Electronic Technology or
Computer Science. Many of the technicians and operators
hired today will be with OC at the turn of the century when
our technology is advanced beyond what can be predicted at
this time. A new recruiting program will begin immediately to
hire personnel with an educational background which will
enable them to cope with this advancing technology. EOD
recruits with an Associate in Applied Science degree will be
given basic operator or technician training _____ according
to his/her desires and the needs of the service. Following
basic training, they will be assigned as an operator or
technician according to the type of training completed.
They will continue to be given routine assignments and
consequently gain a wealth of experience in their basic
specialty. At the GS-10 or 11 level they will have an
opportunity to decide whether to pursue a career track as a
Systems Manager or remain in their basic specialty. EOD
engineers with BSEE degrees will be given an EOD Engineer OC
Equipment Familiarization course _____ and assigned to the
OC-E staff. Because of the additional formal training and
OJT assignments, an engineer who chooses a career track as a
Systems Manager may not progress as quickly to the GS-14
level as the engineer who chooses to remain in his chosen
career field. However, this will be offset by their higher
potential for senior management positions at the GS-14 and
above levels after progressing through the Systems Manager
track. In addition, the engineer will be able to choose
whether he wishes to primarily remain in the engineering
field or actively participate in a broader managerial program.

F. Not all technicians, operators or engineers would make effective Systems Managers. Many would not be able to assimilate the rigorous OJT and formal training program. Others could not readily be developed and trained to become effective managers. Therefore, aptitude testing and an assessment center is necessary, not only to enlist the most qualified in the program but also to serve as a valve to regulate the number of candidates according to position availability. The aptitude testing and assessment center would measure:

1. The potential for successful completion of training in related disciplines

2. Overall managerial effectiveness

3. Decision making

4. Judgment

5. Ability to handle personnel

G. Failure in any of the Phase I courses would result in the candidate returning to his basic specialty. Those successfully completing Phase I training (see Appendix C) will be assigned to a two-year tour of duty in a selected OJT position. Candidates for the Systems Manager career track will sign a contract to stay on board for at least two years after completion of Phase I training. All SM candidates must reaffirm their willingness and ability to be assigned overseas.

H. OJT tours would be selected on a case-by-case basis, but typically technicians will be assigned to a field station and work as operators. Engineers will also be assigned to a field station or to a staff operations officer position. For an engineer assigned to a staff operations position it would be advisable for him to first complete a minimum TDY assignment to a field station as an operator in order to gain hands-on experience. Operators will be assigned a tour-of-duty as a technician to gain experience working on digital equipment. The latter may include the Computer or
STAT Data Section _____ It should be noted at this time that the technical training program for operator personnel is aimed at Digital and systems maintenance to the board level. Their basic SM technical training covers only AC and DC electronics with additional digital equipment courses. As Systems Managers in the 1980's they will primarily be concerned with digital equipment and board level maintenance. If we were to completely train an operator in RF and analog equipment and/or perform maintenance to the component level, it would make this training program

6

impractical. OJT training evaluations will be required for all Systems Managers from the station or component to which they are assigned every six months.

I. Following their "apprenticeship" tour of duty, the candidates will be given Phase II training to assist in the development of their managerial skills. This phase will consist of selected presently-available courses covering an eight-week period. Other developmental and managerial courses will be included as they become available. A sample of the courses include the following:

1. Problem Analysis and Decision Making, OTR, 1 week

2. Information Science for Managers I, OTR, 1 week

3. Models for Management, Contract, 1 week

4. OC Middle Management Seminar, OC, 1 week

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5. Field Station Management, OPS-105   2 weeks

6. Creative Management, OTR, 2 weeks

J. Upon completion of Phase II training, the SM candidate will be certified as a Telecommunications Specialist/Systems Manager (TCS/SM) and will be eligible for assignment to one of the identified positions as a Systems Manager according to their present grade level.

III ADVANTAGES

A. There are two major spin-offs from this program. First of all, the TCS/SM specialty will be an excellent source for COMSEC officers. An effective COMSEC officer should have expertise in both the operational and technical fields. Systems Managers at the GS-11, 12, and 13 levels with additional COMSEC training will be detailed to fill vacated Panel S slots due to retirements, resignations, or promotions.

B. Secondly, as mentioned earlier, Systems Managers would be the preferred source for Panel O management progression. At the GS-13 level, Systems Managers will have the necessary broad OC expertise and experience in the technical, operational and managerial fields which is necessary for Panel O.

C. Additional spin-offs include the following:

1. Additional overseas opportunities for engineers, technicians, and other OC Panel members. OC-HRD

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would have more candidates available for overseas assignments.

2. Additional CONUS assignments for operators.

3. More efficient use of communicators' time.

4. The Straw[1]Man proposal could become a reality since TDY technicians support would be minimal to a station with a Systems Manager.

5. A closer working relationship would develop between operators, technicians and engineers.

STAT

6.

7. More efficient use of Staff Officers in the overseas communications areas. If an Operations Officer for an area was a Systems Manager (with a technical background) he/she could also fill the shoes of the Area Engineer. If the Senior Area Technician position was filled by a Systems Manager, he/she would have a better appreciation for the Field Station Operators' problems.

8. More efficient use of Staff Officers assigned to Headquarters staffs. As an example, in OC-E there may not be a need to have both an Operations Officer and Engineer working on the same equipment project. One Systems Manager (preferably with an engineering background) could fill both positions.

9. More effective use of Staff Officers in DOMCA. Many of the jobs in the Engineering Staff could be combined with jobs in the Operations Branch and filled with Systems Managers.

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[1]A proposal to return area technicians to the CONUS and to perform installation and maintenance of field stations with TDY technicians.

10. There may not be a need for both an operations officer and a technician to travel to the same station for a renovation survey or unique communications problem, thereby saving travel funds.

11. More effective OSG support. May be able to send one Systems Manager in place of an operator and a technician.

STAT

12. Greater communications dependability during crisis situations ☐ when outside technical assistance is not available.

13. Strategically located Systems Managers throughout the world will provide technical and operational assistance to neighboring stations in time of crisis or trouble.

14. Acceleration of the career progression of high potential engineers, technicians and operators.

15. Provide a clear-cut system of career management for all specialties.

16. Provide everyone in the Office of Communciations the opportunity to pursue their career ambitions.

17. Continue our longevity of professionalism into the next era.

18. More effective liaison with upper management and the NCS.

IV. PROGRAM IMPLEMENTATION

A. The GS-10 or 11 level will be the preferred source for most of our SM candidates, however, OC management should strive to identify promising high potential officers early in their career and publicize the advantages of pursuing the SM career track. It is desirable for high potential officers to acquire the Systems Manager specialty early in their career to enable them to obtain as much managerial experience as possible before being considered for Panel O. The current BYCELS system will be used to evaluate each specialty separately. The weights will change for the SM specialty only, with increased emphasis on managerial skills. All SM's and SM candidates will be evaluated together regardless of basic skill specialty. An SM candidate will be eligible for evaluation with other SM's following completion of Phase I training.

B.   To expedite the development of an initial cadre of Systems Managers, the first candidates will be those who already have dual specialties. This includes operators with a strong technical background and technicians and engineers with previous operating experience. This will mean that Systems Managers will be available within months of program implementation. At the initiation of this program an OC notice will be published informing all OC personnel of the procedures to apply for entry into the Systems Manager career track. Basically this procedure includes submission of a CSA requesting to be considered for the Systems Manager development program. The number of personnel applying at any one time will be controlled so as not to overload our aptitude testing and assessment center screening capabilities and available SM positions. Therefore, when an excessive number of applicants apply in a given time period, the OC-HRD assignment panel will assign a higher priority to those who they believe will have the greatest potential as a Systems Manager. Assignments to the TCS/SM program will be on a priority basis. CCEL standing, past assignments and experience, career goals, educational background, and availability will be contributing factors. At the beginning of this program, our recruiting requisition for Panel D operators will be changed to indicate a preference for an AAS degree in Electronic Technology or Computer Science as a minimum requirement.
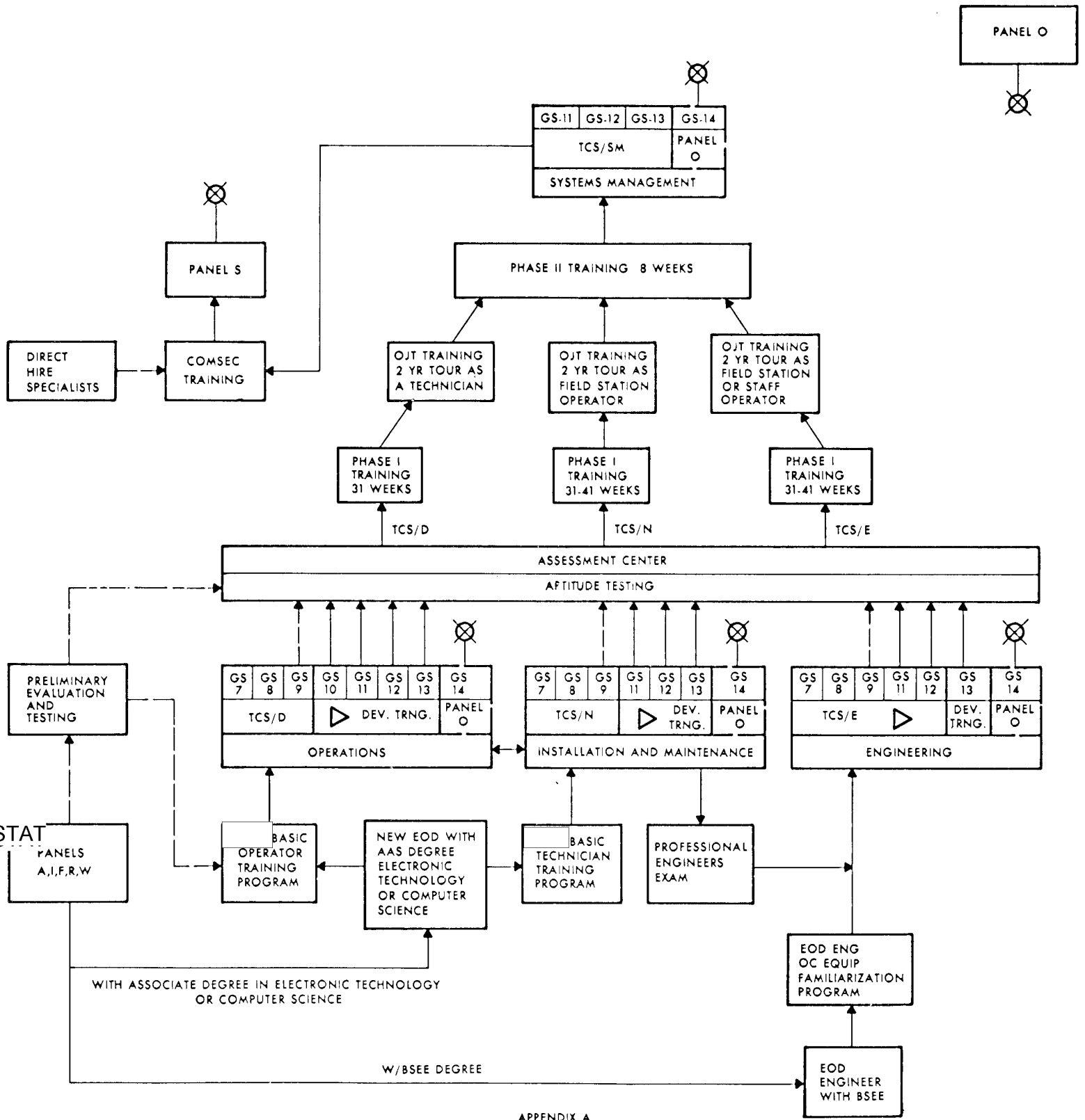
C.   If at any time in the TCS/SM career track the candidate fails to meet the established criteria, the candidate will be reassigned to his/her basic specialty. The OC career subgroup will serve as a review and appeal board for candidates who feel they were treated unfairly.

V.   SUMMARY

STAT

A.   There is training experience [   ] to indicate that the proposed training program will work. In the past we have taken ex-CT/C's and CT/R's with minimal formal technical training and trained them to be successful electronic technicians and automation specialists. Panel T personnel have successfully completed Data, Basic Logic, Teletype, and electronic equipment maintenance courses at

STAT
STAT

[   ] Panel N technicians have performed operator duties at the entry terminal [   ] and filled in for operators at both field and base stations overseas. Automation and board level maintenance should make the transition even more workable.

B.   All indications are that this is a viable program to enable high potential OC personnel to progress into another related career field and provide OC with an additional

10

specialist area in preparation for the 1980's. It is a program which can begin immediately and expand as the requirements of the 1980's become more clear. Once a candidate is identified as a Systems Manager, there are further ongoing training programs not included here, which can be implemented to further develop the middle manager of the future.

PANEL O

GS-11	GS-12	GS-13	GS-14
TCS/SM			PANEL O
SYSTEMS MANAGEMENT			

PHASE II TRAINING   8 WEEKS

PANEL S

DIRECT HIRE SPECIALISTS

COMSEC TRAINING

| OJT TRAINING 2 YR TOUR AS A TECHNICIAN | OJT TRAINING 2 YR TOUR AS FIELD STATION OPERATOR | OJT TRAINING 2 YR TOUR AS FIELD STATION OR STAFF OPERATOR |

| PHASE I TRAINING 31 WEEKS | PHASE I TRAINING 31-41 WEEKS | PHASE I TRAINING 31-41 WEEKS |

TCS/D   TCS/N   TCS/E

ASSESSMENT CENTER

APTITUDE TESTING

PRELIMINARY EVALUATION AND TESTING

GS 7	GS 8	GS 9	GS 10	GS 11	GS 12	GS 13	GS 14
TCS/D				DEV. TRNG.			PANEL O
OPERATIONS							

GS 7	GS 8	GS 9	GS 11	GS 12	GS 13	GS 14
TCS/N				DEV. TRNG.		PANEL O
INSTALLATION AND MAINTENANCE						

GS 7	GS 8	GS 9	GS 11	GS 12	GS 13	GS 14
TCS/E					DEV. TRNG.	PANEL O
ENGINEERING						

STAT

PANELS A,I,F,R,W

BASIC OPERATOR TRAINING PROGRAM

NEW EOD WITH AAS DEGREE ELECTRONIC TECHNOLOGY OR COMPUTER SCIENCE

BASIC TECHNICIAN TRAINING PROGRAM

PROFESSIONAL ENGINEERS EXAM

EOD ENG OC EQUIP FAMILIARIZATION PROGRAM

WITH ASSOCIATE DEGREE IN ELECTRONIC TECHNOLOGY OR COMPUTER SCIENCE

W/BSEE DEGREE

EOD ENGINEER WITH BSEE

APPENDIX A

APPENDIX C

PHASE I TRAINING

	COURSE	WEEKS
PANEL D MEMBERS	AC & DC Electronics	9
	Basic Logic	1
	Introduction to DATA Processors	2
	Digital Troubleshooting	1
	Basic Programing	2
	Introduction to DATA	1
	DATA Transmission Line Testing	1
	Test Equipment Applications	1
	AFT Equipment Maintenance	7
	SKYLINK Equipment Maintenance	6
	TOTAL	31
PANEL E MEMBERS	Basic Operations Course (OPS-101)	9-19
	Basic Logic	1
	Introduction to DATA Processors	2
	Digital Troubleshooting	1
	Basic Programing	2
	Introduction to DATA	1
	DATA Transmission Line Testing	1
	Test Equipment Applications	1
	AFT Equipment Maintenance	7
	SKYLINK Equipment Maintenance	6
	TOTAL	31-41*

*Depending on requirement for Morse skills-
31 Weeks without Morse
41 Weeks with Morse

14

	COURSE	WEEKS
PANEL N MEMBERS	Basic Operations Course OPS-101	9-19
	Basic Logic	1
	Introduction to DATA Processors	2
	Digital Troubleshooting	1
	Basic Programing	2
	Introduction to DATA	1
	DATA Transmission Line Testing	1
	Test Equipment Applications	1
	AFT Equipment Maintenance	7
	SKYLINK Equipment Maintenance	6
	TOTAL	31-41*

*Depending on requirement for Morse skills-
 31 Weeks without Morse
 41 Weeks with Morse

15

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

.

APPENDIX II

PERSONNEL ASSIGNMENTS

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

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FOREIGN ASSIGNMENTS FOR OC PERSONNEL

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1. [ ] Office of Communications' employees must maintain an availability for foreign assignments throughout their careers. Collectively, Communications' employees account for more years-of-service abroad than personnel of any other branch in our organization. Living abroad is not for all of our employees. The employee's and their families, that possess the many personal characteristics necessary to successfully adapt to foreign life are unique. Indeed, these employee's should receive extra compensation and/or recognition.

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2. [ ] In the last decade, foreign assign-ments have become a difficult and unattractive job requirement. The factors contributing to this are: Terrorism and World-wide high inflation. Acts of terrorism are very real--a constant pressure that employee's and their families must endure during foreign assignments anywhere in the world. For the high risk and mental anguish these employee's endure there is no compensation.

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3. [ ] High inflation is dealt with by providing cost-of-living payments. However, these payments are not computed using the same formula that inscrutable foreign suppliers use to determine the final cost of a product. Consequently, cost-of-living adjustments do not realistically reflect the true economic disparity that exists. Therefore, serving abroad means: Added financial burden.

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4. [ ] I believe OC Management should concentrate on making assignments abroad more attractive by providing financial incentives for the completion of consecutive tours abroad. For example, at the completion of 5 years consecutive service abroad (i.e., at the end of 5 years; 10 years; 15 years, etcetera) would entitle that employee to qualify for a one-step wage increase; a two-step wage increase for 10 consecutive years of service abroad; a three-step wage increase for 15 years consecutive service abroad; etcetera.

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Such financial reward would provide necessary recog-
nition to the dedicated men and women who serve abroad,
but, more importantly, it would also be a stimulus to
those in our ranks who, heretofore, would not serve
abroad. The Office of Communications will continue to
need travel experienced men and women to serve abroad,
and the continued success of our organization depends
on the morale and caliber of these individuals.

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ASSIGNMENTS

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1. [ ] I feel that our assignment procedure is now made up of two factions that sometimes work in opposite directions. You have, on one hand, the employee in the field who looks over the expected vacancies, weighs his alternatives, tries to determine what is best for his career, and then submits his Career Service Action (CSA). On the other hand, we have the Human Resource Division (HRD), who have many more facts available and a much bigger picture to look at while trying to determine what assignment is best for the employee. These two factions often have two different ideas as to what assignment would best benefit the employee and the agency. The employee, in effect, makes a major decision on his career without benefit of the facts and consultations that the HRD have to offer.

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2. [ ] As professional communicators, I believe that we are failing to communicate with each other on this very vital subject. There is no channel of communication with which the employee can discuss his assignment possibilities before he submits his CSA. I propose that we have the HRD staff correspond with the employee approximately one year before he is due to be reassigned. In this correspondence HRD should point out all the possibilities open to the employee. Not post by post, but by the type of assignments--based on his experience, grade level, preference, and the needs of the service that will be available to him. With this type of guidance and the expected vacancy list at his disposal the employee could then make a much more intelligent attempt at filling out his CSA. This type of dialogue would put the employee and HRD staff on the same wave lengths as far as determining what is or is not a beneficial assignment for the employee. I have found through the years that often times when I am home between assignments and have a chance to talk to the HRD staff I get an entirely different view as to what type of assignment I should or should not have requested. I have, personally, wished that I could redo my CSA and re-submit it at that time.

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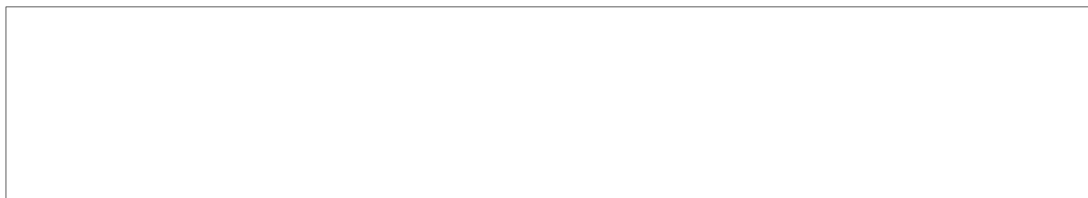
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reassignment forms. I propose we bring this one step further and use the expertise of the HRD staff to take the initiative and inform the employee of some of the options they feel would be beneficial to him. In this way, the CSA's received at Headquarters would not only reflect the wishes of the employee but they would be more in line with what the HRD staff feels is best for the employee's career development. Hence we would have the two different factions thinking along the same lines and bringing a much more professional approach to the question of career development through reassignment.

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4. [   ] I realize that all of this would take time, man-power, and many man-hours of hard work, but the dividends would more than justify the work involved. The Office of Communications has grown so much in the past few years that most of us feel we are slowly losing the people to people touch that use to be a "COMMO" trademark. The type of program I have suggested would help to give the employee a feeling of personal contact with his career management staff. A feeling that he, the employee, can be more instrumental in choosing the direction of his career and that he can choose the direction with all the information and guidance he should have for such an important decision.

APPENDIX III

PERSONNEL EVALUATION

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OC CAREER MANAGEMENT AND PROMOTION SYSTEM

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1. [ ] A comment that one often hears with regard to our career management/promotion system is that it is not perfect but it is the fairest that can be offered. I do not agree with this assertion. Though policies have been adopted by HRD in recent years that better allow an individual to get a feel for his career development, it is my contention that things need to be improved further in this regard. Offered therefore, are the following hopefully constructive comments and suggestions for consideration at the August symposium:

    a. Prior to acceptance, a prospective career management staffer should be tested and interviewed by management experts in order to confirm that he has the potential to serve as a counselor. Assignees should then remain in HRD on a permanent basis unless removed in future for reasons of incompetence. It is felt that this format would better serve to build a staff who are suited to the task of molding careers.

    b. An employee's career progress should be followed very closely by HRD. Every effort should be made to assign him to a slot that is consistent with prospects for advancement. In cases where it is possible to give a person the assignment of his choice, but that assignment offers no prospect of advancement, he should be made aware of this. Suitable alternatives should be offered when available. If this necessitates a lengthy standby period--so be it. In no case should he be forced to weaken his CEL position.

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2. [ ] A month or two prior to an employee's submission of his FRQ, and after reviewing career data of the individual, HRD could make recommendations based on (1) what assignments would best serve the individual's career interests at this stage and (2) current availability of slots which would best lend themselves to this purpose. He should be thoroughly counseled prior to leaving for a new post as to what is expected of him in the new job. This should be made a matter of record - a supplement to his LOI.

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3. ☐ Individual points of the LOI should be gone over monthly by his supervisor/OIC. This would serve the two-fold purpose of reminding the individual of what is expected of him and reminding the supervisor of his counseling duties. This would lessen the chance of disagreement at CEL time.

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4. ☐ It seems that one weak link of our system is that all too often a person is simply not aware of what is expected of him by management.

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5. ☐ An individual should have assurances that if he finishes high on the promotion list (or in the middle for that matter), and keeps his performance standards up, he will not lose ground on the list regardless of whether he goes to a new area or not. This would tend to keep him striving to improve his position instead of slacking off because he has gained months -- even years -- of experience, yet lost ground.

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6. ☐ A supervisor should be required to fully justify any lowering of ratings from last report.

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7. ☐ The common practice of soliciting private criticisms of station personnel from other station personnel is poor -- it leaves the door open to character assassinations without fear of rebuttal. I propose that gripe sessions with visiting area officers be held in group format. It is felt that this offers a better chance to "clear the air" rather than allow resentments to smoulder and erupt into damaging situations later. Of course, management personnel conducting these sessions should be qualified to make value judgements concerning the field of Communications. A person who is not expert in the field cannot make accurate performance evaluations.

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8. ☐ I realize that the foregoing observances and suggestions are broad in scope. I am aware, also, that some - or possibly all - of my recommendations are in effect to some degree. It is my hope, however, that OC Planning Staff will see the need for instituting more clear-cut policies along these lines.

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EVALUATING AND PROMOTING IN THE OFFICE OF COMMUNICATIONS

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1. [   ] We ask ourselves often: Does our system of evaluating and promoting do what it should? For some, the answer is yes; for too many others, the answer is no.

Should we be satisified with a qualified answer? No; never. The following are suggested improvements:

a. Make our system of evaluating people upward trending. To do this, we must allow what the first-line rating officer says about an individual carry more weight. We cannot do this unless every rating officer in the Office of Communications is trained as a supervisor. There should be a hard and fast rule that all supervisors go through an OC management course. It is a well known fact that good managers are made, not born. The impact of well trained and enlightened lower and middle level managers on morale and productivity can hardly be overestimated. Ask this question: How many of our men who control other's careers by writing their fitness reports have had an OC sponsored management course? It is my opinion that untrained supervisors contribute toward the adverse effects of the so called sawtooth. In fact, they may well be one of the root causes that creates the sawtooth. A communicator changes supervisors as well as communications areas. The typical TCS'er

25X1 processes a message in much the same fashion [   ]
25X1 [   ]

b. Revise our present fitness report to include a section where the officer being rated is obligated to make a narrative comment about his fitness report. Not a rebuttal, simply a statement of what he or she feels about their fitness report as a whole, good, bad or both. This will pave the way for a more open, relaxed dialogue between a rating officer and the man being rated. It will also lessen, to a great degree, the day of reckoning type of atmosphere sometimes experienced at fitness report time;

c. There should be a more accurate method that tells us if a person is ready for additional responsibilities. Only one person is close enough, and knows enough, to comment on an individual's ability to perform at the next higher grade. The rating

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ADMINISTRATIVE - INTERNAL USE ONLY

officer. Where is the best conduit? The fitness report. Therefore, suggest a section be added to the fitness report that deals expressly with the subject's potential. This will certainly be more meaningful to the employee being rated, especially if he or she is obligated to comment on it. Today's modern man needs an up-front appraisal of himself; an appraisal he or she can more closely identify with not just a descriptor. The latter is too ambiguous and not personal enough to satisfy our needs.

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2. _____ In conjunction with the above, it is my belief that a reviewing officer carries too much weight on a given person's performance evaluation. Why? Because, what an area officer knows about an individual not under his direct supervision for a generous period of time is at most sketchy, and surely imprecise. A reviewing officer can more accurately evaluate a rating officer. This is obvious because everything about a field station: reports, cables, dispatches, even the overall appearance as you walk in the door, immediately reflects upon the TCO. It simply cannot be denied that the TCO has a much higher profile, area wise, than his subordinate(s). Many areas realize this and try to get to know their TCO's better. More efforts in this direction should be made.

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3. _____ In sum, if all of our supervisors are trained managers; have a greater man-to-man dialogue with the area managers; the outcome is better, and vastly more accurate fitness report.

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4. _____ This suggestion isn't an immediate answer carrying immediate results. Rather, it is a concept that will provide a more accurate, fair, and realistic approach to evaluate and ultimately promote the deserving.

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OC CAREER STAFFING AND PROMOTION SYSTEM

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The following suggestion is being submitted for your consideration and discussion during the "OC Planning Symposium".

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1. [ ] In my opinion, one of the major problems which faces the Office of Communications is the loss of qualified personnel as a result of the current promotion system. The fact that OC operators are hired as GS-7's, routinely become GS-8's after a six-month training period, then advance to GS-9 in one year creates the expectation of further rapid advancement. As the system is currently structured, however, it is common for OC operators to remain at the GS-9 journeyman level for a number of years. This has led to disenchantment, and to the resignation of numerous qualified OC operators who became frustrated at their slow rate of advancement.

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2. [ ] One of the main factors which contributed to our promotion system was the hiring of military-trained Morse operators, who were promoted quickly in recognition of their proven communications skills. Current OC equipment and procedures make it possible and practical to train non-Morse operators. Since this is the case, I would suggest that the OC consider hiring its operators at a lower grade (GS-6, for example), and guarantee a promotion within two years. From this point, operators could continue to advance according to the normal CEL method (averaging a promotion every three years), until reaching the journeyman level in eight to ten years. This system would have the virtue of ensuring regular promotions, while eliminating a bottleneck at the journeyman level which has caused frustration, discontent, and resignations. It would also provide OC management with more time to evaluate operators before they reach the journeyman level. Finally, it would not prevent the more rapid advancement of exceptional operators; on the contrary, it would enable them to more forward more quickly.

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COMPETITIVE EVALUATION GS-09

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1. The following is an in-depth look at a possible new approach to the current Competitive Evaluation Program. It is a collection of thoughts and ideas of a number of individuals with whom I have worked that might be of some assistance in revamping this program. It seems that one of the biggest concerns of today's communicator is "promotion." It is a topic of discussion whenever and wherever communicators gather and, therefore, a very important concern of management as well. We are always hearing that management needs more up-to-date practices, fresher ideas. We are all aware that this is true. However, it is a very time-consuming project, indeed, to try and revamp a promotion system as uncommon as ours. After all, trying to compile a valid evaluation of individuals scattered across the four corners of the earth cannot be considered common or easy. Who would want to tackle a job that required pleasing all of the people all of the time? A new program that will promote everybody. Impossible? Most likely. However, we do have a need now and in the future to bring this all together and project a better management image to those individuals that doubt the competence of "Commo Management". The following paragraphs, I hope, will stimulate a new and more viable Competitive Evaluation Program.

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2. The new program is centered around complete control of promotions by the Area Headquarters. After a determination is made at the Headquarters level of how many promotions will be available for any given year, each Area Headquarters would be allocated a percentage of these promotions based on the percentage of GS-09's assigned to that Area. An Area CEL would be held, as it is now, with input from the communication officer's at each station assigned under that area. Travel of a selected number of communication officers to sit on the panel would continue to be the practice. Ranking would be done exactly as is done now, the difference being that this is the end of the line. Duplicate personnel files would be held at the Area for each individual assigned, giving the Area a much broader picture of the individual than it has now. This would relieve Head-

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quarters management personnel from the very time-
consuming process of evaluating each and every
individual in the world at that grade level. A
ranking would be made by managers who are much closer
to the individuals rated and more in tune with how
well an operator has performed over the past year. The
final process would be the submission of names by the
Area to be registered at Headquarters with the Area
annotating which individuals were selected to receive
their allocated promotions. Headquarters may have
some underlying reason which is unknown to the Area
for the rejection of an individual's name, which should be
their prerogative. In such a case as this, Headquarters
and Area Headquarters could discuss the matter via
Secure Voice call (where applicable) or by telepouch/dispatch.
This type of case I am sure would be few and far between.
Confirmation and final administrative action would then
be levied upon Headquarters personnel.

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3. [   ] The advantages? I would like to
discuss some of the advantages of this system before
getting into the disadvantages. It has always been the
consensus of the operators in the field that the Area is
more aware of their performance than any individual in
Headquarters whom they have never met. The Area Head-
quarters has a much closer relationship with its individuals
than anyone else. This, of course, would make it imperative
that the officers assigned to an Area Headquarters make
every effort to know and understand each and every man
they are supposed to be managing. The operator would not
feel so far out of the main stream and would, in turn,
make an effort to contact, by telecom when necessary,
the Area Headquarters in matters of his competitive
standing before the convening of the panel when it would
do the most good. Even the most valid complaint does
not stand a chance after the fact. Again, I am sure
that this would help in establishing a closer knit organ-
ization. The morale factor is evident. The operator knows
he has a better chance in competition with his peers
when they are all on the same footing, being judged and
graded by the same individuals, mainly their area managers,
people that they see during a course of a tour. They
would then have a better competitive chance for promotion
and would possibly gain a renewed interest in their jobs
as well as themselves. The telecon, as discussed above,
could also be used effectively by the Area Headquarters
in contacting individuals in the field and discussing
personnel problems, as well as giving congratulations for
jobs well done. The telecon is a great management tool
which is hardly ever used.

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4. ☐ The disadvantages? This idea is not without disadvantages. The "Good Ole Boy" syndrome would have to be guarded against. Friends carrying friends. I thing we take a much more professional look at this type of attitude which used to be so prevalent in the Commo promotion system. Professional honesty is something that must be in our minds when dealing with another man's future. We must guard against Area Headquarters building a power base in such a promotion system as this. Area managers will have to be just that, "managers," which is not at all a disadvantage. (This new concept would allow the middle managment types the exposure that will prepare them for higher positions and is a chance for them to test their ability as managers. Too many of our managers are brought up through the ranks and placed in management positions with no prior experience, and a frightening step it must be.) I am sure that Headquarters can think of many disadvantages to this "relinquishing of power." A time has come for mangement to take a closer look at its personnel which have been, for the most part, beyond its reach.

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5. ☐ Acceptability is a key word here. Upper management would have to be willing to give a new idea a chance. The rumble from the field is getting louder every day. In the not too distant future, it will be come ear shattering. We continue to hire more educated people, people in tune with the times who, unlike myself and most other communicators before me, are not from a military background, willing to give of themselves, dedicated individuals that are disciplined in the ways of the Agency. We must accept this challenge.

This has been written as a suggestion and not an attack on "Commo Mangement". It was written in the hopes that, in these words, something would cause a mind to click, an idea to form, and a new evaluation system to emerge and place management where it belongs, leading the operator in the field with professionalism and pride, reaffirming that you are there and that you are working for us as well as along side of us.

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APPENDIX IV

TECHNICAL SYSTEMS

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AN INTEGRAL INFORMATION HANDLING NETWORK FOR CIA -
A CONCEPT WHOSE TIME HAS COME

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1. ☐ Society's dependence upon and demand for communications services during the last decade can be conservatively evaluated as phenomenal. Individuals have learned to rely upon and even take for granted expanded communications capabilities and services. The world of business and government has done one step further in that communications services have become one of the fundamental economic and decision making factors in their daily activities. The trend is clear and the message is urgent--demand for communications services and facilities is growing at an accelerated rate. Providers of these services are faced with the near impossible task of keeping up with the pace while attempting to forecast new facilities whose requirements may be, at best, perceptions on their part.

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2. ☐ Technological advances, especially in electronic components, have enabled designers to implement system features that in the past were considered impractical due to complexity, reliability or power and space constraints. The technological record in integrated circuits and related components documents significant achievements in miniaturization and increased capacity per device. The results of growing demand for newer, faster, more complex service and the technological advances are a bootstrap type environment for the communications electronics industry and a cartwheeling growth market that almost defies one's imagination. The growth, capacity and sophistication of modern communications system technologies are typified by developments such as ARPANET, ALOHA, narrowband speech processing (LPC/APC) and regional satellite systems. The economic advantages and technical foundation of these technologies are documented by the significant commercial interest and investment in systems such as TYMET, TELENET, DATAPAC (Canada), TRANSPAC (France), NTT (Japan), EPSS (Britain), ACS (AT&T filing) and the Satellite Business System (ETNA, COMSAT and IBM).
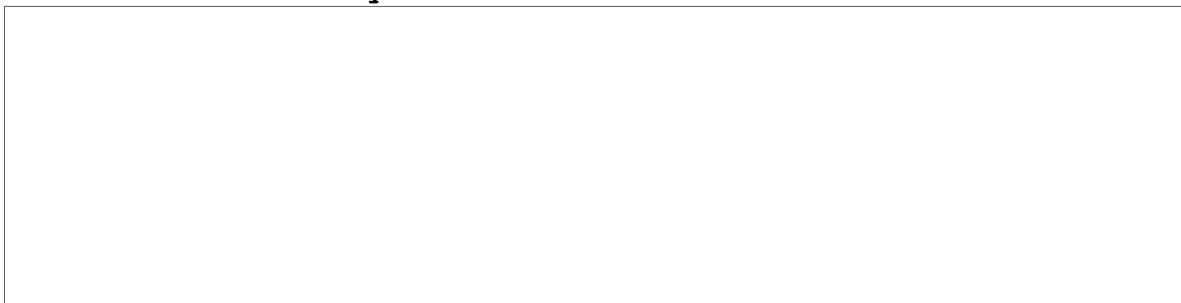
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3. ☐ CIA communications users are basically no different from those in the commercial arena that find themselves relying more and more on data processing and communications facilities to reduce their labor inten- sive activities and improve efficiency and productivity. The nature of our business provides a stimulus for

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increased capacity and improved capability beyond that found in the business sector. The requirements for increased information handling and processing capability have clearly been on the rise within the Agency. In addition to the growth trend, there are unique factors that will impact future requirements and the systems to satisfy them. They are:

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b. Technological advances have enabled the cost effective implementation of security systems to protect large distributed communications/computer networks.

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d. Technological, operational and security common denominators plus human and financial resource limitations will require the creation of an integral information handling/processing capability to satisfy almost all the Agency requirements.

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4. ☐ Given today's technology and trends, the tried and proven concept of establishing a unique communications resource to accommodate a specific type of requirement is no longer a viable course of action for the Office of Communications (OC). Accommodation of both near term and certainly long term requirements will necessitate that OC develop a transparent universal information handling network that except for unique source and sink features is independent of the type or nature of the requirement. This is achieveable, in part, if one considers and treats equitably all information, regardless of source, in electrical format. Error rates and priority of routing of electrical signals from selected information sources (i.e., secure voice) will require

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more attention but they can be handled and transmitted basically in accordance with standard interfaces and protocols.

5.   (U) The OC Information Handling Network of the future should be multidimensional in nature. Such a network should consider the technical and economic advantages of modern communications techniques such as packet transmission, radio/satellite broadcast, wideband services, and digital speech processing. Regardless of the transmission/network processing scenario, emphasis must be placed on the statistical allocation of bandwidth/power resources and implementation of multi-service wideband media for intra-building and selected regional requirements. These transmission alternatives will add to the availability, reliability and survivability of the network. Appropriate emphasis on the require-ments and necessity for efficient and functional technical/operation control will also contribute to the effectiveness of the system.

6.   (U) The establishment of a modern information handling network capable of satisfying the vast majority of Agency communications requirements is a noble but difficult goal to achieve. The transition from our current operational scenarios and physical plant invest-ment to this new network will require extensive managerial foresight and innovativeness and may be considered to represent the ultimate challenge to OC.

7.   (U) To be resource-effective and to have any finite probability of success, the establishment of the new network should be administered by a multidisciplined, mission-oriented organization that incorporates in its charter the responsibility of establishing a strong and wide ranging configuration control management program.

8.   (U) The skills profile of OC operators/technicians must reflect a shift toward computer science subjects (hardware, software and system analysis capabilities) with a solid foundation in advance communications system techniques and technology. There may be little distinction between operator and technician in the future. It is perceived that due to recruitment and staffing limitations and the continued pressure to reduce overseas presence, the operator of the future may well be an engineer/technician, system analysis and communications operator combined.

9.   (U) The acquisition of new equipment and systems during the transition phase must be tightly controlled by the configuration control program in order to reduce expenditures for hardware that cannot be utilized by the new network or whose transitory use is not worth the cost. Recruitment and training programs will also have to address the changing skill requirements.

10.   (U) Some will argue that the proposals discussed in this paper are overly idealistic and not achieveable; a viewpoint I consider to be attributed to those who either are not aware of the requirements pressures and technological changes that have and are occurring or have chosen not to recognize them. Recent responsibility shifts for communications services, exploding requirements and the technological common denominator phenomenon have resulted in the formation/ evolution of organizations within CIA that are capable of competing with OC for the job of satisfying the Agency's information handling requirements. Competiton can and should be a healthy thing, OC should respond to its new environment by addressing the issues and future requirements head-on and establishing a course of action committed to the satisfaction of CIA's long range goals. To do otherwise may reduce OC's future to do nothing more than memories of times that were.

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FIELD STATION HF IMPROVEMENTS

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1.   (U/AIUO) The performance of an HF radio system depends primarily upon transmitter power, transmit and receive antenna gains, receiver characteristics, and coding/modulation scheme. Recent OC studies concerned with the enhancement of HF circuit reliability have concentrated on coding and modulation techniques; yet, no major scientific breakthroughs in these areas have been made for many years. Multiple-tone frequency shift keying and time-diversity techniques, as employed in the Piccolo and Barry Research modems, have been described in the literature for over 20 years; only the recent advances in circuit design technology and miniaturization have allowed such equipment as the Piccolo and Barry modems to be implemented in a practical form.

2.   (U/AIUO) The performance attainable from modems and coding equipment is limited not only by such practical considerations as cost, size, and reliability, but is also subject to theoretical limitations which, since their discovery by Shannon in 1949, have not been disapproved. The performance of presently available low-speed HF modems already approaches the Shannon limit and, therefore, greater rewards may be expected by investigating other methods of HF circuit improvement.

3.   (U/AIUO) Transmitter power at base stations and field stations is limited by cost, physical constraints, and availability of primary commercial power; significant increases in power levels would be impractical for these reasons. Similarly, antennas presently used at base stations are quite effective and significant improvements could only be made at exhorbitant costs. Modern HF receivers vary little in their basic characteristics and HF signal detection is usually limited by man-made and atmospheric noise rather than receiver sensitivity. However, little has been done to exploit the technology or tap the marketplace to improve field station antennas. Traditionally, OC has used simple broadband dipoles or verticals (and, more recently, the mini-loop and PDRA-2), which have little gain or directivity compared to an isotropic source.

4. (U/AIUO) While the requirement for broad-band, low-profile antennas is still valid, the per-formance of HF circuits can be improved dramatically through the use of simple directional arrays. A three-element yagi, for example, provides about 6 dB gain over a dipole (equivalent to a four-fold power increase) and has a 25 dB front-to-back ratio. The latter charac-teristic is of particular importance in receiving antennas, since unwanted interference is reduced, re-sulting in higher effective signal-to-noise ratios.

5. (U/AIUO) While the classic yagi antenna can only operate over a narrow range of frequencies, it can be made broadbanded by designing it as a log-periodic array or can be made to operate on several fixed frequencies through the use of traps. This leads to a significant area for improvement, since most field station HF requirements can be satisfied with an antenna that operates over several carefully-selected frequency ranges, providing a broadband dipole or vertical is also retained for emergencies where broader frequency coverage is required. The use of loading coils or traps makes it possible to design high-gain directional antennas that are much smaller than the full-size arrays found at base stations. For example, a commercially available trapped three-element yagi for the 14, 21, and 28 MHz bands (each about 400 kHz wide) is only 12 feet long and can be assembled in two hours by a single person. Such an antenna could be erected on a roof-mounted mast and directed towards the primary base station serving that field station. Should it become necessary to establish communications with an alternate base station, the antenna can be redirected easily.

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7. ☐ As the network evolves towards the use of base stations located on U.S. territory, higher operating frequencies will be required for HF communications which, in turn, allows the use of even smaller antennas. The present state of the art permits the design of high-performance antennas which are unobtrusive, inexpensive, sturdy, and easy to erect. In conclusion, investigation into new field station antennas is likely to yield the greatest benefits to low-speed HF radio operation.

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APPENDIX V

CRYPTOGRAPHIC & COMMUNICATIONS SECURITY

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

APPENDIX VI

GENERAL ORGANIZATION

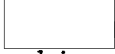C O N F I D E N T I A L

OC INITIATIVES

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1. ☐ Planning papers and suggestions often take the form of critical analysis. This is a valid and necessary technique which can define shortcomings and recommend corrective actions. A different tact is taken in this paper which is written with the intent to view the positive initiatives of the Office. Hopefully, the paper will serve to stimulate reflection by Planning Symposium participants on what has been done as participants discuss what needs to be done in the future.
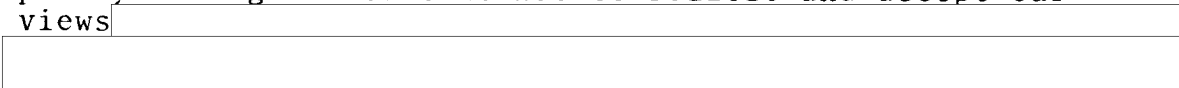
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2. ☐ The world in which OC exists is changing rapidly and continuously. The values and needs of the U.S. population have changed in recent years. The OC employee is not basically different from his fellow citizen, except perhaps more dedicated and flexible than most, and our personnel management techniques are changing and will continue to change to respond to the altering nature of the work force. The organization of the U.S. Government, the Intelligence Community and the Agency have and will continue to evolve. The OC organization must continue to adapt to these new conditions. Finally, we are in the midst of an information explosion which has and will continue to place heavy demands upon OC. Over the long term, OC must plan to meet these new demands on a total system basis, but in the short term, the Office must skillfully adapt the present system to keep pace with the steady growth in demands for new and improved service.

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3. ☐ OC has sometimes been charged with being inward looking and not sufficiently aware of or involved with the world outside of the organizational boundaries. Recent initiatives dispute such assertions. OC continues to hold the respect of other departments and agencies even when disputes arise. OC is an active participant in the National Communications System; communications security policy-making bodies continue to solicit and accept our
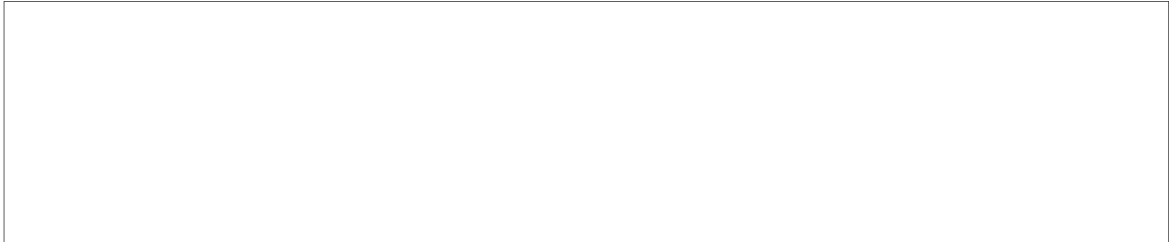
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      5.   The OC organization has not remained static during recent years. The most obvious change entailed a recent reorganization. OC will certainly experience a period of uncertainty as the new organization settles in, but this is part of change. Ultimately, the new organization will rationalize OC activities and provide each division with a clear-cut area of responsibility and the authority and resources required to fulfill its mission. The organization has changed in other ways over the past several years, and these changes are perhaps more significant than a structural change. The D/CO is committed to an organizational system based upon participatory management and the creation of an atmosphere within the Office free of fear and conducive to the free exchange of ideas and opinions. There is daily evidence that this word has gone out and has been received and believed by members of OC. There is little evidence that employees are hesitant about contributing their opinions and ideas. The submissions for the Planning Symposium are one small proof of the willingness of employees to come forward with their thoughts and to participate. The recent emphasis on planning within the Office demonstrates a responsiveness by management to the perceived needs of organizational members. Strategic planning will not only provide management with a tool; it will also provide feedback to organizational members concerning where we are, where we are going and how we will get there. It might also be mentioned that the annexes submitted for the Strategic Plan demonstrated imagination along with pragmatism and a willingness among organizational members to take measured risks. The state of the organization's health and its adaptability have been demonstrated by its response to external demands and constraints during recent years. OC is doing a better job in the foreign network today than ever before in spite of personnel cuts in this area of over

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been cut since 1968. Yes, the latter number does reflect
the transfer [   ] but it also
includes the assumption of Cable Secretariat and Telephone
Branch responsibilities. The budget has not grown appre-
ciably in real dollars, but the organization has been able
to obtain or reallocate funds to accomplish the truly
important tasks.

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6. [   ] The OC personnel or human resource management
system has been modified extensively during recent years.
OC's willingness to modify and adapt this system to changing
human needs is partly due to management's concern for
employee welfare and contentment. There is a pragmatic
aspect to this effort, however, since the people make the
system work; fifty percent of the OC budget is spent on the
people resource and a good portion of OC management time
is dedicated to people matters. OC's concern for the human
element begins when a new employee is hired. The employee
will be trained in one of the finest communications schools
in government, drawing upon the best multi-media center in

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the Agency and soon housed in a new and modern [   ] The
individual will return to this facility, which is making
every effort to adapt and change course offerings in step
with technology, and new demands, at frequent intervals
during his career. The individual will be assigned to
Panel D, not C or T. Yes, the Panel C and T merger is
being accomplished. Overseas, the employee will work for
a better trained supervisor who has probably attended the

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Models for Management course [   ] Over 150 people have
already attended this course, and it will be offered to
120 people per year for the foreseeable future. After a
period overseas, the employee will receive his fitness
report, see the reviewing officer's comments and have the
opportunity to append his own comments. The individual
will then be evaluated by the CEL process, a system as
fair and equitable as OC ingenuity can devise, and receive
feedback from this process. When it becomes time to start
the reassignment process, the Expected Position Vacancy
List will be used as a reference and exchanges with Head-
quarters will be via telepouch. FYI, over 50 percent of
the Headquarters originated electrical correspondence is
now related to personnel matters. The assignment officer
is better trained than ever and is given at least six
months of courses or OJT before actually assuming assign-
ment duties. The employee or spouse may wish to correspond

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Upon return the employee will be counseled and will have the opportunity to address greivances. He or she may wish to visit the OC EEO officer; OC is probably the only office in the Agency with an individual assigned full time to EEO duties. Later in his career, the individual may be evaluated for management potential in an assessment center. This is one of many techniques being considered as possible methods of identifying employees with such potential for development. That is a brief look at the OC human resource system of today. It certainly isn't utopian and there will be refinements and changes in the future. However, it surely represents a change in favor of the individual from the "dart board" system of the past. Those with a decade or more of service with OC will verify that there has been a major change in emphasis and scope.

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7. We all enjoy critiquing the OC technical system and speculating about the real equipment needs and the design of the replacement system. We also tend to dwell upon our failures, real or apparent, while over-looking the fact that OC does not suffer alone in this department in the technical field. We become frustrated when each new system component does not live up to our highest expectations. This is a healthy exercise, but we should not overlook the real progress that is being made. First, we have made great progress toward establishing a mechanism to support modern systems in the field. The TECHREQ system has provided OC with the ability to support equipment while reducing technical workload in the field. The Automated Test Equipment (ATE) project has enabled the Headquarters technical component to respond to the high influx of components requiring test and repair. Without these initiatives, OC would not be able to fulfill its technical mission without substantial increases in personnel. The overseas network has been substantially upgraded by the SKYLINK program. This program is probably the most effective and low cost effort of its kind in

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government.

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8.   (U/AIUO) One can only conclude that OC is not only healthy but that it is more virile and adaptive to change than ever. Certainly, today's modifications to the organizational, human and technical systems will be subsumed by totally new systems in the future. The annexes to the strategic plan demonstrate that OC is dealing with the need to plan for new systems. The record reflects an ability to modify existing systems to meet the demands of the moment.

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

THE PLANNING PROCESS IN OC

1. (U) The planning process doesn't begin with the publication of a strategic plan. It begins with ideas-- ideas which form out of requirements, studies of the state-of-the-art and future technological developments, discussions with customers about future needs, and sometimes just plain gut feelings about future trends. The "1978-79 OC Strategic Plan" isn't a detailed plan, and it doesn't really specify detailed strategies. It does, however, perform the very important function of formalizing ideas from many people by putting these ideas in the form of Office strategic goals. It was OC's first effort at doing this, and must be followed by a continuing effort to refine goals and objectives, to define strategies to meet these goals and objectives; and, perhaps most important, to permit the constant flow of ideas which will keep the planning process a dynamic one. Without this dynamisim, in fact, the planning process effectively ceases to exist. The salient question then becomes: How do we maintain this dynamisim and the flow of new ideas which it requires?

2. (U) The annexes are the first giant step in making our first strategic plan more than a set of wishes. They express, in varying degrees of detail, each compo- nent's ideas about the actions necessary to meet the stated strategic goals. Next comes the sometimes arduous task of evaluating the content of the annexes for completeness, agreement with the intent of the strategic plan, and the agreement of one annex to another. The Planning Symposium is a part of that appraisal of the annexes, and one which will undoubtedly bring forth many new ideas related to the annexes and the strategic goals. Where do we go from these preliminary steps toward the formation of an Office strategy and the evolution of the planning process in the Office?

3. (U) After the Planning Symposium recommendations have been considered and after the D/CO, DD/CO and Execu- tive Board have reviewed and approved all annexes, the

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Planning Staff will begin a consolidation of the annexes into a single set of strategic objectives and plans. This "Master Annex" will be carefully coordinated with all components and will form the basis of the next strategic plan which will then come closer to qualifying, literally, as a strategic plan and which will provide a much more detailed framework under which our programs may be initiated and carried out. A second, and equally important, ingredient in the formation of the next, and succeeding, strategic plans, is feedback to the Planning Staff from all OC divisions, and from OC customers, concerning any aspects of the present strategic plan, including suggestions for revisions, additions, or redirections based on changing requirements, technology, budgetary or legal constraints.

4. (U) Because feedback is an important, in fact necessary, part of the planning process which acts as a mechanism to keep planning related ideas flowing, it should be formalized at least to some degree. It must not, however, be formalized to the point that feedback on objectives, programs, and projects becomes an institu- tionalized flow of paper which stanches the free flow of ideas associated with the process. To walk the thin line between the informal and the too formal, the Planning Staff will establish contact points within the planning components of each division to act as the primary inter- face between the staff and the divisions. The degree of formality associated with these contacts can best be decided mutually as the components and the Planning Staff begin to work together. Feedback from outside the Office will continue to be encouraged and sought, and the Systems Requirements Manager of the Engineering Divisions' Systems Integration Staff will become an important link in this portion of the feedback chain. A further mecha- nism for feedback will be the Project Review Committee which will provide information on the progress, or "health," of on-going projects. Other, informal, channels for feedback from all divisions will continue to be encouraged as they are now, and will remain an important mechanism allowing all personnel to participate in the planning process.

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5.   (U) The consolidated annex and the continuing
feedback from all sources will combine to modify and
update the strategic plan. Even as this new strategic
plan is being printed and distributed, the planning process
will continue. Plans will be made by all divisions for
their next annexes; feedback will continue to be analyzed;
and changes--major and minor--will continue to be made in
the strategic goals and objectives. And the success of
all this planning effort will rely on the ideas of our
personnel. Without good ideas, the planning cycle is
incomplete, and the process of planning becomes an exercise
in futility.

APPENDIX VII

"Ten Leading Questions About the Future"

by

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TEN LEADING QUESTIONS ABOUT THE FUTURE

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(U/AIUO) The following questions deal with global issues and trends which may have impact on intelligence activities in the long-range period. The questions are not all-inclusive but do cover significant issue areas which are thought to have long-term implications with respect to intelligence activities. The questions are not prioritized nor are they intended to represent the ten "most important" questions about the future. They are examples of the kinds of questions that can be formulated when one examines the dynamics of change in the out years.

The questions are derived in part from ongoing explortory forecasting research efforts in ORD. They are intended to encourage the identification of long-range trends, issues, and/or events by geographic area and/or topic.

1. (U/AIUO) How will East - West power politics change over the next 20 years?

This issue area embraces strategic developments involving the United States, the Soviet Union, the People's Republic of China, Western Europe, and Japan. In essence, it deals with the course of the Soviet-American rivalry which has dominated international politics since the end of World War II. Possible issue outcomes include: a) a return to cold war confrontation; b) a gradual diminution of world tensions which tends to normalize relations between Washington and Moscow; c) a U.S.-Soviet partnership which effectively dominates world politics, and; d) a Sino-Soviet rapprochment that enables the two countries to dominate the Western industrial countries.

2. (U/AIUO) What long-term changes can be expected in North - South politics?

This issue includes the complex problems of establishing new terms of trade between developing and industrialized countries, the prospect of the emergence of new raw materials producing cartels, the transfer of technology, appropriate levels of foreign aid, and debt relief. Issue outcomes could include: a) a hardening of the lines between the two camps, with vigorous OPEC support for new

producer organizations; b) a rapid development in the richer LDC's strengthened economic ties to their Western trading partners; c) the accession to power of many "spartan socialist" regimes in the Third World that reject traditional paths to modernization, and; d) a world wide depression induced by energy prices and continued slump in much of the West which blurs the distinction between North and South.

3.　(U/AIUO) How will space technology support man's needs and what is the impact on intelligence?

There is extensive documentation indicative of future space activities which will have broad influence on man's activities on earth. Communications, security, climate and environmental functions are but a few areas in which space vehicles will play a dominant role. The "space revolution" will likely occur both in the civilian and military sectors and require coordination and co-operation between NASA, non-intelligence government agencies, the Intelligence Community and the private sector--by an order of magnitude greater that that required at present. The interfaces and linkages involved could require dramatic changes in Intelligence Community mangement and operations. Distinctions between "black" and "white" space activities will greatly diminish and may eventually disappear. In such an environment, is intelligence as we know it more or less important? Is is not possible that intelligence will decline in importance-- with the international news/television providing near real time collection (and analysis) of crises situations on the global and national issues?

4.　(U/AIUO) What role will transnational organizations assume in the future?

This issue area concerns the nature and extent of the influence exerted by transnational organizations such as multinational corporations, regional economic groupings (e.g., the European Economic Community), and international organizations. Such influence could increase or decrease in direct proporation to the power wielded by the nation-state as an institution. Some possible outcomes include: a) an increase in the influence of the transnational actors and a concomitant decline in the importance of nation-states; b) a new era of economic nationalism, characterized by materials shortages, tariffs and quotas, negative growth, and a reduced volume of international trade, and; c) the growth of large and frequently shifting

economic coalitions that compete with one another
but attempt to cooperate closely within each coalition.

5.   (U/AIUO) How will politics of energy and food
impact the international scene?

Most observers see the availability of energy and
food as special problems in the last quarter of the
Twentieth century. The way in which nation-states,
regional and international organizations approach the
problem of distributing these vital resources will help
to shape the character of international politics.
Possible outcomes include: a) increasing international
cooperation driven by a common awareness of growing
economic interdependence; b) the use of energy and
food as economic weapons and; c) the strengthening of
organizations through which countries exercise collective
power commensurate with their capacity to deal with energy
and food related problems.

6.   (U/AIUO) What will be the nature of regional
economic development in the next 20 years?

An important economic variable concerns the extent
to which there is regional economic cooperations and
harmonization of development plans in such countries as
Bolivia, Chile, Colombia, Ecuador, Peru, and Venezuela.
Possible outcomes include: a) a high level of cooperation
resulting in balanced regional growth in parts of Latin
America, the Middle East, and Southeast Asia; b) regional
economic dominance of strong economies (e.g., Venezuela,
Iran) which in effect imposes choices on weaker economies,
and; c) a high degree of nationalism which impedes
cooperative development and achievement of economies of
scale.

7.   (U/AIUO) How will the Soviets exploit outer
space in the next 20 years?

This could well be the most critical of all future
key intelligence questions. Responses to varied informa-
tion needs in this area could provide complex and trouble-
some challenges to the collection and analyses processes.
Indeed, if the Soviets are pointing toward the use of
space as a new aspect of their military capability, then
such US/USSR cooperative relationships as have been normalized
and codified under the environment of detente and conflict
avoidance of the 1970's--becomes a "whole new ball game."
Use of space by the USSR for military purposes beyond the
accepted rules of national verification of strategic arms

limitations opens the door to considerable speculation.
Could the Soviets completely "bypass" or otherwise
"neutralize" our strategic response by activities in
space? Will U.S. vulnerabilities inherent in its
organized, technological society in areas such as
food, electricity, and water be subject to Soviet
"guerrilla warefare" from outer space in crises
situation rendering as obsolete the traditional concepts
of the application of nuclear force?

8. (U/AIUO) How will industrialization in the
Third World be manifested?

This issue area deals with the attitude of Third
World elites toward the necessity and desirability of
following the Western (or Soviet) path to development.
Outcomes could include: a) a strong commitment to
industrialization of the kind current in Brazil, Iran,
and Venezuela; b) a less urgent approach to industrialization
accompanied by a much greater emphasis on agricultural
development, and; c) a rejection of the usual path to
industrialization born of a concern to preserve the
environment and traditional values.

9. (U/AIUO) How will the issue "homogenization vs
cultural pluralism" develop in the future?

This socio-cultural issue area had to do with the
survival of ethnic, cultural, and political identity
in an era of big government, big labor, and big business,
and includes such apparently disparate phenomena as the
emergence of long dormant nationalisms in Western Europe
and the development of new interest groups based on age
and sex in the United States. Possible outcomes include:
a) a greater tolerance of diversity and looser political
affiliation worldwide; b) an insistence by majorities on
greater conformity with a consequent strengthening of
central political institutions, and; c) a mixed picture
in which cultural pluralism tends to increase in the
developed West, but is checked by tighter central control
in the communist countries and in most of the Third World.

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10. (U/AIUO) <u>What will be the future patterns</u>
<u>of global communication?</u>

The revolution in telecommunications has greatly
improved our knowledge of developments in other
countries. Though the "global village" may be an
inaccurate metaphor, there is no doubt that the way
in which people communicate will be an important
element in shaping the future. Possible outcomes
for this issue area include: a) a further extension
of world communications to remote areas and into closed
societies such as the Soviet Union and China; b) much
closer communication among groups sharing common in-
terests and objectives (e.g., religious and professional
groups), and; c) attempts by governments to stem or
enhance the flow of information.

APPENDIX VIII

SPECIFIC RECOMMENDATIONS

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      1. ☐ Select standard microprocessor based building block for multipurpose use (including RED/BLACK MUX controller, CSR, field concentrator) to be integrated into both base and field stations.

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      2. ☐ Determine the role of unattended operation field terminals in terms of the enhanced network.

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      3. ☐ Provide for both RED and BLACK service in all planning for enhanced network using a "universal" MUX/concentrator approach.

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      4. ☐ Consider combining MAX☐ and DATEX when programming for the replacement of MAX/☐

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      5. ☐ Consider the "smart switch, dumb terminal" with concentrator approach as the standard field terminal for the enhanced network.

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      6. ☐ Ensure that equipment purchases made today to meet short-term needs are based on their capability and adaptability to meet expected standards of the enhanced network architecture.

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      7. ☐ Consider a policy decision that CRAFT and other computer-based data management systems be interfaced to the communications terminal and not be an integral part of it to allow the communications terminal to serve all

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☐ customers.

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      8. ☐ Encourage the development of data communications technical and operational skills.

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      9. ☐ It was the consensus of the group that HRD should review the proposal for software systems analysts capability and recommend an action to the D/CO.

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      11. ☐ Undertake a formal study to determine why OC field personnel are not well informed and seek recommendations for improving communications with field employees.

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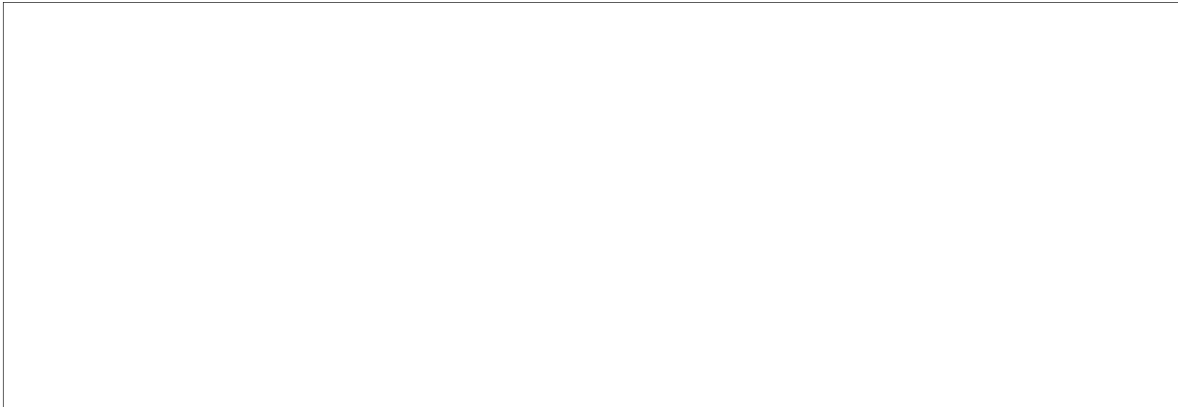
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14. ☐ Openly encourage OC employees to feel free to submit written comments on their fitness reports to include not only comments on disagreements but on agreements, minor qualifications, or to provide additional information as well. Also, encourage OC employees to expand their FRQ/CSA submissions giving more detail on their experiences and qualifications, particularly in terms of positions requested.

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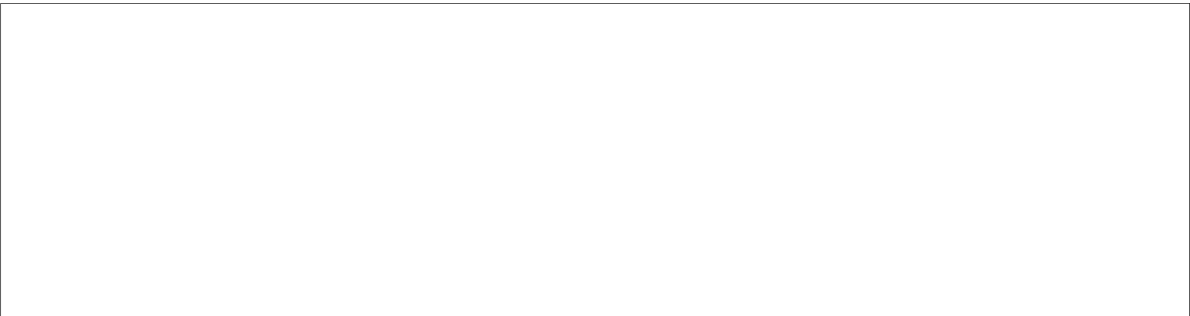
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16. ☐ Establish a systems management panel based on the principles outlined in the HRD paper. This recommendation is based on the consensus of symposium attendees.

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17. ☐ Institutionalize the process that OC customers will receive feedback on the status of their requirements after the OC budget has been approved. Also, call for the establishment of a mechanism which allows customers to provide a critique of services rendered.

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

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      18. ☐ Revise the Strategic Goal 4.3 to include the phrase "effective and efficient;" i.e.: "Maintain a fair and humane as well as effective and efficient personnel system which provides equal opportunities for all employees..."

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      20. ☐ Determine the extent of our responsibilities during a limited or full scale conventional or nuclear war.

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