

FISCAL YEAR 1973

OFFICE OF PERSONNEL ANNUAL REPORT

SECTION I. GENERAL

The following events and developments which occurred during the reporting period had a significant effect on the general accomplishment of Office of Personnel objectives during FY 1973.

a. Externally significant changes in the national labor market during the Fiscal Year influenced the availability of certain categories of personnel.

Competition for engineering personnel (particularly B.S. Electronic Engineers) became intense on the college and university campus. The softening of the national economy during the 1968-72 period led to a reduction in the enrollment in engineering schools. With the upswing of the economy, more organizations were competing during FY 1973 for fewer candidates. Other specialists such as economists, computer scientists, geographers, accountants, psychologists -- particularly at the MA/PhD level -- were available in reasonable supply but highly selective as to their geographic location preferences and work substance interests. Generalists (BA through PhD) in the humanities, area studies, most foreign languages, etc., were in plentiful supply and we could "pick and choose" with the bright BA given virtually no attention. Competition for quality clerical personnel, especially male clerks (to serve as messengers and/or clerks) and qualified typists, both from in and out of the Metropolitan Washington area, was very keen. Technical personnel (electronics, medical, photographic, illustrators, communicators, etc.) were generally available.

Although difficult to document, there appeared evidence during the latter part of FY 1973 that the "Image" of the Agency was beginning to suffer from association with the so-called "Watergate Scandal." This was reflected in recruitment by a discernible drop in employment inquiries ("write-ins"), reports by recruiters of a high incidence of interview cancellations and "no-shows" as well as a notable drop in the number of formal applications completed and returned following interview. In a few instances applicants withdrew application indicating disinterest in further involvement with the Agency.

The cost of living retirement increase offered an unprecedented incentive to eligible employees to accelerate their retirement dates.

b. Internally the following events were significant:

(1) Reduced personnel ceilings focused the attention of Agency managers on personnel matters related to manpower reductions and the identification and separation of less effective employees. Although the retirement incentive aided managers in accomplishing personnel reductions in numbers, it complicated efforts to maintain essential skill levels. A number of employees who elected to retire would not have been selected by managers for separation.

25X9 (2) Forced attrition in the Agency during the latter part of this Fiscal Year had an impact in most areas of personnel operations. This was aggravated by the reduction of 32 in the Office of Personnel's ceiling authorization ().

(3) Necessarily, changes in the Agency's top command levels during the Fiscal Year had an impact on efforts to delineate and refine personnel management objectives and to install personnel management evaluation systems and procedures.

The items in Section II are coded in relation to the seven primary objectives established for the Office of Personnel.

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SECTION II. ACCOMPLISHMENTS

a. Objective 1. DCI.

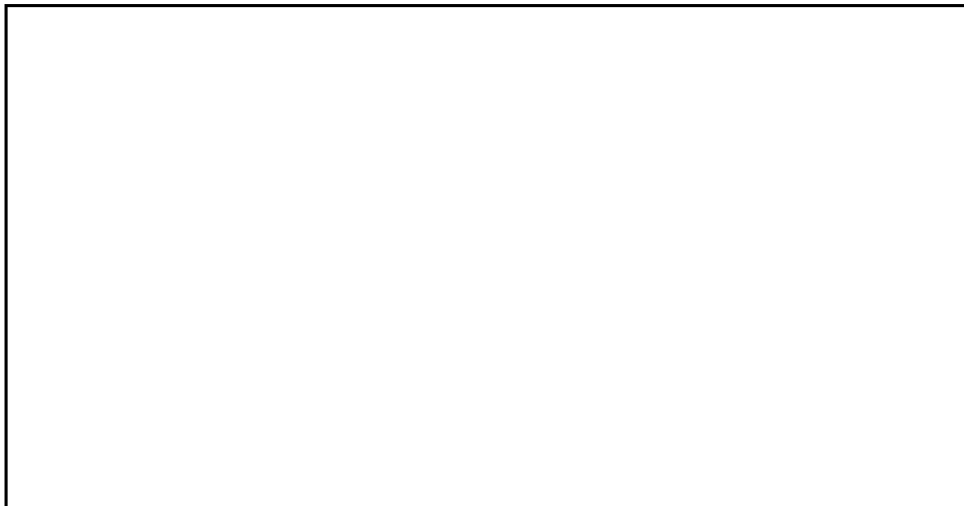
(1) To maintain the official personnel records of staff agents and contract personnel and provide the essential contract services, retirement services, central processing services, insurance services and other essential employee benefits and services of common concern with a reduction in manpower and funding levels in FY 1973.

(2) Action Plan.

In order to be able to measure progress toward the achievement of this objective it was necessary to establish subordinate objectives for the work output of the Contract Personnel Division, the Retirement Affairs Division, and the Benefits and Services Division. These sub-objectives are derived from experience and, being quantifiable, serve as milestones for measuring progress toward achievement of the higher objective.

(3) Progress and Shortfall.

Sub-objective 1.1. During FY 1973 to provide contract, consultant, staff agent, retired annuitant, supplemental annuity, and administrative allowances services. Satisfaction of this objective for CPD would be accomplished with the achievement of the following sub-objectives:



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Contract Activities

Statistics

FY 1973

Contracts prepared
Amendments prepared
Field contracts reviewed
Cover agreements and amendments
Contract service verified

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Contract activities continued on the heavy side during FY 1973. The number of contracts prepared exceeded those prepared in two of the last three fiscal years. It is noteworthy that this work was accomplished with the loss of two individuals whose time had been spent predominantly in this area of activity. A clerk typist left in April and was not replaced; and a contract specialist (trainee) who left in May was not replaced.

During FY 1973, a good deal of time was spent working with NOCAD in the preparation of individual agreements with long-term independent contractors under non-official cover. This approach was developed the previous fiscal year with the help of the Office of General Counsel and was implemented in FY 1973. The contracts are long, involved, and must be hand-tailored individually to meet the circumstances of each case. Now that the centralized NOCAD functions have been returned to the operating components, the future of the long-term independent contractor approach is unclear. Some components will undoubtedly continue to use it. The best guess, however, is that most components will choose the career associate agreement as the better way to contract arrangements with long-term non-official cover assets.

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Costs:

Consultant Activities

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Although the number of on-board consultants remains small (less than substantial. Every new consultant must initially be approved by the Director and each on-board consultant is approved by the Director for the forthcoming fiscal year. This requires an annual renewal exercise which is initiated and monitored by CPD. Few processing errors are tolerated. The FY 1972 consultant renewals were completed during FY 1973. In addition, a new ad hoc justification review was undertaken and completed in FY 1973 at the request of the new Director of Central Intelligence. Consultant processing involves constant liaison with the Office of General Counsel, the Office of Finance and the Office of Security. CPD handles all correspondence between the Agency and each consultant.

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Costs:

Staff Agent Activities

Statistics

Staff Agent Personnel Actions Processed

FY 1973

Conversion of staff employees to staff agents
Conversion of staff agents to staff employees
Appointments
PSI's and QSI's processed for staff agents
Other

25X1

Staff Agent processing activities continue as a small but important part of CPD activities. In addition to the technical processing involved, CPD monitors these sensitive staff arrangements within the Office of Personnel to assure that they are properly compartmented from an operational standpoint.

Costs:

Rehired Annuitant Activities

Statistics

FY 1973

Contracts prepared
Amendments prepared
Reports prepared

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CPD monitors the hiring of civilian governmental annuitants. This is a time-consuming activity, involving considerable personal attention by the Division Chief. Each case is reviewed substantively before it is forwarded for approval by the Director of Personnel. Much time and effort is involved in ascertaining that each individual case conforms to the policy guidelines set out in HR to govern the use of civilian annuitants. CPD also reviews all requests for extension, compensation increases, and other changes in these arrangements. Statistical reports are prepared for senior Agency officials frequently and on very short notice.

Costs:

Supplemental Annuity Activities

Early in FY 1972 an Agency Non-Staff Annuity Program was approved, in principle. Toward the end of that year after substantial further study, it was decided that the program should be abandoned. However, that preliminary work had surfaced a number of cases which appeared to warrant supplemental annuities and it was agreed that these individual cases could be worked up and submitted for approval to the Executive Director-Comptroller

25X1A using the ground rules set out in the abandoned non-staff annuity program. Individual plans would require the concurrence of the Director of Personnel and the Deputy Director concerned. Monies to purchase the annuities would come from a special fund [redacted] which had been established by the Executive Director-Comptroller in anticipation of the initial funding required by the non-staff annuity program. CPD was given the responsibility to monitor these individual requests for supplemental annuities. During the first part of FY 1973, approximately 35 cases were worked up and approved. CPD assisted the operating components in preparing the workups and provided staff guidance and monitoring services on behalf of the Director of Personnel. This proved to be a time-consuming activity. Additional cases still occasionally appear but monies from the special fund are no longer available.

25X9 [redacted]

Allowances

Statistics

FY 1973

25X9 Changes in Post Classification
Separation Allowances authorized
New posts classified
Allowance Committee new cases processed
Allowance Committee amendments prepared

[redacted]

25X1 FY 1973 saw no significant changes in the direction of CPD allowance activities. It continued to use its well-established liaison channels with the [redacted] on an almost daily basis. Internal Agency questions concerning standardized allowances and special allowances were researched and answers provided. The Chief, CPD continued to participate as a member of the Agency Administrative Allowance Committee. The Executive Secretary to the Committee is also on the CPD T/O and this job is particularly demanding. The Committee spent much time and effort in attempting to cope with problems brought about by the decreasing value of the dollar overseas and exchange rate fluctuations. For example, during FY 1973, 137 cases were adjusted because substantial variations in exchange rates between the dollar and other foreign currencies resulted in a significant loss of overseas purchasing power.

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Miscellaneous Activities

A substantial portion of this Division's time is spent in essential routine administrative matters. This includes the preparation of creditable service memorandums, verification memorandums and the like. Many of these cases require a thorough search of contract files, the preparation of affidavits by interested parties. Some cases involve determinations

by the Office of General Counsel. In addition, CPD is responsible for external liaison with Social Security and unemployment compensation matters. These liaison activities require the time and attention of a professional employee.

During FY 1973, a representative of CPD continued to participate in an inter-departmental task force on post differentials. The task force recently concluded its review of the differential system which included an evaluation of the criteria used in establishing differential rates as well as the scoring system used in determining the value to be placed upon each factor essential to establishing a post differential. The task force has formally submitted its findings and recommendations to the Department of State.

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[REDACTED]

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Sub-objective 1.1.2. To convert [] staff employees
[REDACTED] to contract
employee status without precipitating undesirable con-
frontations between the employees and the Agency.

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During FY 1973 the Executive Director-Comptroller authorized the conversion of [] personnel [REDACTED] from staff to contract employee status. Since these conversions, like similar conversions in the past, were basically for the Agency's convenience, it was agreed that the individuals would be given special considerations in their employment contracts. CPD was charged with the responsibility to monitor the conversion process to be sure that the employees were treated with consideration and fairness and that no incidents would arise which could lead to a serious challenge to the Agency's action. Although no deadline was set for completion of the process, it was generally expected that the project would be completed during the first half of the fiscal year.

In early FY 1973 CPD worked out the following action plan:

(1) Preparation of and approval for a basic contract authorizing "special" benefits to the employees.

(2) Initial discussions [REDACTED] with the supervisors of the individuals involved.

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(3) Face-to-face meetings with the individuals involved by a task force from Headquarters.

(4) Acceptance of the contracts by the individuals.

(5) Processing of the paperwork involved.

(6) Financial implementation.

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The action plan was carried out pretty much as set up. The most delicate part was the group meeting. The [redacted] led off by explaining to the individuals the reasons for the conversion, i.e., staff ceiling pressures causing conversion of essential but non-rotatable positions from the staff side to the contract side. It was emphasized that in lieu of conversion, anyone was free to seek reassignment as a staffer within their component from their career service or elsewhere in the Agency through the Office of Personnel. The CPD representative then discussed with them the special contract arrangement under which they would be employed, stressing the continuing sameness of their present staff rights, privileges and benefits. The Office of Finance representative finished up the formal presentation, going over their financial arrangements in detail. A lengthy question and answer session followed.

The individuals were not pressured into signing their contracts but were given the better part of two weeks to think about the situation and to discuss it among themselves and with their spouses. The task force members remained available to answer further questions during this period. All the employees agreed to the conversion.

The most important administrative aspect of the conversion was financial. CPD maintained close liaison with the special Office of Finance representative to insure that the first paycheck under the contract employee arrangement would not be delayed and that all previous withholdings and deductions would continue as before under the new system. The financial changeover was carried out without incident. The effective date of the conversion [redacted] was 20 August 1972. The group [redacted] converted effective 15 October 1972.

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Several months have elapsed now since the exercise was completed. No problems have arisen with regard to the exercise and none are expected.

Costs: [redacted]

Sub-objective 1.1.3. To oversee the final revision and publication of the contract regulations and handbooks which had been "in process" for five years.

A rewrite of the contract regulations and handbooks was proposed in 1967. For various reasons the task was still uncompleted at the beginning of FY 1973. Its completion was one of CPD's basic objectives for FY 1973. A target date of 31 December 1973 was established internally.

The following action plan was set up:

(1) A complete rewrite of the contract package, reconciling all comments which resulted from the last coordination -- to be completed by 30 September.

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S E C R E T

- (2) Coordinate the rewrite, making last minute adjustments in the process.
- (3) Obtain final approval for publication (authentication).
- (4) Publication and distribution.

The plan was carried out about as it was set up but with some slippage in (1). The rewrite was more extensive than originally anticipated and took until the end of October. However, coordination went smoothly thereafter. Approval of the final rewrite was obtained in early February, 1973 and the contract regulations and handbooks bear a publication date of 23 February 1973.

Costs:

Sub-objective 1.1.4. To complete the contract portion of the Agency's surplus exercise by 30 June 1973.

This was a priority objective imposed upon CPD as a result of the staff reduction exercise. In April 1973, it was determined that a portion of the DDO reduction could be taken with contract personnel. CPD was given the responsibility for monitoring the separation of these contract individuals by 30 June.

The following action plan was established:

- (1) Identification and a formal listing of the individuals designated excess.
- (2) Notification to the individuals of that designation and the fact that their contracts were to be terminated.
- (3) A determination as to those eligible for separation compensation benefits.
- (4) Coordination with Retirement Affairs Division and the Office of Finance re: contract termination and retirement.

The objective was completed by 30 June 1973. individuals were identified as surplus to the needs of the DDO. Their names were formally recorded in a memorandum from the DD/O to the Director of Personnel. CPD either prepared or monitored preparation of termination notices to each individual on the list. It was then determined which of the individuals would be eligible for immediate retirement and which of those not so eligible, could be authorized separation compensation. RAD assumed responsibility for those who were to retire. Individual memorandums were prepared for those individuals authorized separation compensation.

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In addition to the priority objective discussed above, CPD was involved in the preparation of a large number of contracts during the period April through June, many as a result of staff excess activities. Contracts were prepared for about 40 individuals who converted from staff status during this period. Most of them were on the original staff surplus list. During the same period contracts were prepared for about 35 individuals who were retired on or before 30 June 1973 but with whom the Agency wished to retain a working association after their retirement. These individuals were not surplus. They had decided to retire on or before 30 June 1973 to take advantage of the 6.1 percent cost-of-living increase.

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[REDACTED]

Sub-objective 1.2. During FY 1973 to assist employees to prepare for and to accomplish their retirement from CIA in such a manner that the hand of the Agency is apparent in the efforts to help them make the transition with a self-assurance that the next stage of life may be met with confidence. Accomplishment of this objective will be considered achieved with the accomplishment of the following sub-objectives for the Retirement Affairs Division.

Sub-objective 1.2.1. To offer employees an opportunity to engage in advance planning for their eventual retirement by providing pertinent information and face-to-face pre-retirement planning sessions for approximately 1,100 employees.

Pre-retirement Planning Activities

This objective was achieved through an annual Retirement Information Seminar, private sessions on retirement planning with experienced retirement planning counselors, [REDACTED] places.

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The Retirement Information Seminar for FY 1973 was attended by an average of 380 persons per day. The cost was \$1,283.00 and required 1/16 of a man year to conduct. This includes the seminar director, receptionists, security guard and the recording technician. That the Seminar was successful is shown in the evaluations submitted by members of the audience. The following ratings were offered in the 90 evaluations received: Excellent, 31; Very Good, 51; Average, 6; Fair, 2; Unsatisfactory, 0.

There were 1,131 pre-retirement planning sessions during FY 1973 in which one counselor meets in private with the individual prospective retirees. The counselors are senior officers detailed from the Directorates to RAD to counsel employees from their respective Directorates. These

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officers are not paid from the RAD budget. In FY 1973 their total salaries were \$93,000. They are assisted by a secretary whose salary of \$8,572 is charged to the Office of Personnel. The measure of their effectiveness is determined from the comments made by retired persons in their responses to RAD's routine followup questions of retirees and from memos of commendation from pleased customers. The total cost of the counseling activity was \$101,858.

The total cost of the whole pre-retirement functions was \$104,641, of which only \$8,572 was in salary chargeable to the Office of Personnel.

Sub-objective 1.2.2. To provide retirement processing services by effecting the retirements of approximately 1,000 retirements, by providing counseling sessions for approximately 4,000 retirees, by preparing approximately 8,000 annuity estimates, by preparing 900 formal memoranda, by answering approximately 150 applications concerning service credit, and by completing approximately 5,000 retirement forms.

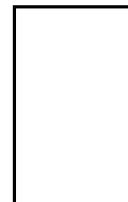
Retirement Processing Activities

The objective of this function is to prepare for and explain to actual retirees a complete coverage of all of their retirement benefits, entitlements and options and to do the necessary paperwork to effect official retirements from the U.S. Government. In addition, this function is concerned with the preparatory work of verifying creditable service for employees in the pre-retirement pipeline, explaining amounts of money due and accomplishing the necessary official paperwork. This involves considerable dispatch traffic with persons overseas.

Accomplished during FY 1973:

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- Total retirements effected in FY 1973
- Counseling sessions with retirees
- Annuity estimates prepared
- Formal memoranda prepared
- Applications concerning service credit
- Retirement forms prepared



Ten employees are engaged in this function (eight officers and two clerical assistants). Five are in the [redacted] in the [redacted]. In addition the Branch Chief devotes about 75% of her time to this function and about 90% of the activities of a Mail and File Clerk are oriented toward this function. All these employees are members of the Personnel Career Service. The cost of this function was \$162,705 in FY 1973. The effectiveness with which this objective has been accomplished is reflected mainly in the 1,018 retirements that were actually

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25X1 effected in FY 1973 and in the quality service provided the retirees at every step of the way whether they were located in the Headquarters area or in foreign field.

Sub-objective 1.2.3. To provide external employment assistance to persons leaving the Agency (retirees and resignees). Satisfaction will be achieved during the year by providing counseling services to approximately 900 retirees and resignees, by providing approximately 800 written responses to prospective employers, and by reviewing approximately 350 official personnel files for Government investigators.

External Employment Assistance

1,168 counseling sessions with clients (retirees and resignees)
812 written responses to prospective employers
373 official personnel files reviewed for Government investigation
238 meetings with SAS on termination cases

The objective here is to assist persons leaving the Agency either as retirees or resignees who express interest in locating other employment. Three officers and a clerical assistant handled this function in FY 1973. Their salaries totaled \$84,608. During FY 1973, 526 persons availed themselves of this function, of whom 332 appeared within the last four months of FY 1973 as the result of reductions during that period.

Caution is required in evaluating the degree to which this objective was accomplished. Of the 526 persons who contacted the Branch during FY 1973, approximately 30% dropped from contact either because they only wanted assistance with resumés or because they were not sufficiently interested to make the required effort. Of the 368 remaining, 107 obtained jobs. Based on the degree and quality of assistance given to the clients, the accomplishment in this area is of a high order. An evaluation of the number of jobs obtained must consider the fact that RAD does not control hiring in the civilian market and cannot force an outside party to employ our candidates.

Sub-objective 1.2.4. To provide to employees an option to invest, on a voluntary basis, a portion of their salaries toward an eventual fund that will supplement their primary annuity. The aim of this objective was to enable younger employees to invest over the long run to produce supplemental income for their retirement years. The plan reached its second anniversary at the end of FY 1973.

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Total investments in VIP amounted to \$3,958,651 as of 1 July 1973, of which \$1,968,927 was contributed during FY 1973.

The Office of Personnel budgets for two positions for the VIP, totalling \$36,492 for FY 1973. The extent to which the objective of the Agency in establishing this Plan has been realized is evident in the fact that the average age and grade of participants is 32 and GS-11 respectively, evidence that younger employees have been attracted to the Plan. As of 30 June 1973, there were 3,513 participants in the Plan and 132 retired persons had left their investments in the Plan.

Sub-objective 1.2.5. To provide secretariat services to the CIA Retirement Board.

Accomplishments for the year

Forms and memoranda prepared	1,270 items
Coding Machine Record Form 3108	1,885 items
Verification of data supporting nominations	390 cases
10th and 15th anniversary reviews	344 cases
Memos prepared in conjunction with these anniversary reviews	586 memos
Action on awarding Retirement Medallions	880 cases

The Secretariat to the CIA Retirement Board handles two activities, one of which is suggested by its name. The Secretariat "staffs out" and prepares for the Board all retirement actions that require the Board's attention; prepares agenda for the Board; and follows up on the Board's actions. The Secretariat also conducts a continuing review to ensure that participants in the CIARDS meet, and continue to meet, the requirements for participation in CIARDS and to execute the appropriate documentation for continuing participation or removal from participation as may be required. At the end of FY 1973 there were [] participants in CIARDS.

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The Secretariat consists of three employees, an officer, an administrative assistant and one clerical assistant. The cost of conducting this function was \$40,292 in FY 1973. The effectiveness of the Secretariat can be evaluated from the high quality service it provided the Retirement Board and the fact that the participation and designation phase of CIARDS continued through FY 1973 without error.

Sub-objective 1.2.6. To administer the annuity entitlements for approximately [] CIARD retirees, about 80 widow survivors and some 116 child survivors, and to assist retirees into retirement.

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The basic objective of this function, the administration of annuities to retirees and their survivors under the CIARDS, is rooted in the statute that makes the Agency responsible for complete administration of that

retirement system. Thus, the Agency is committed to servicing CIARDS annuitants and their survivors until the last one has died or becomes otherwise ineligible for CIARDS benefits.

The annuities of Civil Service retirees are administered by the Civil Service Commission. However, the Agency does assist its Civil Service retirees on other retirement matters to the extent possible.

As part of the organized effort to assist retirees into retirement, the Agency corresponds with retirees six months after they have retired and again at twelve months. In addition, correspondence is carried on whenever a retiree initiates a request.

Six and twelve month follow-up letters sent	873
Correspondence to retirees	991

The population of CIARDS retirees totals approximately [] in addition there are about 80 widow survivors and some 116 child survivors. In addition about 1,000 Civil Service retirees are active as regards this function. Most Civil Service retirees eventually break contact with the Agency.

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The services of one officer and one clerical assistant were committed to this function in 1973. Their salaries totalled \$28,051. The effectiveness of this function is measured by the numerous letters paying compliments to the service rendered and by the absence of letters complaining about irregularities in annuities or other retirement benefits.

Sub-objective 1.2.7. To reduce by 10% the time expended between initiation, processing and approval of applications for retirement in FY 1974 (based on FY 1973 experience).

A review of accomplishments toward the objective of reducing by 10% the time to process retirements must be prefaced with a recognition of the circumstances prevailing at the time the objective was assigned.

The objective was established in early March 1973. Before much effort could be directed toward that objective, the Agency went into a major reduction in personnel, most of which resulted in retirements. The actual number of retirements to be effected, the largest in the history of the Agency, were concentrated in the last four months of FY 1973. The degree of this concentration is apparent from the fact that retirements during June 1973 alone were greater than retirements during all of FY 1972. RAD had to take first things first. While some work was directed toward accomplishing the assigned objective the main effort was directed toward actual retirements.

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The action plan devised for progress toward achievement of the objective consists of eighteen (18) "milestones" which, when reached, could possibly reduce processing time.

1. Determine the current average time required to process a single retirement case. This figure is a necessary benchmark so that we can determine our progress toward a 10% reduction in that time.
2. Establish a system for recording the processing time for each retirement case during FY 1974. This data will furnish the basis for measuring progress, or lack thereof.
3. Review all forms used in a single CIARDS retirement with a view to reducing, combining, eliminating, simplifying, etc.
4. Devise pre-printed memoranda for requesting voluntary and involuntary retirement under CIARDS to replace individually typed memoranda.
5. Revise the "two year letter" from D/Pers to include an urging for the recipient to discuss any questionable service with RAD well before retirement and to furnish military discharge papers at the same time.
6. RAD, in conjunction with TRB and CPD, verify SCD's at no later than the two year mark for present eligibles.
7. RAD urge TRB and CPD to verify SCD of new personnel immediately upon EOD.
8. Negotiate with Federal Records Center for prompter action on requests for verification of civilian and military service.
9. Urge applicants for disability retirement to obtain the statement from their private physicians more promptly.
10. Urge supervisors of applicants for disability retirement to complete the statement more promptly.
11. Urge OMS to complete their action on disability cases more promptly.
12. Urge employees who draw military retired pay, and who are preparing for civilian retirement, to waive retired military pay as soon as possible if they want to combine their service.
13. Urge Civil Service Commission to transfer to CIARDS, faster than they have been doing, the retirement contributions of a person who is put with CIARDS immediately prior to retirement.

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14. Urge the Office of Finance to be more prompt in preparing and sending to RAD the Form 2806 on Civil Service Retirees.
15. Request the Retirement Board to meet more often, perhaps on demand, to handle retirement cases arising between regularly scheduled meetings.
16. Urge Cover and Commercial Staff to be more prompt in making determinations on the cover, or lack thereof, for prospective retirees.
17. Urge the Office of Security to be more prompt in coordinating on No. 15 above.
18. Discuss with Office of Finance the merits of merging the 25X1
 of O/FIN with RAD.

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RAD cannot report a high order of progress toward accomplishing this objective for FY 1973. Some "milestones" were met, but the primary concentration of RAD effort in the last four months of FY 1973 was on the extremely large total of retirement activity. This left little opportunity to direct much concentrated effort on any facet of the activity. Full accomplishment of this objective is scheduled for achievement in FY 1974. Some "milestones" were reached in FY 1973.

Of the eighteen (18) "milestones," RAD had accomplished only Nos. 4, 6, and 7 completely in FY 1973. Nos. 9, 10 and 12 have always been standard requests to the persons involved. They are included in the action plan because they will receive renewed emphasis. No. 15 was also achieved in effect during the end of FY 1973 when the Retirement Board, on its initiative scheduled meetings weekly to handle the large number of retirement cases. Thus some progress was made on seven of the eighteen items. This progress cannot be measured statistically until more progress is made on items 1 and 2 of the action plan.

In any event most of the meaningful steps in the action plan must be taken by organizations, external as well as internal, over which RAD has no managerial control. RAD must attempt to induce these units to perform their tasks more quickly than heretofore. They will be asked to perform "more promptly," not "as soon as possible." It is accepted that their actions have been completed as soon as possible heretofore.

A secondary fundamental problem is the difficulty of trying to identify the norm for retirement processing time from which the reduction of 10% is to be made. Some retirements are easy to process; e.g., a person who has worked only for CIA and no place else in the Federal Government. Others are complicated by factors which necessarily delay processing. Often this involves the need to refer to other entities (external or

internal) for appropriate decisions and action. Thus it will not be easy to identify a realistic norm.

A problem verifying military service might arise in FY 1974 and in subsequent years as the result of the disastrous fire at the Military Records Center in St. Louis in July 1973.

Thirteen of the eighteen steps in the action plan are concerned with urging other parties to perform more promptly. It is expected that this will be done in this manner:

C/RAD and C/ROB make an initial visit to each party for the exclusive purpose of requesting their prompter action. Additional contact will be made by these two officers for a total estimated six times each in FY 1974. The average time for each such meeting is estimated to be one-half hour; this totals 3 hours per year for each officer.

GS-15/4 @ \$14.23 p/h x 3	=	\$ 42.69
GS-14/4 @ \$12.21 p/h x 3	=	\$ 36.63
Sub-total		<u>\$79.32</u>

The commitment in man years is negligible.

The chiefs of the will be instructed to put forth, throughout the working year, the reminder to internal and external parties to take action more promptly. It is not planned that their subordinates will present this theme in their contacts with the other parties (except for item Nos. 9 and 10 of the action plan) because a drumfire of such urgings could be counter-productive. It is estimated that each of these two chiefs would spend one-half hour per week, on the average, in the attempt to get other parties to act more promptly. This totals 2 hours per week.

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2 GS-12/4 @ \$8.82 p/h x 1 hr. per wk. x 52 wks.	=	\$458.64
Sub-total		\$458.64

The commitment in man years is negligible.

Of the eighteen steps, only item Nos. 1, 2, 3, and 18 involve concentrated work for RAD. These items will be handled by C/RAD and C/ROB. The costs for the time of these two officers working on these items is estimated to be approximately \$100.00. When the system referred to in item 2 is established, it is anticipated that the retirement officer handling a case will tell the clerical assistant of his section the processing time for each case processed. The time and dollar costs involved by all parties concerned will be negligible.

Summing up costs, therefore, it is estimated that the total RAD financial resource commitment to the objective is \$537.96 at present pay scales and involves a negligible commitment in man years.

Sub-objective 1.3. To provide essential central processing services, insurance services and other essential employee benefits and services of common concern. Satisfaction of this objective for Benefits and Services Division would be accomplished with the achievement of the following objectives:

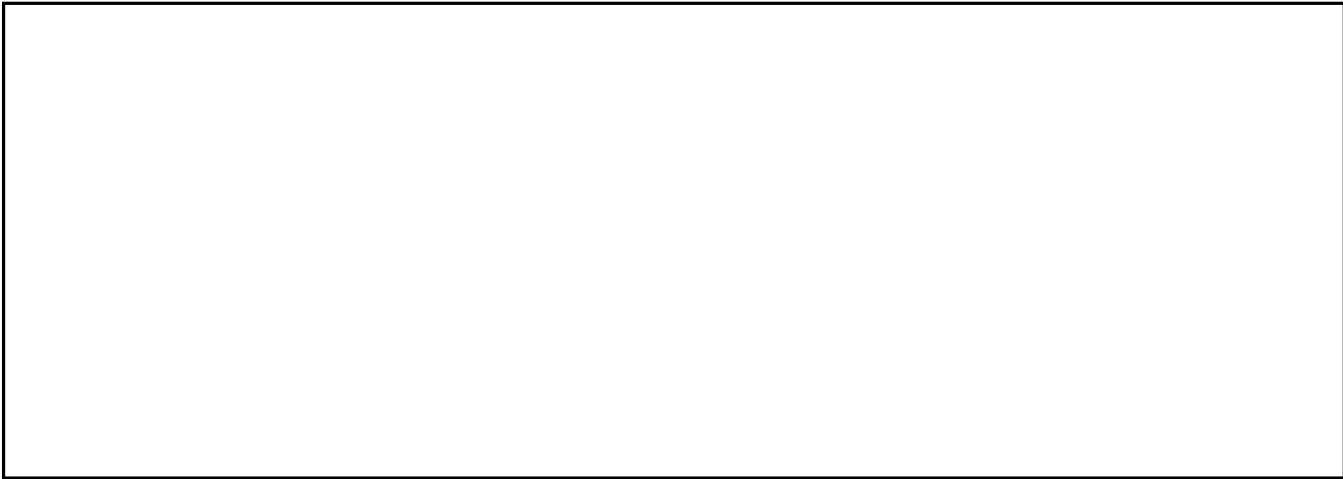
Sub-objective 1.3.1. The Central Processing Branch to provide central processing of common concern for approximately [redacted] domestic travelers;



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As projected the Central Processing Branch workload continued on the upswing as shown by the following statistics covering the last five fiscal years. The one reversal was an increase in PCS overseas travelers and the slight decrease in overseas TDY travelers.

FY 1969 FY 1970 FY 1971 FY 1972 FY 1973



25X1

Invitee Travel Claims

Number	1,596	1,565	1,046	1,111	1,116
Cost	\$262,308	\$290,030	\$212,942	\$233,658	\$223,787
Accountings	64	61	65	60	57

	<u>FY 1969</u>	<u>FY 1970</u>	<u>FY 1971</u>	<u>FY 1972</u>	<u>FY 1973</u>	
EOD Travel Claims:						
Number						25X9
Cost		\$28,247	\$33,263	\$25,821	\$36,434	25X9
Travel Advances:						
Foreign						
Domestic	401	432	472	527	560	
Advances Disbursed:						
Number					* 869	
Cost					\$565,405	
Travelers' Checks Disbursed:						
Number					* 9,896	
Cost					\$296,350	
Retirees						
CIA					104	
CSC					80	

*Since 23 January 1973.

The most significant activities and changes during FY 1973 are as follows:

There were several personnel changes during the year including the assignment of the former Chief of Transportation to the position of Deputy Chief/CPB and the replacement of the Chief of Transportation.

With the help of the Fine Arts Commission, CPB completed a decorative uplift during the past year. This decorative program included all new furniture for the CPB reception area, new wall hangings and painting the entire office.

The retiree program continued on the increase with 184 cases processed during FY 1973 versus 128 in FY 1972. These figures represent actual moves by retirees and do not include interviews and briefings that did not result in moves.

In January 1973 a [redacted] was established in the [redacted] of CPB. Through this facility, CPB was authorized for the first time to disburse advances and travelers' checks. During these past few months more than \$500,000 was disbursed in advances with an additional \$300,000 disbursed in travelers' checks. We feel that this function is a real step forward.

25X1

25X1

CPB resumed the preparation and disbursing of advances to re-tirees who drive to their retirement points.

A new allowance was granted to employees transferring PCS overseas. This allowance is the Miscellaneous Expense Portion of the Transfer Allowance. An agreement was reached with all area divisions that this allowance would be included in the advances prepared by CPB.

CPB was advised that it would lose one position in the [redacted] [redacted] at the end of FY 1974. It is hopeful that most of the functions now being performed by the [redacted] can be continued. CPB will be continually reviewing the possibility of the transfer of some functions to other components of the Agency during the next few months in view of the pending 25% reduction in personnel.

25X1

25X1

25X1



25X1A

The annual storage company contracts were negotiated under the "Request for Proposal Method" (a bid by item contract). This method has proved more satisfactory than the previous method in which each point was separately negotiated. The contract improved the methods for handling inbound steamship containers and we now use "Tri-Wall" type containers (a three-layer container giving more protection against breakage) for shipment of air freight.

As a result of a CPB employee suggestion, CPB discontinued the use of Government Transportation Requests (GTR's).



25X1A

After many years in the development process, a one-month trial run of the CENBAD system was to go into effect on 1 July 1973. It is hoped that the complete program will be in production during the early months of FY 1974. During FY 1973 CPB prepared the records for approximately [redacted] passports to be included in the CENBAD system.

25X9

Sub-objective 1.3.2. Insurance Branch. To administer the Agency's health and life insurance programs on a level of activity about equivalent to that of Fiscal Year 1972.

Accomplishments for the year were as follows:

25X9

HEALTH INSURANCE

ASSOCIATION PLAN HOSPITALIZATION (FEHBA)

New Applications
Cancellations
Policies in Force - Employees
Policies in Force - Retirees

*These figures
are for the P/P
5/28/72 - 5/26/73

Number of Claims by IB
Number of Claims Paid by Underwriter
Claims Paid by IB
Claims Paid by Underwriter
Average per Claim
Payment to Underwriter

*These figures
are for the P/P
5/28/72 - 5/26/73

CONTRACT HOSPITALIZATION

New Applications
Cancellations
Policies in Force

*These figures
are for the P/P
4/30/72 - 4/28/73

Number of Claims
Claims Paid
Average per Claim

Payment to Underwriter

*This figure is
for the P/P
4/30/72 - 4/28/73

SPECIFIED DISEASES

New Applications
Cancellations
Policies in Force
Number of Claims
Claims Paid
Payment to Underwriter

AIR FLIGHT

New Applications
Cancellations
Policies in Force
Claims Paid (0)
Payment to Underwriter

2/
S E C R E T

MILITARY AIR FLIGHT

25X9

New Applications
Cancellations
Policies in Force
Claims Paid
Payment to Underwriter

FLIGHT AND ACCIDENT PLAN

New Applications
Cancellations
Policies in Force
Insurance in Force
Claims (3)
Payment to Underwriter

INCOME REPLACEMENT

New Applications
Cancellations
Policies in Force
Number of Claims
Claims Paid
Payment to Underwriter

MISCELLANEOUS

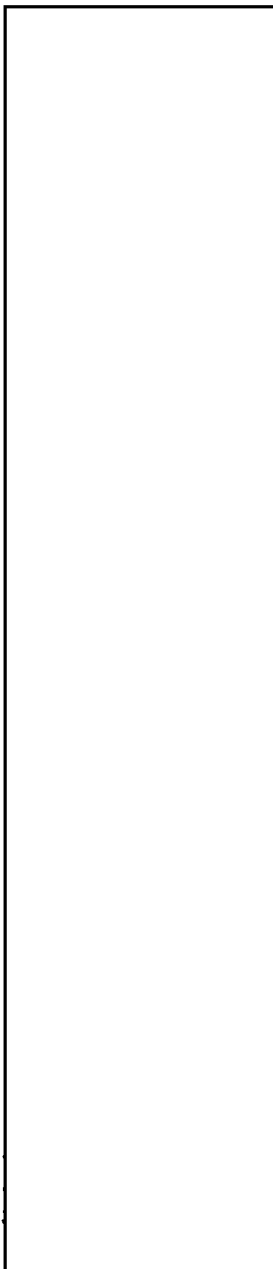
24,735 checks written

LIFE INSURANCE COVERAGE

WAEPA

New Applications
Cancellations
Policies in Force
Insurance in Force
*Claims (10)
Payment to Underwriter

25X9



25X9

UBLIC

New Applications
 Cancellations
 Policies in Force
 Insurance in Force
 * Claims (34)
 Dependent Payment to Underwriter
 Payment to Underwriter



CONTRACT LIFE

New Applications
 Cancellations
 Policies in Force
 Insurance in Force
 Claims (0)
 Payment to Underwriter

Health Statements checked for applicants applying for WAEPa, UBLIC, Contract Life, Contract Hospitalization and Income Replacement.

<u>FY 1972</u>	<u>FY 1973</u>	<u>Increase</u>
396	743	87%

Retirees covered by UBLIC Terminal Benefits.

<u>FY 1972</u>	<u>FY 1973</u>	<u>Increase</u>
452	897	98%

Personal interviews with employees resigning, retiring or going on LWOP.

<u>FY 1972</u>	<u>FY 1973</u>	<u>Increase</u>
2,001	2,248	12%

Written information to employees separating in absentia.

<u>FY 1972</u>	<u>FY 1973</u>	<u>Decrease</u>
391	377	3.5%

*



25X9

25X9

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Approved For Release 2002/10/21 : CIA-RDP78-05941A000200020001-9

COMPARISON STATISTICS
 FY 1972 vs. FY 1973

Policies in Force

25X1A

<u>Plan</u>	<u>FY 1972</u>	<u>FY 1973</u>	<u>Gain</u>	<u>Loss</u>
Association Plan (FEHBA)			--	3.1%
Other than Ass'n Plan (FEHBA)			3.7%	--
			--	4.6%
			--	5.6%
			5.9%	--
			--	7.8%
FAP (Flight & Accident Plan)	884	765	--	13.5%
Income Replacement	219	192	--	12.3%
Specified Diseases	941	876	--	6.9%
Air Flight	1,437	1,634	13.7%	--
Military Air Flight	20	28	4%	--

25X1A

HEALTH INSURANCE

The negotiations for 1973 premiums for the Association Benefit Plan were notably influenced by a change in the Federal Employees Health Regulations which the Civil Service Commission introduced in August 1972. This change amended the manner in which payments could be made to a participating plan from its own contingency reserve held by the Commission. Prior to this time, regulations required that reserves held by a plan must be less than 5 months premiums before the Commission could release money from the contingency reserve to the Plan. As a result, the more cautious or conservative a plan was in its finances the less likely it was to receive any money from the contingency reserve. At the same time, the regulations required that 3% of the plan's premiums be added to the contingency reserve, regardless of the plan's financial position. Consequently, as of 1 January 1972 the Association Benefit Plan had an excessively large contingency reserve held by the Commission that amounted to over \$1,580,000 -- a sum that could not be used by the Plan. Recognizing that this situation existed, not only for the Association Benefit Plan but also for other participants of the Federal Employees Health Benefits Program, the Commission introduced a change in the regulations which permitted it to make payments to the plans from their contingency reserves on an individual consideration basis. This change then permitted the Commission on 6 September 1972 to counterpropose to GEHA that its 1973 premium proposals be reduced by 1/12 and that this 1/12 difference in premium income be made up by a payment of \$457,000 from the Plan's contingency reserve. GEHA and the Plan's underwriter, Mutual of Omaha, agreed to this counterproposal since it reduced an increase of premium to the employees from approximately 25% to 16% without any reduction in Plan income.

In compliance with the Commission's deadlines of 30 April and 30 June for submission of benefit and premium changes, the GEHA Board approved the following benefit changes of the Association Benefit Plan for 1974:

- Increase maternity benefits by raising the allowances for a normal delivery from \$150 to \$250 and for a Caesarean section from \$300 to \$400. Also increase the allowance for the anesthesiologist from \$20 to \$60.
- Provide major medical coverage of the charges of a licensed practical nurse on the same basis as a registered nurse, when the patient is hospital confined.
- Cover charges by a hospital for professional services under the basic benefit for hospital outpatient expenses instead of under major medical benefits as is currently provided for.

The Board also authorized for submission to the Commission a premium rate approximately 19% over that of 1973. This proposal was coupled with the request that 1/12th of the premium be paid from the contingency reserve as in the 1973 contract.

In the previous report it was indicated that GEHA successfully negotiated for an increase in its administrative allowance for the Association Benefit Plan from 2% to 2 1/2% of premium. This increase has not only put the program of reimbursing the Agency for the salaries of claims personnel back on a sound financial basis but it has also made it possible for one additional salary to be reimbursed. Total salaries reimbursed from this source is now 14.

Total enrollment in the Association Benefit Plan is essentially the same as it was at the end of the previous reporting period, however, as was to be expected, the number of employees enrolled in the plan declined and the number of retirees enrolled in the plan increased. Unexpected was the 13% increase in the number of claims processed by the Insurance Branch

25X9 [redacted] This statistic, when considered with the slight decrease in the average dollars per claim, indicated that employees are submitting claims much more frequently than before. Although this represents an increase in service, it will also present a problem of manpower if the trend continues, inasmuch as several Saturdays of overtime were required by the Claims Section in the early part of this year to keep claims current.

25X1A [redacted]

25X1A

The Contract Health Plan finished another year with little change in statistics from the previous year. Also unchanged were the benefits and premium rates, since the legal problem of the price freeze is still unresolved with respect to what changes can be instituted in this Plan. As soon as it is deemed legally possible, this plan will be upgraded to be more comparable with the Association Benefit Plan.

LIFE INSURANCE

The 1971-72 UBLIC policy year ended on 31 July 1972 with claims and administrative expenses exceeding premiums by \$51,000. This marked the third consecutive year that no refund of premium was realized from this plan. Furthermore, a payment of \$21,000 to the underwriters was required from GEHA's UBLIC Trust Liability in accordance with a previous agreement with the underwriters to forestall a premium increase. In an effort to improve the UBLIC plan's position through increased enrollment, an informal publication entitled "What Is A UBLIC" was written and distributed to all Agency employees. This publication pointed out the needs for life insurance throughout the various stages of an employee's life and was well received. Over 300 new enrollments and applications for increases in coverage were experienced as a result of this publication.

The current UBLIC policy year ending on 31 July 1973 looks somewhat better. Barring any deaths between now and 31 July 1973, premiums will exceed claims and expenses by approximately \$76,000.

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S E C R E T

In May 1973 the WAEPA announced changes in its life insurance program which primarily centered around substantial reductions in premiums for age groups under 40 years of age. This was viewed as a threat to the UBLIC Plan which is already suffering from an increase in the average age of its enrollees. Unlike the WAEPA and most other association or organization type group life insurance plans which have graduated premiums based on the enrollee's age, the UBLIC Plan has always had one premium rate for all employees. Therefore, a revision of the premium structure was agreed upon with the underwriter whereby UBLIC enrollees in their 40's would continue with essentially the same premium rate, those in their 50's would have their premiums increased, and those under 40 would have their premiums attractively reduced. It was believed that this action would stimulate enrollment among younger employees and improve the financial position of the Plan. The Plan was presented to the GEHA Board and approved for implementation effective 1 October 1973 in order to coincide with the long awaited payroll deduction of life insurance premiums. Unfortunately, a new price freeze was announced before the changes were implemented and they are now being held in abeyance pending announcement of Phase 4 guidelines with respect to insurance premiums.

25X1A The Contract Life Insurance Plan again presented a favorable financial picture. While enrollment is down slightly from the last reporting period [redacted] the Plan ended another policy year on 30 April 1973 with no claims and a refund of premium in excess of \$20,000 should be forthcoming.

During the reporting period the WAEPA enrollment remained essentially at the same level as last year but claims rose to \$244,500, exceeding premiums by a little over \$16,000.

24 Hour Flight and Accident Plan

The 24 Hour Flight and Accident Plan was again renewed on 1 May 1973 without change in premium rates. The number of enrollees in this Plan is down to 765 from a figure of 884 one year ago. The statistical data on this Plan reflects three claims totaling \$110,000; however, one of these claims was actually incurred during the previous policy year. This claim is also interesting in that it involved a compromise settlement of 50% since all available evidence did not make a clear case either for or against accidental death. (This same death also resulted in 50% compromise settlements by UBLIC, WAEPA, and FEBLI with respect to the accidental death benefits associated with those Plans.) In spite of these claims, premiums still exceeded claims payments by almost \$20,000 and this Plan has overcome the adverse experience that it had during its first two contract years.

General Comments

The large number of retirees and resignees to be processed at the close of the fiscal year had its impact on the Insurance Branch as well as other

offices. The processing of insurance records and the counseling of these people put an extremely heavy workload on the Underwriting Section at a time when the planning for two other projects was also underway. These were the implementation of payroll deductions for all employees enrolled in the UBLIC, WAEPA and Contract Life Plans, and the previously mentioned restructuring of the premium rates of the UBLIC Plan by age groups. Without exception, these employees unselfishly worked 10 hour days, sandwiched in their regular work between pre-exit appointments with retirees, devised temporary systems for control of a large number of records being removed from the regular files, and through all maintained even tempers and pleasant dispositions. The latter was perhaps the most challenging, in view of the attitude of many of those processed.

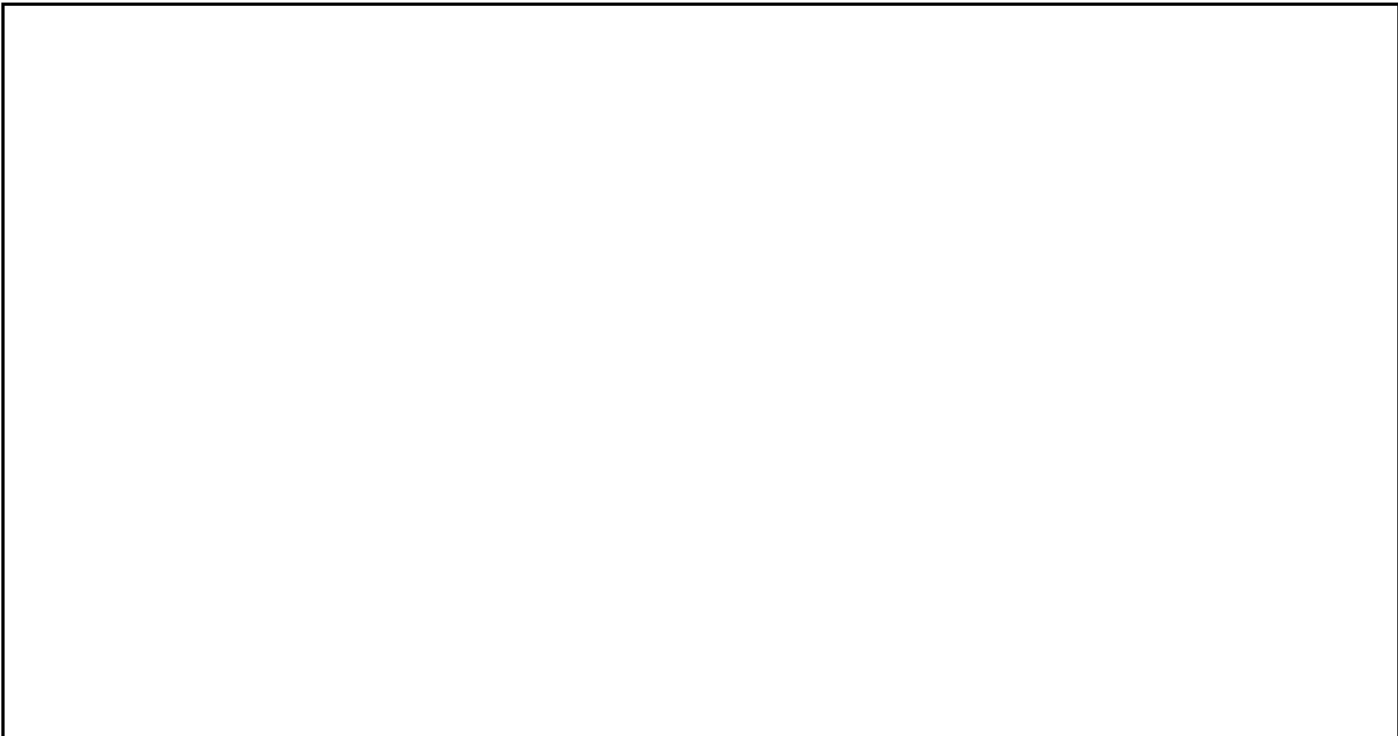
Successful implementation of the long awaited new payroll system made it possible for UBLIC, WAEPA, and Contract Life insurance premiums to be deducted from the salaries of all employees, whereas this was previously permissible only for those on confidential funds. A great deal of effort was expended by Insurance Branch and OJCS to prepare for the implementation of this payroll deduction program which is still tentatively scheduled for 5 August 1973. Extremely fine assistance and cooperation from [redacted] of SIPS and [redacted] of OJCS played a large part in the readying of the program. However, after some frantic efforts to have all preparations of systems and notices ready by the deadline, a hold has been placed on the project in the hopes that an early decision regarding the UBLIC change in premiums can be obtained and both these new premiums and the payroll deductions can be implemented simultaneously.

25X1A

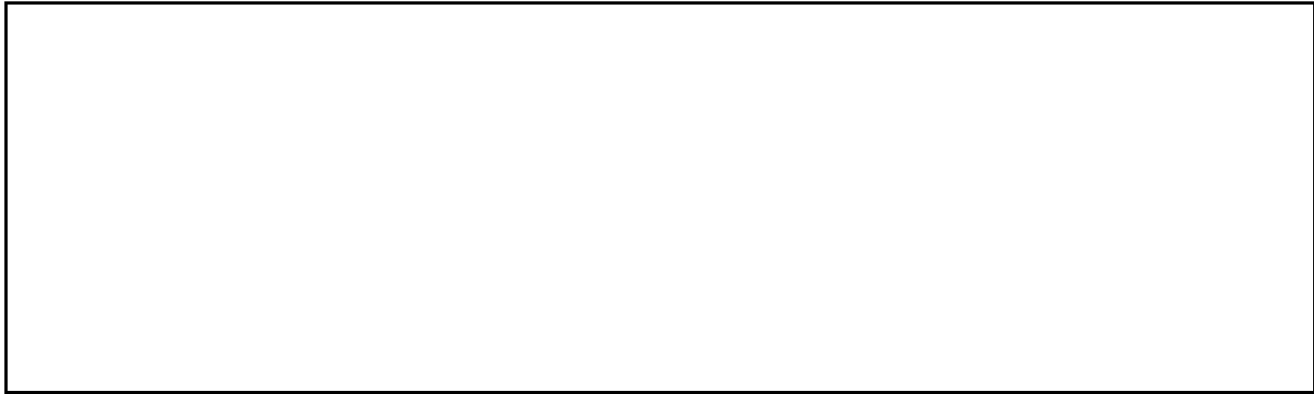
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25X1A

25X1

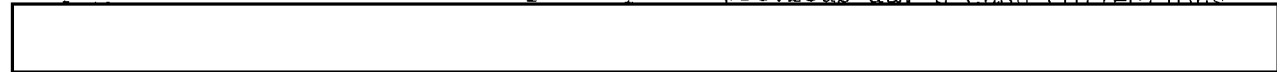


25X1



Turnover of Branch personnel was considerably less during this reporting period than is usually experienced; however, the loss of personnel that did occur has posed problems because of lack of replacements. The Deputy Chief of the Branch was reassigned in April after training in that position for approximately 18 months. A replacement was recruited from outside the Agency but unfortunately he declined to accept the position after he had been fully cleared. Replacement of clericals has also been next to impossible. The [redacted] has been without a clerk-typist since March and has had to operate with one less records clerk due to a vacancy that has not been filled since last December. A former contract employee has been selected for the clerk-typist position and her completion of processing and assignment to Insurance Branch is awaited with cautious optimism. One factor that has complicated the filling of the records clerk vacancy is that it preferably be a male employee. This is due to the fact that this employee must make daily trips to headquarters to pick up the previous day's cash collections.

25X1



[redacted] interviewed for the position and is eager to take it; however, his office will not release him until they receive a replacement for him. This has been pending for approximately 3 months.

25X1A

Because of the large increase in health insurance claims, the strength of the Branch was increased by one position, it being reimbursed from the health insurance trust liability account. This should relieve the problem of claims backlog but aggravates another problem - that being lack of space. While it is true that the Branch is generally crowded, the problem is aggravated by the manner in which the assigned space is utilized. If Branch personnel were evenly distributed throughout the office, the condition could be tolerated. However, under present conditions, if the Branch should achieve full strength some claims personnel will have to be located far from their supervisor and the vaulted area from which their work originates. Approval was obtained several months ago to expand to some of the space that lies vacant on this floor of the building but no action has been taken to carry out that plan.

Sub-objective 1.3.3. Insurance Branch. To reduce by 10% the time expended in processing insurance, overseas medical and Office of Federal Employees' Compensation claims in FY 1974.

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S E C R E T

In January 1973 a reporting system was installed to provide data on the number of overseas medical claims and O/FEC claims received, processed and pending settlement. These reports will identify whether or not there is a need to request the Office of Medical Services and the Office of Security to reduce the time for processing these claims within their respective offices. It was estimated in mid-FY 1973 that 4 man-years would be required to process overseas and O/FEC claims. Now it appears that these claims can be processed with 3.1 man years. The Insurance Branch continues to monitor progress in the faster settlement of insurance claims. The number of claims filed in FY 1973 increased by more than 260. Although a reduction in processing time did not occur, overtime increased so that processing time remained at the same level as in FY 1972. If the number of claims remains at the FY 1973 level of increase, we can anticipate a short fall in our goal to reduce processing time by 10% in FY 1974.

25X1A

Sub-objective 1.3.4. Insurance Branch. By the end of FY 1974 to reduce the number of Special Life Insurance Premium payments processed manually.

Payroll deductions were planned to begin in August 1973 for premiums due in October 1973. With the Phase III announcement in June 1973 that all insurance premium rates were frozen, it appeared that the planned increase in some UBLIC premiums which were to coincide with the introduction of payroll deductions seemed in jeopardy. Now it appears that the original plan will be on schedule in August and October. The manpower cost has been \$15,000 with an average employment of 1.6 for this objective. No unanticipated problems in meeting this objective's schedule are foreseen

Sub-objective 1.3.5. Personal Affairs Branch. To provide personal affairs services for Agency employees to include casualty assistance to the wives and children of approximately 35 deceased Agency employees; the processing of approximately 500 claims under the Overseas Hospitalization Program, 485 claims under the Federal Employee's Compensation Act, and 30 death claims; approximately 2,000 pre-exit interviews; 300 leave without pay cases; 250 advanced sick leave requests; and 190 counseling sessions on debt complaints and financial problems; and the operation of the Blood Donor Program, the Religious Services Program, the Educational Aid Fund, the Income Tax Seminar, the Savings Bond Drive and the Consolidated Fund Drive.

Accomplishments for the year were as follows:

PERSONAL AFFAIRS BRANCH

STATISTICAL DATA

1 July 1972 - 30 June 1973

<u>CASUALTIES REPORTED</u>	<u>FY 1973</u>	<u>FY 1972</u>	<u>FY 1971</u>
Serious Illnesses	51	70	132
Deaths			
Employees	34	30	33
Dependents (Overseas)	3	4	8
 <u>FEDERAL EMPLOYEES' GROUP LIFE INSURANCE</u>			
Death Claims	32	29	31
Reinstatements	26	14	10
 <u>UNPAID COMPENSATION</u>			
Total Claims	34	30	32
 <u>OVERSEAS HOSPITALIZATION PROGRAM</u>			
<u>TOTAL CASES</u>	493	638	606
Employee	175	228	199
Dependent	318	410	407
 <u>ACTION TAKEN</u>			
Employee			
Approved	123	224	191
Rejected	0	4	5
Withdrawn	0	0	2
Pending	52	0	0
Inactive	0	0	1
Dependent			
Approved	227	406	393
Rejected	0	4	7
Withdrawn	0	0	7
Pending	91	0	0
Inactive	0	0	0

	<u>FY 1973</u>	<u>FY 1972</u>	<u>FY 1971</u>
<u>OFFICE OF FEDERAL EMPLOYEES' COMPENSATION CLAIMS</u>			
<u>TOTAL CASES</u>			
<u>ACTION TAKEN</u>			
New Claims Processed.	227	210	198
Approved.	85	163	171
Rejected.	0	13	8
Withdrawn	1	2	2
Pending	134	24	8
Inactive.	7	8	8
Internal FEC.	0	0	1
 New Claims - CA-1 only.	 246	 279	 220

PRE-EXIT INTERVIEWS, EXIT PROCESSING,
 COUNSELING, AND ASSOCIATED ACTIVITIES

Resignations - Separations			
Summer Employees.	204	136	404
Retirements	*726	564	514
Deaths.	34	30	33
Other	*1238	1040	1205
Total	2202	1770	2166
 Leave Without Pay including			
maternity	298	294	343
Advanced Sick Leave	251	253	261
Counseling.	91	196	320
Indebtedness Complaints	67	87	113

*Please note that since, as of 1 January 1973, CSC discontinued service retirements are coded as resignations, approximately 185 such retirements are shown under the "other" category instead of under "retirement."

CASUALTY ASSISTANCE

There were 34 deaths of Agency employees in FY 1973, compared with 30 in FY 1972. The average age at time of death was 44.2 years, compared with 44.37 in FY 1972. Twenty-seven were staff employees and 7 were contract employees. Twenty-six of the deaths occurred in the United States and 8 occurred overseas.

Of the 23 natural deaths, 15 were from heart condition and 4 from cancer. Of the 11 accidental deaths, 4 were from automobile accidents and 3 were caused by hostile action.

The number of deaths by Directorate were: DD/M&S, 15; DDO, 14; DDS&T, 3; DDI, 1; and O/DCI, 1.

The following two tables show the number of deaths of Agency employees over the past 10 years and the FY 1973 deaths by age group.

NUMBER OF DEATHS BY FISCAL YEAR

<u>YEAR</u>	<u>NUMBER</u>	<u>YEAR</u>	<u>NUMBER</u>
1973	34	1968	36
1972	30	1967	35
1971	33	1966	46
1970	40	1965	35
1969	32	1964	42

EMPLOYEE DEATHS FY 1973 (BY AGE GROUPS)

<u>AGES</u>	<u>NUMBER</u>	<u>AGES</u>	<u>NUMBER</u>
21-25	2	46-50	4
26-30	4	51-55	5
31-35	3	56-60	6
36-40	3	over 60	2
41-45	5		

Of the thirty-four employees who died in FY 1973 all but one held some type of insurance. Seventeen had FEGLI only; eleven had FEGLI and UBLIC; three had FEGLI and WAEPA; one had FEGLI, UBLIC and WAEPA; and one had UBLIC only.

AMOUNT OF INSURANCE COVERAGE
 FOR EMPLOYEES WHO DIED IN FY 1973

<u>TYPE COVERAGE</u>	<u>TOTAL</u>	<u>FEGLI</u>	<u>UBLIC</u>	<u>WAEPA</u>
<u>TOTAL</u>	\$1,424,000	\$895,000	\$359,000	\$170,000
Regular	1,080,000	641,000	339,000	100,000
Accidental	214,000	124,000	20,000	70,000
Optional	110,000	110,000	NA	NA
Optional Acc.	20,000	20,000	NA	NA

OVERSEAS HOSPITALIZATION PROGRAM

	<u>Claims</u>	<u>Expenditures</u>
FY 1973		\$221,348.00
FY 1972		328,644.00
FY 1971		450,224.00

The rate of expenditures of the Overseas Hospitalization Program for FY 1973 appears to be consistent with the rate for the previous year, in spite of the fact that there was a decrease of 145 in the number of claims processed. With fewer people overseas the decrease was anticipated but with the continuous rise in the cost of living index, the medical expenses in FY 1973 did not show any appreciable decline.

Our Annual Report for FY 1972 stated that [] cases were submitted during 1972 and that [] of these cases had been approved at the cost of \$224,653. An additional 210 vouchers were processed in FY 1973 of FY 1972 claims, increasing the total expenditures for FY 1972 to \$328,644. To date [] claims have been submitted for FY 1973 of which [] have been approved for a total expenditure of \$221,348.

25X9

25X9

The total number of vouchers processed during FY 1973, including those charged to FY 1972, was [] reflecting a decrease of 78 vouchers. Only [] of the vouchers processed pertained to FY 1973 claims.

Our proposal to OMS that certain Overseas Hospitalization claims be settled by the Branch without referring them to OMS for recommendation was accepted and we no longer send "continuations of previously approved claims" to OMS. This has resulted in a considerable reduction in the time frame for processing such claims.

Because medical reports are not forwarded to OMS by field installations, we continue to have problems in obtaining OMS approval on claims, even for those in which it is quite apparent that the illness was incurred while located abroad. We estimate that there is a 60 to 90 day delay in processing a claim when it is necessary to send a dispatch to the Field requesting that medical reports be forwarded to OMS. With the distribution of [] to the Field, all those concerned with the transmittal of medical claims to Headquarters will be alerted that all necessary documentation must be submitted when claims are forwarded so that prompt processing can be accomplished. During FY 1973, 245 dispatches were sent to the Field. The majority of these were to request additional information because the claim was not completely documented when originally submitted.

FEDERAL EMPLOYEES' COMPENSATION ACT

A total of 473 cases were received in the Branch in FY 1973, a decrease of 16 from FY 1972. We received 227 actual claims for submission to O/FEC, an increase of 17 over FY 1972. We also received 246 CA-1's to be filed for record purposes only, a decrease of 33 from FY 1972. During FY 1973, 990 documents were transmitted to O/FEC. Four of the claims processed in FY 1973 were for deaths incurred in the performance of duty.

Although we feel that we continued to receive preferential handling of our cases in O/FEC during FY 1973, we noted that, in general, there was

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increased time needed by that office to process our claims. We attribute this situation to the fact that the Special Claims Section of O/FEC, which handles our classified cases, has been given substantial, additional responsibilities for handling District of Columbia, AEC, and TVA cases. As a result of our fine rapport there, however, we are still able to ask for expeditious handling of pressing cases, particularly death cases.

In June 1973 we processed a large number of requests to recredit sick leave which had been used in connection with approved FEC claims. The increase was a result of the large number of employees retiring by 30 June 1973 who wanted the sick leave applied toward computation of their retirement annuities. This activity entailed considerable effort on the part of O/FEC, the Office of Finance and the Branch. O/FEC and Finance were most cooperative in providing support for expeditious handling of these requests.

FEDERAL EMPLOYEES' GROUP LIFE INSURANCE

The number of Agency employees covered by FEGLI at the end of FY 1973 was 554 more than in FY 1972 and the total amount of insurance in force at the end of FY 1973 was almost seven and one-half million dollars more than in FY 1972. The number of employees with optional FEGLI in FY 1973 was 66 more than in FY 1972.

	<u>FY 1973</u>	<u>FY 1972</u>
Regular FEGLI		
Optional FEGLI		
Amount of Regular FEGLI	\$276,188,000	\$269,379,000
Amount of Optional FEGLI	<u>36,190,000</u>	<u>35,530,000</u>
Total	\$312,378,000	\$304,909,000

25X9

Of the 34 employees who died in FY 1973, thirty-two were covered by FEGLI. The following amounts were or will be paid in benefits:

Regular	\$641,000
Regular Accidental	124,000
Optional	110,000
Optional Accidental	<u>20,000</u>
Total	\$895,000

COUNSELING

Counseling declined substantially in FY 1973 as compared with FY 1972, particularly in the areas of financial problems and sensitive cases as shown in the following chart.

<u>TYPE OF COUNSELING</u>	<u>SESSIONS WITH EMPLOYEES</u>	
	<u>FY 1973</u>	<u>FY 1972</u>
Debt Complaints	67	87
Financial Problems	18	58
Sensitive Cases	6	21

ADVANCE SICK LEAVE

The number of hours of advance sick leave requested in FY 1973 was some 2,000 hours more than in FY 1972, although there were two fewer requests.

	<u>1973</u>	<u>1972</u>	<u>1971</u>
Request for Advance Leave	251	253	261
Number of hours requested	30,008	27,970	28,614

BLOOD DONOR PROGRAM

The Fairfax County Red Cross Bloodmobile continues to come to Headquarters the first Tuesday in every month and a constant effort is made to increase the number of donors participating in the Agency Program. It is encouraging to note that for the third consecutive year the donations have gone over the 2,000 pint mark. Based on the records it is obvious that the program continues to be sustained by a number of dedicated regular donors. A large number of these donors have now either retired or resigned during the past year; and we will, therefore, increase efforts to recruit new donors for the coming year.

<u>YEAR</u>	<u>NUMBER OF PINTS COLLECTED</u>		
1973	2064		
1972	2068		
1971	2094		
Requests for Blood Replacement	<u>1973</u>	<u>1972</u>	<u>1971</u>
Employees	41	28	33
Dependents	<u>97</u>	<u>92</u>	<u>85</u>
Total	138	120	118

Although the number of pints collected decreased slightly this past year the requests for blood replacement and the number of pints needed showed increase over 1972 and 1971.

A total of 597 pints were used to fill the 138 requests for blood replacement. Of that total, 133 pints were used for employees and 464 pints were for dependents. During the past year the Red Cross now allows "designated" donations to count towards our quota. Included in the above totals is a request for blood replacement for a leukemia patient, the nephew of an employee serving overseas. His office donated 14 pints designated for the child.

In January 1973 PAB was asked to comment on an employee suggestion that the donor day be changed from the first Tuesday of the month to the third Wednesday, based on the suggester's statement that many employees are working on end-of-month reports or end-of-month meetings on a first Tuesday. We conducted a survey in February and March 1973 on this issue. The overwhelming response was to leave the schedule as is, the first Tuesday of a month.

RELIGIOUS SERVICES

Religious Services were conducted twice during the 1974 Lenten Season: on Ash Wednesday, 7 March 1973 and Good Friday, 20 April 1973. Attendance at these services was about the same as last year with 463 Catholics and 175 Protestants attending the Ash Wednesday services and 240 Catholics and 140 Protestants attending the Good Friday services.

EDUCATIONAL AID FUND

A staff member of PAB continues to provide assistance to the Executive Secretary of the Educational Aid Fund during the period that student applications are received, reviewed and a final selection of recipients is made. There were 120 applicants this year, as compared with 135 students who applied last year. The EAF program generally lasts from February to July.

INCOME TAX SEMINAR

The annual income tax seminar was conducted for two days in January 1973, as in previous years. Initially, there were 92 people who signed up for the course; however, only 76 were present for the first day and 66 for the second day, for an average of 71. Two representatives from IRS presented a briefing on the federal tax for a day and a half, and two representatives from OGC utilized the remaining half-day, to discuss state income taxes for Maryland, Virginia and the District of Columbia. At the conclusion of the course, written comments were requested from those in attendance on their impressions of the seminar. The consensus was that the course had been useful and informative. In order to obtain further insight as to what extent those in attendance were assisting their fellow employees in tax matters, each was asked to keep a record of his activities. After the income tax deadline, 65 of those who attended the course were contacted. They advised that the time devoted to answering questions and giving tax

assistance ranged from zero to forty-five hours. The average time spent by each of the 65 people was between seven and eight hours.

A Headquarters Employee Bulletin was issued in March 1973 based on an IRS "Fact Sheet" on income tax refund of Civil Service Retirement contributions. This matter, which received considerable publicity in the local newspapers, necessitated our obtaining appropriate forms for use by Agency personnel and the issuance of a Headquarters Employee Bulletin because of the high interest among Agency employees.

Next year we plan to revise the procedures for making tax forms available to overseas personnel. In past years, the Office of Finance has obtained income tax forms from PAB for overseas personnel. Last year, for example, we obtained [] forms for Finance which the latter then forwarded to area divisions for distribution to overseas personnel. This year, rather than sending the tax forms to Finance and they in turn sending them to the area divisions, we arranged to have the forms made available to the area components as needed. Although an announcement to this effect was made at at least three support chief meetings, the response from the area divisions was limited to two or three divisions which requested a very nominal number of forms.

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Several thousand additional federal and state income tax forms were also obtained and placed in the Credit Union for Agency employees. As in the past, the forms disappeared rapidly. Their ready accessibility in the Credit Union seems to encourage employees to take a few "extra sets." We plan to suggest, therefore, that in the future income tax forms be located in the supply room where better control can be exercised and employees will make a trip to the supply room only if they actually need certain forms. This approach may conserve the forms and provide an opportunity for more people to obtain them.

SAVINGS BOND DRIVE

The Savings Bond Drive, which was conducted in May 1973, was not as successful as the 1972 Drive. One of the primary factors for the poorer showing this year was the fact that for the first time only those Agency [] were eligible to have payroll deductions for Savings Bonds.

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In 1972 there were 374 new E Bond buyers, with a total of \$4,228.40 being deducted each pay period; this year there were 187 new E Bond buyers with a total of \$2,181.00 being deducted each pay period. An additional 113 persons increased their savings bond deductions by \$1,465 in 1973, as compared with 315 last year.

A new procedure is being developed to change some of the steps involved in the Savings Bond Drive and eliminate approximately 450 weekly reports (prepared by Keymen and Chairmen) submitted each week during the four-week drive.

CONSOLIDATED FUND DRIVE

A member of the Branch served as the fund drive coordinator for the Consolidated Fund Drive which included the Combined Federal Campaign, Educational Aid Fund and Public Service Aid Society. This duty lasted from August to December 1972. A total of \$295,085.53 was pledged to the Combined Federal Campaign by Agency employees. This amount was 100.04 per cent of the Agency goal. There was a [] participation by Headquarters employees.

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Contributions to the Educational Aid Fund amounted to \$17,479.31 with [] of Headquarters personnel participating. The Public Service Aid Society received contributions of \$15,167.70 with [] of Headquarters personnel participating.

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MISCELLANEOUS ACTIVITIES

During FY 1973 the Personal Affairs Branch presented 18 briefings and lectures in training courses conducted by the offices of Training, Security and Communications. These briefings were attended by 631 Agency employees, most of whom were preparing for overseas assignments. The briefings covered all aspects of PAB activity, with particular emphasis on the Casualty Assistance Program, the Federal Employees' Compensation Act and the Overseas Medical Program. The reaction from persons attending the briefings has been most favorable. The total time for these briefings was approximately 24 hours.

The Branch gave 19 briefings on FEGLI and FECA during FY 1973 to 235 professional entries on duty. Each briefing was approximately 20 to 30 minutes.

The Branch continued its review and purge of material held at the Records Center. Again, during FY 1973 there was a substantial reduction of Branch material held in the Records Center.

The one MIA case for which the Branch Chief had served as case officer since February 1968 was resolved in March 1973. The case required considerable time and effort until its resolution, in terms of dealing with the family and handling matters and problems of the case.

The Branch has continued as the focal point for processing applications for Notary Public Seals. This is not an active program, but the several applications which were processed justifies maintaining liaison with appropriate officials of Fairfax County and the District of Columbia.

The Branch retains responsibility for researching and resolving requests submitted by employees to have sick leave recredited, based on other, earlier federal service. Although only two such requests were handled in

FY 1973, the time required for researching the facts of a case and in dealing with other agencies represented considerable effort.

The Branch is responsible for controlling the use of bulletin boards. The innovation introduced in FY 1972 of having the board divided into four major categories (automobiles, real estate, household items, and miscellaneous) with different colored cards for each category appears to be quite successful in terms of employee use and orderliness of the boards.

During FY 1973 three members of the Branch continued to provide assistance in the activities connected with the Combined Federal Campaign drive, the Savings Bond drive, and the Educational Aid Fund and the Public Service Aid Society drives. One professional officer was responsible for conducting these drives and he was assisted by a clerical employee of the Branch. One personnel assistant in the Branch is responsible for the bookkeeping and accounting for the Educational Aid Fund and the Public Service Aid Society fund. In addition to these activities by the three Branch members, the Deputy Branch Chief was active during FY 1973 in contacting employees with PSAS loans to encourage them to make their scheduled payments. As a result of his efforts, some \$22,230 was repaid in FY 1973 as compared with \$16,165 repaid in FY 1972.

The Branch is responsible for answering certain inquiries from State Unemployment Offices regarding Unemployment Compensation. There were 218 inquiries answered during this fiscal year.

Sub-objective 1.3.6. Incentive Awards
Branch. During FY 1973 to administer the Agency
Honor and Merit and Suggestion and Invention
Awards Program by processing approximately 300
recommendations for Honor and Merit Awards and
540 suggestions and inventions submitted by
Agency employees.

ACCOMPLISHMENTS FOR FISCAL YEAR 1973

Honor and Merit Awards

Recommendations received in HMAB	
(includes 4 military)	345
Recommendations submitted for Board review	
(includes 4 military)	329*
Approved by the Board (includes 4 military)	325
Disapproved by the Board	2
Deferred until FY 1974	2

* Includes all Certificates of Merit since change in procedure occurred during the year.

Honor and Merit Awards (continued)

Recommendations approved by DCI (not including military)	344*
Distinguished Intelligence Cross	0
Distinguished Intelligence Medal	20
Intelligence Star	26
Intelligence Medal of Merit	43
Career Intelligence Medal	40
Certificate of Distinction	90
Certificate of Merit	125
Recommendations disapproved by DCI	0
Recommendations returned by DCI for later submission	3
Recommendations pending DCI approval	26
 HMAB Meetings held	 22
 Award Ceremonies held	 148
By O/DCI	56
By Directorate	92
Awardees Honored	218

* 16 Recommendations approved by DCI were not submitted for HMAB review.
 36 Recommendations approved by DCI were reviewed by HMAB in FY 1972.

In Fiscal Year 1973 another record was set for the number of Agency honor award recommendations processed and approved. We received and processed 345 recommendations of which 341 were for CIA awards and 4 were for military awards while in FY 1972, the figures were a total of 356 with only 276 for CIA awards and 80 for military awards. The number of awards approved by the Director jumped from 237 in FY 1972 to 344 in FY 1973. This dramatic increase is not attributable to any single large group or event but rather to a variety of unrelated factors. The most obvious of these was the large number of retirees this fiscal year accounting for 198 (57.6%) of our awards. Of the 140 approved for a special act or achievement, 31 of these were for the [redacted] project and were carry-overs from FY 1972. A group of 18 awards were approved for individuals involved in the [redacted]. In addition, a number of recommendations were submitted by Agency senior officials who were leaving the Agency. For the most part, the increase which has been occurring every year is due to increased awareness by Agency officials of the awards program and its purpose. With the current emphasis on improved personnel and management practices, it is expected that this trend will continue.

The percentage of FY 1973 retirees who received honor awards increased slightly this year from 17.4% in FY 1972 to 18.3% for FY 1973. In FY 1971, 19.8% of all retirees received an honor award. In reviewing all honor awards approved, 57.6% (198) were career awards while only 40.7% (140)

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were for a special act or achievement and 1.7% (6) were posthumous. This is a considerable change from FY 1972 when 45.1% were career awards, 51.9% were for a special act and 3% were posthumous. These figures indicate a continuing trend toward recognizing employees at the close of their careers rather than during the course of their service. This trend conflicts with good management practice which would emphasize the incentive aspect of awards to promote improved performance. It also is in conflict with the Agency's command philosophy that outstanding performance should be recognized immediately and not when the employee leaves.

The number of award ceremonies conducted (148) in FY 1973 set an all-time record. The number of awardees honored (218) was also a record. The previous record in FY 1972 involved 128 ceremonies for 188 awardees. June was a frantic month -- 42 ceremonies were held for 76 awardees. The previous high month was June 1972 when 25 ceremonies were held honoring 28 awardees.

In February several ceremonies were held with overflow crowds in attendance when Mr. Richard Helms presented Distinguished Intelligence Medals to [redacted] Mr. Thomas Karamessines, [redacted] and Mr. Hugh Cunningham and the Intelligence Medal of Merit to [redacted]. In June, a large ceremony was held in the auditorium when the Deputy Director for Science and Technology presented 11 honor awards and 19 Letters of Commendation to individuals associated with the [redacted] project.

There were two significant changes concerning the processing of honor awards during FY 1973. The first was the delegation of authority to the Deputy Directors to approve the Certificate of Merit effective 21 November 1972. Accordingly, once the Deputy Director having jurisdiction over the employee's career service signs the Certificate of Merit recommendation, the award is approved and forwarded to the Executive Secretary/HMAB or Recorder/HMAB to obtain the certificates and security review. With this simplified system, 125 Certificates of Merit were approved in FY 1973 compared to 76 in FY 1972.

The second change became effective 16 April 1973 when the authorization to award the Certificate of Distinction was also delegated to the Deputy Directors. However, to ensure uniformity among the directorates, the HMAB will continue to review the Certificate of Distinction recommendations. If the Board concurs in the recommendation, no further action is required and the certificate is printed. Since this change occurred late in the fiscal year, there are no valid statistics regarding the number approved relative to previous years.

The FY 1972 report mentioned the creation of a new honor award to recognize exceptional career achievement, entitled the Career Intelligence Medal. The first Career Intelligence Medals were approved on 14 August 1972

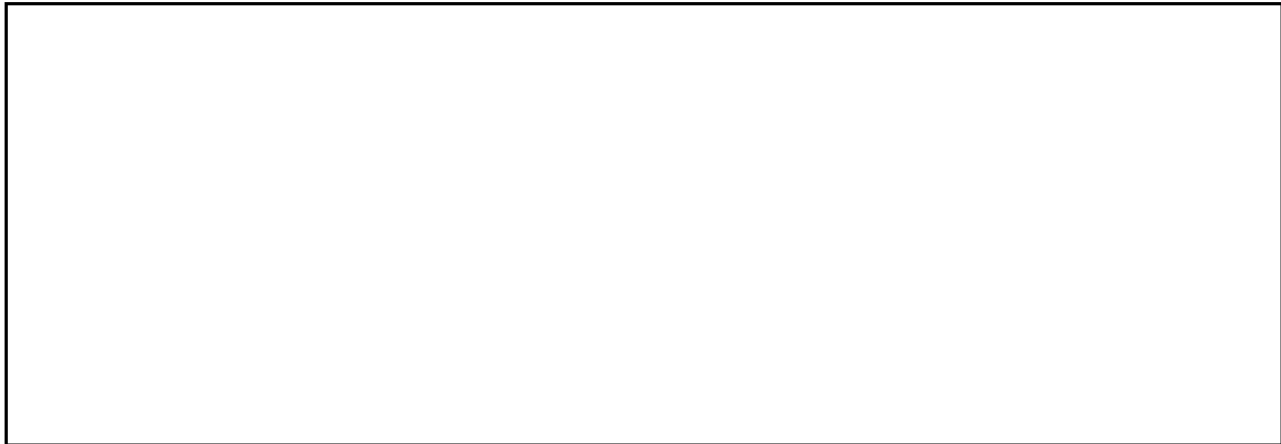
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and first presentation was made on 1 November 1972. The finished medals were received from the mint in late October. The development of this award was well timed in view of the large number of retirees who were recommended for awards. The Board's task of recommending an appropriate level of award was made considerably easier by the addition of this medal. 40 Career Intelligence Medals were approved during this first year.

This year the Deputy Director for Management and Services suggested that a lapel device accompany CIA medal awards. The Recorder reviewed the possibilities and proposed that this device consist of a replica bar of the ribbon that accompanies each medal. This recommendation was approved and the bars have been ordered, with delivery expected in the fall of 1973.

A proposal was made that a special memorial be created to honor those CIA employees who have lost their lives in the performance of duty. The Board unanimously approved the concept and suggested that the Fine Arts Commission be consulted for their advice before obtaining command approval. At the close of the fiscal year, the Commission reported to us that they had developed tentative designs and were waiting to review their ideas with the sculptor who would perform the work.

A review of cash awards programs in other government agencies was initiated in FY 1972 to determine whether a similar program should be adopted in CIA and, if so, in what format. Studies on Department of State, Department of the Navy, and Defense Intelligence Agency were completed. The general attitude within the Agency seemed to be that we presently have adequate means of recognizing superior performance and that, if desired, individual components may establish internal programs to meet their unique requirements. Accordingly, discussion of an Agency-wide cash awards program has been suspended for the time being.



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Service Awards

Exceptional Service Medallion

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During this fiscal year, four Exceptional Service Medallions were approved. All of these medallions were awarded for injuries sustained in Fortunately, none of these were posthumous.

Certificate of Exceptional Service

During this fiscal year, 669 certificates were approved for Agency employees serving in hazardous areas.

Service in Vietnam Award

The few requests for this award were for persons whose original was misplaced in headquarters or who failed to receive it in the field. In May we learned that the Service in Vietnam Award would be discontinued effective 30 June 1973. Accordingly, to receive this award, an employee must have served 365 days in Vietnam between 1 January 1962 and 30 June 1973.

Federal Service Emblem

The annual distribution to all persons qualifying in 1972 for a 10, 15, 20, 25, 30, 35 or 40 year Emblem took place in February.

Last year we reported hope to have available for 1973 distribution the new emblems being developed by the Civil Service Commission. According to the original design, these emblems will not identify any particular agency or department but will symbolize the US Government as an entity. In June 1973, we learned from the Commission that the earliest we may expect these new emblems will be June 1974. Accordingly, we will again have to order a supply for distribution in early 1974.

Superior Performance Awards

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On 12 April 1973, a new "Incentive Compensation Award" program was approved for Wage Board employees in the Logistics Career Service. The purpose of this program is to provide Wage Board personnel with a means of monetary recognition similar to the Quality Step Increase for General Schedule personnel. In the Logistics program, awards of \$250 will be granted to WB personnel whose performance is judged to be of high quality for a period of six months with the expectation that it will continue.

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The Director of Personnel will grant final approval for each award. In fiscal year 1973 no awards were processed under this new program although at least one employee was in the process of being recommended for such recognition.

Studies in Intelligence Awards

The Sherman Kent Award of \$500 and the Studies In Intelligence Awards of \$100 - \$400 for the most significant contributions to the literature of intelligence were not presented for the third consecutive year. However, we understand that the awards for CY 1970-71 and for CY 1972 have been selected and will be forwarded for processing in the immediate future. The Studies in Intelligence Board expects to be able to remain current in publication and in the selection of awardees.

Length of Service Awards

On 18 September 1972 the Agency celebrated its 25th anniversary. In honor of this occasion, Dr. Henry A. Kissinger, Assistant to the President for National Security Affairs, addressed the audience comprised of charter members of the Agency at the Annual Awards Ceremony. No certificates were presented at that time.

On 2 October 1972, the Director presented 25 year Certificates to nearly 350 charter members of the Agency. Photographs were sent to each recipient in special souvenir folders.

The 10, 15, and 20 year certificates were forwarded to the Deputy Directors for presentation. The Deputy Director for Support conducted his fifth annual ceremony on 12 October 1972 when he and his Office Directors presented Length of Service Certificates and Certificates of Exceptional Service to Support Services personnel.

The total number of certificates

10 year Certificates
15 year Certificates
20 year Certificates
25 year Certificates

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A problem arose this year concerning Length of Service Certificates for certain "special" contract employees. These employees converted from staff to contract status at the request of the Agency with the assurance that they would lose no staff employment benefits. Accordingly, we have established procedures to ensure that these individuals are granted the Length of Service Certificates.

Foreign Gifts and Decorations

During the past year, we were able to release several foreign gifts valued at more than \$50. In each instance we obtained the concurrence of the Chief of Protocol prior to release.



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SUGGESTION AND INVENTION AWARDS PROGRAM
REPORT FOR FISCAL YEAR 1973

Workload and Accomplishments

Suggestions and Inventions Received	545
Suggestions Eliminated as Ineligible.	82 (15%)
Suggestions Processed and Evaluated as Eligible	463 (85%)
 Suggestions or Inventions Adopted	 193
Cash Awards	175
Certificates of Appreciation.	18
 Close Out Actions (Declined Cases).	 406
 Adoption Rate	 42%
 Total Cash Awards Paid for Suggestions and Inventions	 \$ 38,285
 Average Cash Award.	 \$ 219
 Combined First-Year Tangible Savings and Equivalent Intangible Benefits	 \$783,740

Directorate of Operations Special Panel Program
(Also included in the above statistics)

Suggestions, Inventions, and Ideas Received	38
Cases Declined.	14*
Cases Adopted	20
Cash Awards Approved.	20
Certificates.	0
Adoption Rate	53%

(continued)

* In addition, 16 prior year Special Panel cases were declined.

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Cash Awards Recommended \$7,375
 Average Special Panel Case Cash Award \$ 369

Grade and Salary Schedule of Cash Awardees:

General Schedule:

GS-06 and below.	21
GS-07 through GS-11.	86
GS-12 and above.	60
Total	<u>167</u>

All Other:

Equivalent to GS-06 or less.	6
Equivalent to GS-07 through GS-11.	7
Equivalent to GS-12 and above.	2
Grand Total	<u><u>182</u></u>

Trends and Highlights

Many new records were established as a result of progress during FY 1973. Significant indicators were:

The Suggestions received, 545, gained slightly from 541 on record for the previous year. Eligible suggestions processed, 463, and the eligibility ratio, 85%, were all-time records, and are considered to be a barometer of suggestion and idea "quality." The eligibility ratio is an important trend in the Agency's Suggestion System progress. For example, in the mid-1960's, the ratio ranged from 53% to 69%. Thereafter we moved into the high 70% and low 80% range. This progressive improvement resulted from the clear-cut understanding of criteria standards disseminated by the Committee Members, Program Coordinators and Internal Panel Members.

The 193 adopted cases established another new record, and a 77% increase over the 109 adoptions for FY 1972. This substantial increase resulted from an especially concentrated effort by the program coordinators to expedite evaluation time. In addition, a number of significant cases which had been pending for over one year awaiting satisfactory equipment production and testing or the completion and implementation of complex systems were resolved during FY 1973.

Program coordinators were furnished lists of outstanding cases every three months and suggesters were informed, at the same time, that more evaluation time was required. A total of 406 cases were closed with Letters of Thanks from the Committee, an increase of 47% over the 277 cases for FY 1972. 361 pending cases were open at the end of FY 1972. After much effort, the backlog was reduced to 255 open cases at the close of FY 1973.

The total workload was especially heavy:

<u>Action</u>	<u>FY 1973</u>	<u>FY 1972</u>
Eligible suggestions received	463	457
Ineligible suggestions received	82	84
Current Year Cases declined with Letter of Thanks	217	185
Prior Year Suggestions declined with Letter of Thanks	189	92
Award Actions Processed	<u>193</u>	<u>109</u>
Total Actions	1,144	927

Workload volume increase, FY 1973 over FY 1972, 23.4%.

The adoption rate accelerated to a new all-time record of 42%. Last year's rate was 24% and the government-wide average was 27%. In past years, program managers were pleased when the adoption rate reached 30%.

The Directorate of Operations Special Panel, which acts upon operational ideas, techniques and inventions for field application, received 38 new cases compared with 32 during FY 1972. The Panel concluded action on 50 cases compared with 24 last year. During FY 1973 30 cases were found not applicable for adoption and the suggesters were furnished a full explanatory letter of thanks; 20 cases resulted in total cash awards of \$7,375 (average Special Panel award \$369); and some 20 remained under study at the end of FY 1973. All of the pending cases cover interesting subject areas. A few may be among the most significant in our history when final evaluations are obtained.

Cash awards totalled \$38,285 and set an all-time high. This was an increase of 26% over the previous record total of \$30,330 in FY 1970. With a record of 193 cases adopted and 216 individual employees recognized the volume of adoptions over last year increased by 77%. The previous record was FY 1969 when 127 cases were adopted. The average cash award was \$219, compared with \$255 in FY 1972.

A majority of the 182 employees receiving cash awards were in the GS-07 through GS-11 grade range. During FY 1972 employees GS-12 and above received the majority of cash awards. 167 GS employees received cash awards during FY 1973 while 15 Wage Board employees earned awards.

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FISCAL YEAR 1973 REPORT
 Approved For Release 2002/10/21 : CIA-RDP78-05941A000200020001-9

SECRET

Component	Eligible	Suggestions Declined	Adopted	Adoption Rate	Certificates	Cash Awards	Amount Paid	Average Cash Award
<u>Office of the Director</u>								
ONE	-	-	1	-	-	1	\$ 35	\$ 35
<u>Directorate of Management and Services</u>								
D/DDM&S	3	2	5	167%	-	5	\$ 225	\$ 45
DMS	2	1	-	-	-	-	-	-
DC	50	21	27	54%	1	26	11,135	428
DL	16	6	14	88%	1	13	3,020	232
DP	13	3	7	54%	1	6	2,100	350
DS	22	7	12	55%	2	10	3,575	358
DTR	4	3	2	50%	-	2	450	225
DF	12	7	8	55%	-	8	1,050	131
DJGS	9	7	1	11%	-	1	300	300
DPPB	-	-	1	-	-	1	25	25
	<u>131</u>	<u>57</u>	<u>77</u>	<u>59%</u>	<u>5</u>	<u>72</u>	<u>\$21,880</u>	<u>\$304</u>
<u>Directorate of Operations</u>								
DI	-	-	2	-	1	1	\$ 25	\$ 25
FI	2	-	1	50%	-	1	25	25
DPSEB	2	1	2	100%	1	1	650	650
ISD	20	11	8	40%	-	8	830	104
25X1	11	5	1	9%	-	1	50	50
SA	23	10	6	26%	-	6	1,750	292
EUR	12	8	2	16%	1	1	200	200
	10	9	1	10%	-	1	50	50
	1	1	2	200%	-	2	125	63
	14	11	-	-	-	-	-	-
	1	-	-	-	-	-	-	-
	1	-	3	300%	-	3	625	208
	3	2	-	-	-	-	-	-
	1	1	-	-	-	-	-	-
	3	3	-	-	-	-	-	-
	4	4	-	-	-	-	-	-
	<u>108</u>	<u>66</u>	<u>28</u>	<u>26%</u>	<u>3</u>	<u>25</u>	<u>\$4,330</u>	<u>\$170</u>
<u>Directorate of Intelligence</u>								
D/DDI	1	-	-	-	-	-	-	-
D/BGI	1	-	-	-	-	-	-	-
STATSPEC	2	-	1	50%	1	-	-	-
DI	1	1	-	-	-	-	-	-
RS	2	2	-	-	-	-	-	-
AS	5	1	5	100%	-	5	\$ 360	\$ 72
	9	5	1	11%	-	1	300	300
SR	11	9	1	9%	-	1	100	100
RS	2	2	-	-	-	-	-	-
	<u>34</u>	<u>20</u>	<u>8</u>	<u>24%</u>	<u>1</u>	<u>7</u>	<u>\$ 760</u>	<u>\$109</u>
<u>Directorate of Science and Technology</u>								
D/DDS&T	7	2	1	14%	-	1	\$ 100	\$100
EL	2	2	2	100%	-	2	75	38
RD	10	2	2	20%	-	2	100	50
SA	12	6	5	42%	1	4	460	115
SI	8	4	2	25%	1	1	50	50
MSAC	5	3	3	60%	-	3	1,080	360
DE	3	1	-	-	-	-	-	-
PIC	105	40	51	49%	7	44	6,265	142
TS	29	9	13	45%	-	13	3,150	242
	<u>181</u>	<u>69</u>	<u>79</u>	<u>44%</u>	<u>9</u>	<u>70</u>	<u>\$11,280</u>	<u>\$161</u>
R*	9	5	-	-	-	-	-	-
TALS	463**	217***	193	42%	18	175	\$38,285	\$219

*Denotes Interdepartmental Referral.
 **Plus 82 ineligible suggestions processed and closed by the Executive Secretary; GRAND TOTAL 545 suggestions received.
 ***Plus 189 prior year suggestions; GRAND TOTAL 406 declined case actions during Fiscal Year 1973.

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The Directorate of Science and Technology had the highest participation volume with 181 suggestions. This was influenced by the NPIC and OTS volume of 105 and 29 suggestions respectively. With an adoption rate of 44%, the highest number of adopted cases among the directorates, 79, and total awards of \$11,280, the Science and Technology directorate shows a performance that will represent a real challenge to surpass. The DD/S&T Committee Member administered a tight program and expedited evaluations through meetings with office directors or their executive officers.

The Directorate of Management and Services with 131 suggestions submitted slightly exceeded last year's volume of 129. However, 77 cases were adopted, compared with 28 for last year. The DD/M&S adoption rate was 59%, a substantial increase over the FY 1972 rate of 22%. Awards paid to DD/M&S personnel soared to \$21,880, a tremendous increase over last year's total of \$5,050. The high directorate awards level was influenced by one \$6,000 award case and several \$1,000 awards.

The performance of the Directorate of Operations remained high with 108 cases received and 28 adopted compared with last year's figures of 95 and 21, respectively, despite the fact that the OTS figures for FY 1973 are not included.

The volume for the Directorate of Intelligence is much lower principally because of the shift of NPIC's performance records. If NPIC's statistics were added to the present DDI totals, the Directorate would have had the highest participation volume.

Individual Office Performance

The Office of Communications had an impressive year with 50 eligible suggestions, 27 adoptions, and a 54% adoption rate. OC had the highest award earnings of any Agency office, \$11,135, and an especially high average cash award of \$428. The top award for the year, \$6,000, was earned by OC careerists and was shared equally among three suggesters/inventors.

The Office of Finance Panel had an active year with total awards of \$1,050, compared with \$550 and \$710 respectively for the past two years. Their adoption rate was 55% with eight out of twelve cases resulting in award action approval by the Agency Committee.

OL, OP and OS had unusually high adoption rates of 88%, 54%, and 55% respectively. OS was highest in the group in awards approved, which totaled \$3,575.

East Asia Division and Information Services Division produced 23 and 20 suggestions, respectively. With total awards of \$1,750, East Asia Division led the Directorate of Operations.

In the Directorate of Intelligence, the performance of Imagery Analysis Service stands out with an adoption rate of 100% based upon five adopted cases.

The National Photographic Interpretation Center again attained the highest participation volume with 105 eligible ideas. 51 of NPIC's cases were approved for an adoption rate of 49%, and total cash awards of \$6,265. With a constant change in NPIC's mission and goals, the challenge for problem solutions and improvements remains constant. The Panel at NPIC processed a total of 196 actions on employee suggestions. This compares with 190, 168, and 83 actions respectively for the three previous years.

The Office of Technical Service had a record of 29 suggestions and 13 adoptions compared with 23 suggestions and 6 adoptions in FY 1972. Cash awards increased to \$3,150 from \$800 last year, and the average cash award was \$242, a substantial increase from the average of \$160 last year.

Events and Special Projects

This Agency had a record representation at the Annual National Association of Suggestion Systems Conference which was held in Detroit from 14 through 17 October 1972. The Directorate of Science and Technology Committee Member, the Directorate of Intelligence Alternate Committee Member, the Chairman, Office of Finance Internal Committee, the Office of Communications Technical Advisor to the Committee, the OTS Internal Panel Chairman, and the Executive Secretary to the Honor and Merit Awards Board attended the conference.

The Director, Office of Incentive Systems, Civil Service Commission and this Agency's Suggestion Program Coordinator served as the principal members of the Planning Committee for the National Capital Chapter, National Association of Suggestion Systems during the past fiscal year. This involved planning innovative programs for several meetings of the chapter throughout the year and developing a full day program for a meeting of all members of the chapter which was held on 6 June. This program was well attended by government suggestion program administrators in the Washington-Baltimore area.

An Agency scientist and Committee Member from the Office of the Deputy Director for Science and Technology, [redacted] developed a most meaningful article entitled "Technology and the Suggestion System" which earned the first place award for technical papers at the National Association of Suggestion Systems Conference in October 1972. [redacted] was presented a plaque in recognition for his achievement. He also received a letter of appreciation from the Director of Central Intelligence. The article was widely read in this Agency and sparked considerable interest, especially in technical areas. [redacted] technical

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paper was also printed in the January/February 1973 issue of PERFORMANCE Magazine and has gained much positive reaction from readers in industry and government. PERFORMANCE is the official magazine of the American Society for Performance Improvement, the Society of American Value Engineers, and the National Association of Suggestion Systems.

During the past year both the Director of Central Intelligence and the Executive Director-Comptroller noted achievements or problem solutions by Agency employees and referred the cases to the Suggestion Awards Committee for study and recommendation according to Suggestion System criteria.

At a number of suggestions conferences it was noted that some organizations use computers to process suggestions. Agency Committee Members discussed this and it was decided to explore the possibility of such application to the Agency suggestion system.

The Office of Personnel representative to SIPS (now MAPS) provided the types of data that might be controlled through a computer system and copies of systems in use in industry. If such a program can be undertaken, the extensive research effort required in searching for identical subject cases can be reduced, lists of outstanding cases can be automatically compiled for dissemination to program coordinators in directorates and offices, and detailed semi-annual and annual statistical reports can be rapidly printed through computer application. MAPS representatives are continuing to study these requirements and the benefits possible.

The Management Advisory Group conducted a survey of the CIA Suggestion and Invention Awards Program during FY 1973.

An up-to-date proposed outline of Suggestion and Invention Awards was prepared. The features of the draft, which is still under study and consideration, include: expansion of categories that describe eligible suggestions which the Agency encourages; elevation of the invention award for patentable inventions to coincide with the amount authorized by Department of Defense agencies; elimination of the provision for a unanimous Committee vote; and an extended delegation of authority on awards to the Committee to coincide more closely with systems in effect in other government agencies.

Publicity

A series of six new posters were developed by Visual Aids.

Two issues of the "program's newsletter" SUGGESTION EXCHANGE, describing adopted suggestions through the classification level of CONFIDENTIAL were published, the first in July 1972 and the second in January 1973. Total distribution in the Headquarters area for each SUGGESTION EXCHANGE issue is 1,000 copies.

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In December 1972, the Director of Central Intelligence issued a memorandum for all employees which summarized the following items of interest: President Nixon in a recent message to the Chairman, Civil Service Commission stated that suggestions from Federal employees continue to make major contributions in the effort to control government spending; employee suggestions reduced costs, improved operations, and increased efficiency valued at over \$202 million during FY 1972, the highest in the history of the program.

The NPIC Panel developed a program for application within the NPIC organization whereby they would invite ideas and concepts from NPIC employees that would meet the criteria for a poster likely to stimulate motivation and creativity. Such posters would also, if approved, be printed to cover the program effort in the NPIC occupied building and also other Agency-used buildings. The NPIC plan was approved by Chairman, Suggestion Awards Committee. The NPIC Panel plans to start the special program early in Fiscal Year 1974.

Several components with "Century Clubs" (employees with awards of \$100 or more) presented certificates to new members in an effort to publicize the program and stimulate more ideas.

Sub-objective 1.3.7. To reduce the backlog
of pending presentations of Honor and Merit Medals
and Certificates by 50 per cent by the end of
FY 1973.

At the end of FY 1972 there were 11 medals and 43 certificates pending presentation. It was our intent to urge appropriate officials to present the awards in a timely manner or transmit the awards to the recipients. We were making progress in reducing this backlog of the older pending presentations when a change in the Agency leadership occurred. Within a matter of days additional medals were approved and most were awarded promptly. Then came the cost-of-living increase for annuitants who were retirees on 1 July 1973. This announcement resulted in a deluge of approvals of medals and certificates. Many of the awards were not approved by the time the awardees retired, thus the backlog of pending presentations had increased to 45 medals and 66 certificates at the end of FY 1973. An increase of 34 and 23 respectively. We will continue to monitor this progress during FY 1974, although we have little power to control it. Presentations are made by senior officials when their schedule and the awardees' availability coincide. Generally, awards can be approved quickly while presentation arrangements take more time. This activity's costs are estimated to be \$53,685 with an average employment of 4.1.

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Sub-objective 1.3.8. To provide and operate at a level of activity equivalent to FY 1972 other amenities for Agency employees to include the Employee Activity Association, the Employee Activity Association Store, the Headquarters Physical Fitness Room, and the Barbershop.

Accomplishments for these activities for FY 1973 were as follows:

EAA CLUBS AND ACTIVITIES

PROGRAM HIGHLIGHTS FOR 1972/73

Glee Club Trip

In June 1973 the Agency Glee Club, the Keynotes, presented their choral of various musical selections to NSA employees in their auditorium at Fort Meade, Maryland. It is planned to have the NSA choral group present a program at CIA in early Fall.

EAA October Fair

The 1972 Fair, similar in format to previous Fairs, was attended by a record number of employees. The principal features of the Fair were:

1. Representatives of 25 activities of EAA had tables in "J" corridor;
2. 5-day garden show in "C" corridor;
3. karate demonstration in the auditorium on 10 October;
4. tennis match demonstration on the heliport (west parking lot) on 11 October; and
5. special exhibits of camping, knitting, and photo.

Ticket Sales

Ever growing, the spectator sport and show "biz" fields appear to have no bounds in the Washington area. To add impetus to this growth of interest in entertainment tickets the Capital Center at Largo, Maryland, featuring new Washington Hockey and Basketball teams, promises to expand area sales by 2,000,000 units during the next 18 months. In the sports area, the 1973 EAA Redskins tickets sales hit an all-time high of 2,750 tickets for a total dollar value of \$25,152.50. This year the computer was used to select our Redskin season and pre-season ticket winners.

New Programs

Auto Purchase. The EAA Office is aware of considerable interest in the \$100.-over-cost auto purchase program being offered by various Washington area companies. The United Buying Service appears to be the focal

point of interest at this time. Although such a program has been in the proposal state for three years it still has not been implemented for EAA members due to the lack of Cover Staff's concurrence to this date.

Travel. Group travel arrangements (especially charter flights) continue to be of interest to the EAA membership. CCS did not concur in the proposed integrated travel program with State /USIA Recreation. However, since all government employees are eligible to join the State/USIA Recreation Association as associate members, some of our Agency employees are able to join and participate. Fliers and other travel information are provided for members at the EAA Office.

EAA Office in Rosslyn. This project has been approved in concept by the EAA Board, to be tried on a trial basis to determine if there is enough EAA business in the Rosslyn area to justify a branch office there. During the trial period, standard office furniture and current EAA employees will be utilized. It is planned to locate the branch in the Ames Building cafeteria.

STATISTICS

Membership

<u>Class</u>	As of: 30 June 1972	As of: 30 June 1973
Sponsor		
Patron		
Annual		
Totals		

25X9

Activities

	<u>30 June 1972</u>		<u>30 June 1973</u>	
	<u>Groups or Activities</u>	<u>Partici-pants</u>	<u>Groups or Activities</u>	<u>Partici-pants</u>
Athletic	14	1855	14	1927
Self Improvement	25	600	24	600
Social Cultural	15	450	14	425
Special Events	4	400	4	500

Tickets

	<u>FY 1972</u>	<u>FY 1973</u>
Ticketron	\$57,240.	\$67,000.
Vouchers	53,000.	43,000.
Hard Tickets	25,000.	47,500.*
Totals	\$135,240.	\$157,500.

* Includes Two Redskin Sales plus Play-offs and Superbowl in FY 1973.

COMMENTS ON PROGRAMS

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Membership

Our [] membership figure held in spite of the June departure of a sizeable number of Agency employees. Although an attempt was made to increase EAA services (i.e., adult education courses and ticket service), interest appears to be the same in the Agency out-buildings.

Athletic Areas

The athletic programs are doing well. The use permit on the George Washington Park's fields for our softball and football leagues is renewed for another year for our 30 softball teams and 10 football teams. A girls softball league of 4 teams of 60 women got off this year. To further promote the distaff side, two women umpires were selected, trained, and added to the EAA umpire association. Our relationship with county school officials appears to be effective. School gym space was arranged for our volleyball leagues and 10 teams of basketball.

While GOLF has leveled off in member participation, the TENNIS program grows each year. This year the Tennis League has over 50 men and 20 women playing in 6 different tournaments. The indoor court boom in the area has added importantly to tennis interest and participation.

Self Improvement

The number of participants in Self Improvement courses is definitely leveling off. One new course being planned is tennis instructions at NPIC. Other courses are being sought to meet the current thirst for educational opportunities.

Social/Cultural

Continuing to operate at a constant level of membership, these programs continue to be an important part of the EAA organization. The Garden and Glee Clubs' recurring activities are enjoyed by thousands at their various shows and exhibits.

Special Events

Camping and the Ski Club activities continue to draw more people. In view of the poor winters and due to the success of the white water experience, the ski group again organized a "Ride the Rapids" trip to OhioPhyle, Pennsylvania. Another trip is planned for September 1973. Camping equipment, loaned by EAA at nominal rates, is sought by many individuals who desire to visit the growing number of commercial and state facilities in the greater Washington area.

Ticket Sales

It's still difficult to predict where EAA ticket sales will level off. During recent months, there was one indication that Shady Grove (Gaithersburg, Md.), and Merriweather Post (Columbia, Md.) were feeling the pinch of "slow sales" and have offered interesting discount deals. The more conveniently located facilities, which are offering many popular type singers and other entertainment, may have taken some of the traditional business (i.e., popular artists) from Shady Grove and Merriweather Post. No particular changes in this field are foreseen except, unhappily, raising prices. Although discount offerings are steadily decreasing, it is still a goal of this office to maintain and offer these discounts where possible.

Ticketron continues to amaze the staff with its growth, efficiency, and improving services (i.e., accounting reports); the system's Virginia Parks reservation program is notably increasing in sales.

OTHER ITEMS OF IMPORTANCE

As employees have more available leisure time, more spendable income, and motivation to participate in recreational activities, the challenge is ever present for Recreation Management to provide wider and improved services.

The Federal Recreation League

In April this organization, which has traditionally offered a low profile came out with a broad travel program. The fruition of this program was the result of 10 years of discussion and planning by their Board. Mr. Lucy Lutz, who manages Federal League Travel, reported that all tours went off as scheduled. This is an excellent record. Agency employees are apparently eligible in view of the League's recognition of our organization as a Federal Agency and some employees have been asking questions, taking their fliers, and apparently going on some of their tours.

New Proposals

New programs currently under consideration are: weightwatchers, a ham radio club, a cultural activities club, and an archaeology club.

PLANS AND OBJECTIVES FOR FY 1974

The highest priorities for implementation in the EAA program are Charter and Tour Travel programs, Auto Purchase, and implementation of the Rosslyn EAA Branch Office. The construction of tennis courts on or near Agency property has been under study for several years and is still receiving considerable interest.

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PLANS AND OBJECTIVES FOR FY 1975

Planning and interest in an EAA building is the subject of conversation among EAA members and Directors alike.

EMPLOYEE ACTIVITY ASSOCIATION STORE

The average sale has remained constant over the past eighteen months at approximately \$11.50 per customer. Although our stock level was lower than it had been at a comparable period last year, our sales of items such as Samsonite attache cases, Cross pen and pencil sets, assorted cassette recorders, cameras and other gift items helped increase sales. The store remained open one hour longer on pay day.

The accuracy of our inventories has been increased by the use of the actual cost figures. The last inventory was completed entirely with EAA personnel.

Only one salesgirl from TAS assisted with Christmas candy sales. None assisted with Easter sales. We will need at least one additional person for the next Christmas period.

Installation of the Hermsdorf fixture in the center of the Store improved the overall appearance of the area and enabled us to effectively display a wider selection of appliances and other merchandise.

Through special orders, we are ordering bicycles from the Huffman Manufacturing Company through United States Sales. Initial orders took about three months and our last orders took about six weeks to fill. We are assured that, excluding the ten-speed models, all future deliveries can be made within a six-week period.

25X1A

Sales in decreased by \$265, perhaps because our trips to solicit sales were, of necessity, sporadic. More trips in the future will increase sales.

Sales in sporting goods, such as baseball/softball gloves, tennis balls, etc., were down due to the unavailability of imported products.

HEADQUARTERS PHYSICAL FITNESS ROOM

Average Number of Visits Per Month

	<u>Men</u>	<u>Women</u>
FY 1965	789	424
FY 1966	840	306
FY 1967	1,279	250
FY 1968	1,595	327

	<u>Men</u>	<u>Women</u>
FY 1969	1,666	319
FY 1970	1,904	344
FY 1971	2,023	322
FY 1972	2,225	427
FY 1973	2,061	522

CIA BARBERSHOPNumber of Employees Using Barbershop Facility

	<u>Average Per Month</u>	<u>Total For Fiscal Year</u>
FY 1965	1,581	7,903
FY 1966	1,935	23,219
FY 1967	2,155	25,863
FY 1968	2,167	26,001
FY 1969	2,091	25,096
FY 1970	1,887	22,643
FY 1971	1,532	18,318
FY 1972	1,226	14,710
FY 1973	1,061	12,733

The General Services, Inc., approved an increase of 25¢ for haircuts, shampoos, and facials effective 20 December 1972. Hair styling, including razor cuts, was added to the list of services.

(4) Problems

The large number of retirees and resignees in the latter part of FY 1973 required a sizeable reallocation of Benefits and Services Division personnel assets to ensure the timely and proper processing of the personnel leaving the Agency. The added workload impacted particularly on the Recorder and the Executive Secretary to the Honor and Merit Awards Board, on the Underwriting Section of the Insurance Branch and on the Personal Affairs Branch.

We foresee no problems in the accomplishment of the stated objectives. However, many of them contain facets that are external to BSD, and thus limit its ability to "control" the activity.

(5) Future Plans

Implement the plan for payroll deduction of UBLIC, WAEPA, and Contract Life Insurance Premiums.

The Insurance Branch is committed to an extensive review of claims procedures with the objective of reducing the manhours required to process claims. This review will be carried out with special emphasis placed on reallocation of clerical versus technical duties involved in claims settlement.

The draft of the Insurance Handbook will be revised to incorporate information on payroll deductions for life insurance and submitted for coordination and publication.

The Contract Health Insurance Plan will be renegotiated with the underwriter for improved benefits and comparability with the Association Benefit Plan when Wage-Price Commission regulations permit such action.

Modification of the Insurance Branch monthly report was not accomplished. However, further effort will be made to improve its value as a management tool.

The Incentive Awards Branch will:

Prepare policy paper concerning travel of awardees who have retired out of the area and their families to headquarters for presentation of award. Obtain required approvals and distribute to appropriate offices.

Distribute the new lapel bars when they arrive to all former medal awardees.

Complete the HMAB History in final with changes as requested by the Historical Staff.

Work with the Fine Arts Commission in completing the design and plans for the memorial plaque honoring those CIA employees who have lost their lives in the performance of duty.

Determine the current procedures for release of Vietnamese awards to recipients and attempt to release as many as possible.

In conjunction with Committee Members, Coordinators, and Internal Panels plan program efforts to stimulate: cost reduction or cost avoidance proposals; inventions; significant achievements in technology; systems and procedural improvements; problem solutions; operational concepts; new approaches for technical equipment or systems; or projects to enhance the secret intelligence and operational mission goals of the Agency.

Seek approval of the proposed revision to Suggestion and Invention Awards. If approved, the regulation will streamline the program and simplify the staff work without requiring any more effort on the part of Committee Members and evaluators.

Continue consultation with the Management Assistance Programs representative to determine the feasibility of computerizing Suggestion System records and processes.

Launch a study for Agency approval for the revision of the Tangible Awards Scale and Intangible Benefits Guide now used in this Agency. According to authority just obtained in Federal Personnel Manual Letter No. 250-2, dated 19 July 1973, the head of an agency is authorized to establish and operate an incentive awards plan, and shall submit any new plan or change in a plan to the Civil Service Commission within 30 days of the effective date of the plan or the change.

In conjunction with the new Directorate of Operations Special Panel Chairman, make a study of the types of typical ideas that should be channeled through the Suggestion System. Then prepare appropriate data for the Chairman, Special Panel to present to the Deputy Director for Operations aimed to motivate his group, division and staff chiefs.

Ascertain if the Office of Training now has the resources to take on the following projects: a short training course or seminar to guide supervisors and staff officers in the art of "Effective Evaluation"; and, the launching of a program course with selected offices covering "Job Simplification, Suggestions, Ideascope." The "Ideascope" technique aims to help employees use their imagination and associate ideas of possible future value.

Improve the publication of the "Suggestion Program Handbook" which is used for reference by Committee Members and Coordinators by including more for their assistance and that of evaluators in their directorates.

Encourage the more active use of existing "Century Clubs" in the Agency. (Employees in offices or career services that have had awards of \$100 or more). Pursue efforts to launch "Century Clubs" or "Hall of Fame" groups in additional components. Consider the formation in one or more areas of a group known as "The One Thousand Club" which would include those employees who have earned awards of \$1,000 or more.

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Pursue with the Directorate of Science and Technology Committee Member the advisability of formalizing a plan for the approval of the Deputy Director for Science and Technology that would appoint a DD/S&T Technical Evaluation Panel to encourage and evaluate technical ideas.

Encourage the formation of more Internal Panels throughout the Agency as a possible means of enhancing objective evaluations. Furnish more attention to internal panels located away from the Headquarters area.

Features planned to accelerate suggestion participation and adoption rates:

Publish several issues of SUGGESTION EXCHANGE covering program highlights, summaries of adopted cases and indication of the award amount earned for each.

Develop material covering the results of the Directorate of Operations Special Panel Program, including summation of some sensitive cases, for controlled distribution, as a means of triggering other ideas that may have a potential for operational use.

Obtain approval of additional poster themes to supplement the varieties we now have on hand.

Urge offices and divisions to make greater use of films in the CRS Library that we have acquired through the years on subjects of: Suggestion Systems, Patents and Inventions, Creativity and Motivation.

In certain selected areas launch an effort with management support to endeavor to reach a participation volume of 10% for the fiscal year. Thus far, the 10% level of participation has only been attained by the NPIC organization.

Continue to confer with representatives of MAG and the Agency Patent Board, when applicable, about mutual objectives.

Objectives through Inter-Agency Program channels:

Seek more rapid conclusions to suggestions and inventions that we refer to other government organizations for evaluation.

As a member of the Planning Committee, National Capital Chapter, National Association of Suggestion Systems, will urge that we try a two-day Seminar to be held locally in FY 1974. Since travel budgets for most organizations are quite thin, a local seminar will enable organizations to send more representatives than they would to the national conference held in other cities. Representatives from the National Association of Suggestion Systems could be sought to participate in the program as well as other key national experts in the fields of Creativity, Motivation, and Cost Reduction.

The Employee Activity Association Store, in response to numerous inquiries from employees who work unusual hours (such as Commo and the telephone operators), will proposed that the after-hours ruling be relaxed. Only such employees would be permitted to purchase specific merchandise, no browsing permitted.

Try a catalog facility in the Ames Building with the catalog leading to Store stock rather than our wholesalers.

(6) Costs

The estimated costs for Objective 1 are as follows:

		<u>Man Years</u>	<u>Dollars</u>
CPD sub-objective	1.1.1	25X9	25X1A
	1.1.2		
	1.1.3		
	1.1.4		
RAD sub-objective	1.2.1	25X9	25X1A
	1.2.2		
	1.2.3		
	1.2.4		
	1.2.5		
	1.2.6		
	1.2.7		
Management			
BSD sub-objective	1.3.1	25X9	25X1A
	1.3.2		
	1.3.3		
	1.3.4		
	1.3.5		
	1.3.6		
	1.3.7		
	1.3.8		
Management			
	TOTAL		

b. Objective 2. DCI.

(1) To provide the essential recruitment and placement services of common concern with a reduction in personnel and funding in FY 1973.

(2) Action Plan.

In order to measure progress toward the achievement of this objective, subordinate objectives were established for the work output of the Recruitment Division, the Staff Personnel Division, the Mobilization and Military Personnel Division, and the Coordinator for Cooperative Programs. The sub-objectives are based on past experience and are quantifiable. Progress in their achievement serves as the milestone for measuring progress toward achievement of the higher objective.

(3) Progress and Shortfall


Sub-objective 2.1. To provide a continuous flow of complete, recommended applicant cases in sufficient numbers and of the appropriate manpower mix to meet all stated staff



Recruitment Division accomplished the following.

25X1

25X9

	<u>Complete Recommended Applicant Cases</u>	<u>Advance Staff Plan (Stated requirements)</u>	<u>EOD (Staff Only)</u>
Professional			
Clerical			
Technical			
Total			

*It should be noted that from the Complete, Recommended Applicant Cases are also selected and hired an unknown but significant number of contract personnel. A breakdown of all these applicant cases by category and a five year comparative study on these statistics are provided below.

APPLICANT CASE REPORT

Complete Recommended Applicant Cases submitted in Recruitment Division during the period of 3 July 1972 - 29 June 1973 (by category insofar as the education, training, or experience of the individual applicant suggested his probable placement in a given category and was so recommended by the recruiter or interviewer as his first recommendation).

STAT

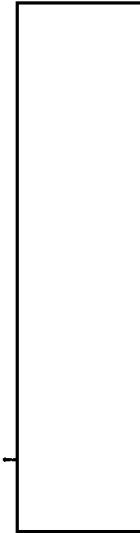
Approved For Release 2002/10/21 : CIA-RDP78-05941A000200020001-9

Approved For Release 2002/10/21 : CIA-RDP78-05941A000200020001-9

Scientists and Engineers
 Mathematicians and Computer Specialists
 Geographers, Cartographers and Experienced Photo
 Interpreters
 Economic Analysts
 Accountants and Auditors
 Library Scientists
 Generalists
 Medical Doctors and Psychologists

Clerical
 Communicators
 Technicians
 Contract

Total Applicant Cases Submitted



* Of which 276 specifically recommended to the Career Trainee Program.

While accomplishing the above objective, the Recruitment Division engaged in the following activities:

Academic Recruitment. Recruiters continued a "low profile" approach to campus recruitment (unannounced visits to avoid confrontation with radical student groups). No incident of recruiter harassment was reported (in FY 1969 there were 77 reported incidents which led to the "low profile" approach). Placement Directors continued to cooperate with our modus operandi. A few felt that the campuses had returned to "normal" and there was no longer reason for our manner of approach. Recruiters found the system satisfactory, since apart from the original purpose, they now go on campus to interview only pre-screened candidates resulting from contact with faculty and advertising in the campus paper. Concentration continued on the graduate schools (except for engineers) in fields of particular interest to the Agency.

Coordinated Academic Recruitment. The Office of Economic Research continued its annual program of having their representatives accompany recruiters on visits to selected universities to acquaint economics faculty with OER activities and identify promising students of economics (usually at the M.A. or PhD level) whom OER would wish to consider. A proposal was made by a recruiter that this program be abandoned in its present form. He has suggested that since the "OER week" comes during the busiest period of the academic recruitment period (October to December), it is a week of low productivity for the recruiter to the detriment of Agency-wide recruitment. He proposed, then, that OER continue its visits independent of the recruiter, discuss substantive economics with the faculty, and set up a referral mechanism for the faculty member to refer candidates to the appropriate recruiter who would follow expeditiously in the course of his regular business.

The proposal was forwarded, endorsed by Chief, Recruitment Division and the Deputy Director of Personnel for Recruitment and Placement. At this writing OER reaction to the proposal has not been received.

Write-In Applicant Program. Unsolicited employment inquiries or inquiries generated by institutional advertising continued to flow in volume. Stringent screening of the letters and/or resumes provided some excellent candidates for recruiter follow up. Below is charted the last five years' experience with "write-in" traffic. This is independent of write-in traffic to recruiters in the field which is also substantial.

	<u>Write-In Employment Inquiries Reviewed</u>	<u>Sent to Recruiters for Follow-up</u>
FY 1969	5,768	1,819
FY 1970	8,092	1,693
FY 1971	10,386	1,234
FY 1972	8,723	769
FY 1973	9,104	620

Note: Yearly decrease in percentage of follow up reflects more stringent screening in the face of lowering requirements. Recruiters continue to report that these follow-ups tend to be people of generally high caliber and high motivation.

Military Source Recruitment. Contact by recruiters with military bases continued to provide a flow of selected candidates leaving service with experience or skills appropriate to Agency employment. Recruiter participation in "Veterans Job Fairs," particularly in the Washington area, continued to be a source of some qualified candidates.

One-of-a-Kind Recruitment. Our practice of limiting our search to meet "one-of-a-kind" requirements to within 200 miles of Washington continued during FY 1973. Among such requirements serviced with two or more referrals made against a given requirement were:

For DDO/OTS:	Electro-Chemist Machinist-Model Maker Electro-Mechanical Engineer
For DDM&S/LOG:	Architect Architectural Draftsman Contract Negotiator
For DDM&S/OTR:	Spanish Language Instructor

Washington Area Recruitment Office. While the efforts of WARO are accounted for in the overall activities of Recruitment Division reported above, a specific account of their workload is as follows:

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Thirty-three hundred forty-three applicants were interviewed in WARO during FY 1973. This number is 438 fewer than interviewed in FY 1972. The number of applicants seen during the first seven months of this fiscal year was about the same number as interviewed during the same period in FY 1972. The decline began in February. The reason cannot be pinpointed but to quote from an article in a recent New York Times a CIA spokesman is reported as having said: "there had been a slight but clearly discernible decline in the number of formal applications for employment received by the Agency in the last few months." The spokesman commented further that "it was too early to tell whether it reflected a disenchantment on the part of young Americans with government intelligence operations because of the Watergate case or simply reflected changing employing conditions in some parts of the country." This fiscal year, like last year, presented a tight hiring situation. Nonetheless, [] people entered on duty as compared with [] in the last fiscal year. The volume of telephone activity has been heavy. The staff devoted a great deal of attention to these callers to ascertain whether they met at least minimum qualifications standards before encouraging a visit for interview.

25X9

The following statistics reflect the interviewing workload of the Washington Area Recruitment Office for FY 1973:

	<u>CT</u>	<u>Clerical</u>	<u>Commo</u>	<u>Other Professional</u>	<u>Total</u>
Interviews	46	1106	68	2123	3343
Recommends	34	370	16	306	726
Security Initiations	30	321	8	57	416
Entered on Duty					

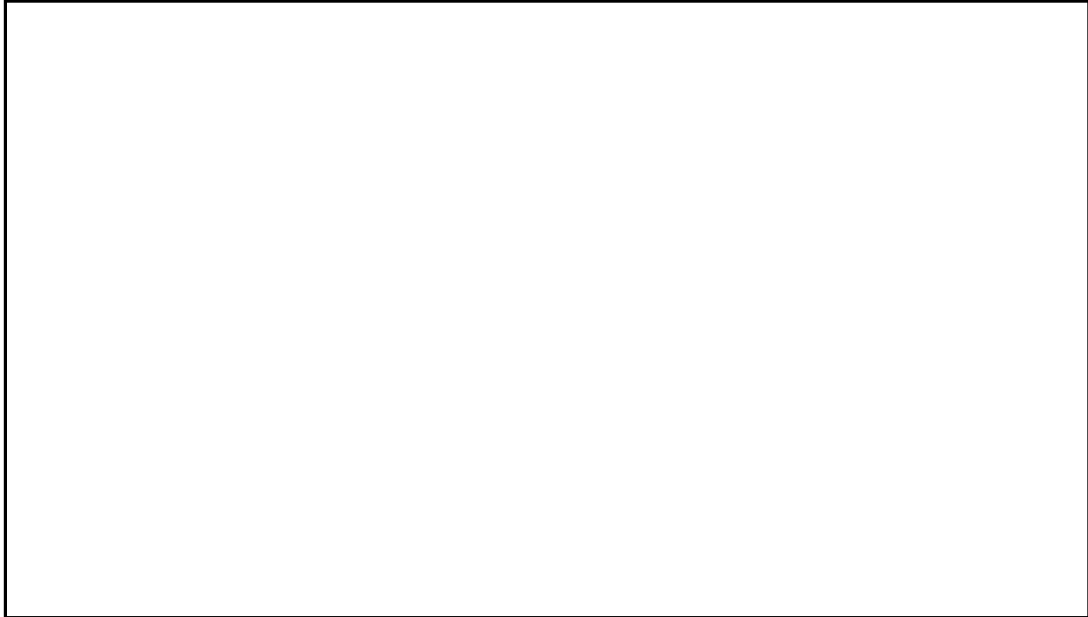
25X1

Special Referrals

White House	-
Senators	28
Representatives	47
Senior Agency Officials	8
Senior Officials other Agencies	<u>12</u>
Total	95

"Upward Mobility" Clerical Training Program. As in the past several years, Recruitment Division, in cooperation with Clerical Staffing Branch, Staff Personnel Division, conducted a recruitment and selection program aimed at clerical personnel who, while unable to meet normal employment testing standards, appeared to have potential for training and development. Washington area clerical recruiters conducted more than 90 interviews and referred 32 complete applicant cases. Eighteen hires were made. These new employees undergo training at the Civil Service Commission and upon completion of their technical training return to the Agency for further training and assignment. A similar program is planned for FY 1974.

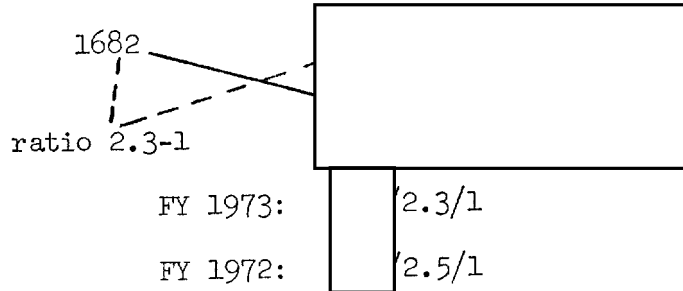
Special Efforts for DDO. Recruitment Division responded to a variety of special requirements levied on us in FY 1973 by certain DDO components, such as:



25X1

Sub-objective 2.1.1. While meeting the requirements for professional staff employee applications to reduce the ratio of such cases selected for processing to the number entering on duty.

Referrals to In Process to EOD



25X9

25X9

These were small but significant reductions especially since during FY 1973 there were major reductions in the overall personnel ceiling of the Agency and uncertainty among operating components as to their specific requirements. The reduction of the ratio of "referrals" to "in process" does reflect greater selectivity by recruiters. Although 321 fewer referrals were made, they were found more acceptable in greater numbers by operating components. Recruitment Division is really not in a position to influence the ratio of "in process" to "EOD" except in terms of motivating the individual referral to bear with the time-consuming process necessary before a final job offer is made.

This objective was reached by employing 15 man years at a cost of about \$510,000.

Sub-objective 2.1.2. To increase by 10% the number of clerical applicant cases referred over FY 1972 input and meet requirements in FY 1973 and FY 1974.

Clerical Applicant Case Input:

FY 1972	1,422
FY 1973	1,410

A number of factors contributed to the shortfall of 15⁴ (12 + 142) clerical applicant cases. The contract clerical recruiter [redacted] who normally produces about 150 applicant cases, was obliged to reduce her work week from 40 to 20 hours because of severe family illness. Her productivity dropped to 88 cases, which is still very commendable production. In addition, two professional recruiters failed to respond to urging that they concentrate their efforts more on clerical candidates. There was a general hardening of the labor market for qualified clerical personnel. While stenographers and secretaries were in adequate supply, the shortfall was essentially in the area of qualified typists and qualified male clerks. In the case of the male clerks (who might be assigned as clerks or messengers), the standard offering of GS-03 or GS-04 appeared inadequate to attract young men in sufficient numbers for positions that hold little promise for career potential. In the second half of FY 1973, there was a significant drop in the number of applications returned for all categories of clerical personnel. We can only surmise that parental apprehension concerning the Agency image may have contributed to this situation.

In seeking to meet the objective, 7.5 man years were expended at a cost of \$255,000.

During FY 1974 it will be necessary to increase the number of qualified clerical applicant cases by the 15⁴ noted above plus an additional 10% for a new objective of 1,633. With the reduction of our field recruiting staff to 5 clerical recruiters, 12 professional recruiters, and 3 interviewers in WARO, we must levy a heavier burden on the professional recruiters and require them to devote 15% of their time to this effort. We have then allocated 8.1 man years at a cost of \$275,000.

Sub-objective 2.1.3. To increase by 15% the number of black professional applicants referred against FY 1973 and FY 1974 requirements.

25X1A

25X1A

	<u>Cases Referred</u>	<u>Put in Process</u>	<u>EOD</u>
FY 1972	97	37	<input type="checkbox"/>
FY 1973	88	47	

25X9

While the "cases referred" is a shortfall statistically, it should be noted that during late FY 1971 and early FY 1972 a mandate developed which was laid upon the Agency as a whole to increase the selection and employment of black professionals. Recruitment Division responded with significant effort but limited guidance. The results were that while there was a noteworthy increase in the number of black professional applicants, the quality was not uniformly high, resulting in the selection (put in process) of only 38%. On the other hand, after a personal presentation to the recruiters by the then-Executive Director-Comptroller on the matter and a clerification of standards, Recruitment Division in FY 1973 made slightly fewer referrals but the selection rate increased to almost 50%. The actual hires (EOD) during FY 1973 increased substantially, reflecting not only FY 1973 but also FY 1972 effort.

During FY 1972 a well-qualified black professional joined the Recruitment Division to concentrate (though not exclusively) on the recruitment of quality black applicants. Late in the second quarter his training was complete and he devoted about 70% of his time to this activity.

Competition from all quarters (industry, government, and the academic community) for high quality black professionals remained intense. Although we would be prepared to discuss employment with qualified blacks in a variety of job categories in grades up to GS-14, the preponderance of requirements tend to be (as also with whites) at the GS-07 to GS-09 range for young engineers and liberal arts majors. This further reduces the target group and increases the competition.

Advertising in the black media was noteworthy for its lack of success. The "Agency image," if indeed it even exists in the "black community," appears in many instances to be associated with the activities of the police, the Bureau of Narcotics and Dangerous Drugs, or other forces "working against" blacks. In the area of international affairs the Agency is perceived by many influential black leaders as hindering rather than helping the emerging nations and "Third World" forces.

Our experience to date suggests that we must concentrate some of our recruitment effort on those 8 or 10 traditionally black colleges and universities that are competitive in academic excellence, but even more on those major colleges and universities with substantial black populations.

A possible internal road block to the selection of some of the black professional applicant cases referred by Recruitment Division was the Professional Applicant Test Battery (PATB). A study carried out during

FY 1973 by the Psychological Services Staff, Office of Medical Services, seems to indicate that while black professional applicants do not do quite as well as whites on the PATB test, the test results are still as predictive of success on the job as are the results of white professional applicants.

During FY 1974 we will allocate 1.8 man years to the task of increasing the number of black professional applicants to at least 115. We would estimate the cost of this activity to be \$61,200.

Sub-objective 2.2. The Staff Personnel Division to provide placement services of common concern with the accomplishment of the following sub-objectives.

Sub-objective 2.2.1. During FY 1973 the Professional Selection Branch will review approximately 2,500 applicant files and place approximately 900 applicants in process for employment.

	<u>FY 1972</u>	<u>FY 1973</u>
Applicant Files	2,486	2,157
Security Initiations	903	894
EOD's		
<u>In Process</u>	<u>30 June 1972</u>	<u>30 June 1973</u>
Prof (no CT)	204	200
Technical	5	31
Communications	60	28
Contract Type A	75	28
Total	<u>344</u>	<u>287</u>

25X9

FY 1973 was a year of peaks and valleys for Professional Selection Branch (PSB). The first two months saw increased activity as operating components expedited initiations of security/medical processing of applicants in an attempt to fill their long dried-up pipelines. Then came more OMB cuts followed by the Director's desire to trim excess fat from the ranks. For a six-month period (September-March) initiations were down by about 50%. April and May saw a slight flutter of activity only to settle back again in June.

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Nonetheless a total of 2,157 new applicant files were reviewed and total initiations decreased only by 9 from last year for a total of 894.

For the ISD Intelligence Analyst-PTP and for three of [redacted] we were forced to go to the "fully cleared and holding" letter as ceiling cuts closed EOD possibilities. Four DDI offices overextended themselves in putting Summer Interns in process. As a result, eight of the fully cleared applicants were cancelled because the offices concerned were unable to accommodate them.

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decisions to process and expeditious handling during processing are essential. At present CIA is not competitive. The record shows that this Agency still continues to massage these applications for months before a decision to process is made. In an attempt to reduce this time factor, PSB has initiated two procedures: Applications of blacks will be listed on the Skills Bank Acquisitions List and committed immediately to the Directorate with the most interest in the applicant's background; and such applications will be shopped only to those Directorates that have requirements for the particular backgrounds of the individuals concerned. This will save us at least the seven days time and could save us weeks. Comparison figures for these applicants are shown below.

	<u>FY 1972</u>	<u>FY 1973</u>
New Applicant Files Received Security/Medical Initiations EOD's	<div style="border: 1px solid black; width: 100%; height: 100%;"></div>	

25X9

For many years the Office of Economic Research (OER) has had a Special Recruitment program of their own for hard-to-get Economists. In past years all of these Special Recruits have been processed on a 30-day expedite basis. This has created many problems for the Office of Security and, in most cases, the economist is not available to EOD for 5-6 months after full clearances are in due to prior commitments. Effective April 1973, OER agreed to drop this long-standing requirement for such special handling.

Sub-objective 2.2.2. During FY 1973 the Professional Placement Branch will brief approximately 21 EOD orientation groups; review and authenticate approximately 2,580 personnel actions; review approximately 380 quality step increase recommendations; and conduct approximately 125 reassignment interviews, 165 pre-exit interviews, 115 follow-up interviews, and 50 three-year follow-up interviews.

ACCOMPLISHMENTS FY 1973

	<u>FY 1971</u>	<u>FY 1972</u>	<u>FY 1973</u>
EOD Orientation Groups Briefed	38	38	21
Personnel Actions Reviewed and Authenticated			
Promotions Reviewed and Authenticated	4,050	2,583	2,582
Quality Step Increase Recommendations Reviewed	492	382	373

	<u>FY 1971</u>	<u>FY 1972</u>	<u>FY 1973</u>
Interviews Conducted			
Reassignment	172	126	120
Pre-Exit	121	168	168
Follow-Up	168	76	118
Three-Year Follow-Up			50

By far the single most important and time-consuming activity of the branch during this year was the effort to place employees who were declared excess to the needs of their components and who requested reassignment. Of 81 surplus cases all were interviewed except those who were overseas. The resulting record of placements is not impressive. Under the circumstances, however, it was an accomplishment to make the eight placements which were arranged. The last of these cases was handled at the end of June 1973.

A new policy was established during the surplus exercise to permit employees to see their official personnel folders, including the reviewer's comments on their Fitness Reports.

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One of the goals was to make our EOD orientation more impressive and worthwhile for new employees. As part of this effort [] took a short course in New York City entitled "Establishing Orientation for New Employees." He felt the course was worthwhile and began to develop some of the ideas that he received during the course.

One of his efforts led to the establishment of an orientation folder which contains two pockets in which are placed many EOD brochures issued to new employees. The outside cover contains the CIA seal and the words Orientation Program, Office of Personnel. Employees take the folder to their offices where it may be retained for reference.

A special EOD Orientation Folder containing all of the forms and brochures describing employment benefits and the written briefings given by all of the speakers at the regular EOD Orientation Session was prepared for employees who are unable to take advantage of complete orientation. This was reviewed in the Office of DDM&S and DCI. Several worthwhile changes resulted.

A number of special briefings were conducted. Some of these were on the CSGA with ONE and COMMO; on PRA with OSR; on QSI awards with OCI; and promotion discussions []

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The following surveys were made during the year:

- Attrition Survey of FMSAC for Coop Students
- Part Time Clerical Survey
- Applicant Review Decision Making Survey

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Survey of All Reserve Employees in the Agency
 Handicapped Survey
 FRA Survey
 Survey of Agency Teletype Employees

Additionally our advice was sought on management changes in the DDO and some of the ideas suggested were accepted and implemented. We also briefed a group of 21 new summer interns in July 1972 and another group of 35 in June 1973.

In October a new procedure was established for conversions from Career Provisional to Career which includes preparation of a Fitness Report, a Form 1152 and a Form 45r when employees have met the requirements for conversion to career status. Placement Officers authenticate these actions.

There was a backlog of some 1700 employees who were eligible for conversion but had not been converted. The delinquent conversions have been reduced to 800. Extra effort will be made to reduce it to 0 by the end of this calendar year.

Sub-objective 2.2.3. By the end of FY 1973 to devise and implement an Agency-wide Vacancy Notice System.

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The publication of [] launched the Agency Vacancy Notice System in January. Loose leaf binders prepared especially for the retention of Agency Vacancy Notices were hand carried by the officers of the branch to 56 components of the Agency along with instructions for their uses. The central reference book is maintained in our headquarters office.

The Vacancy Notice system seems to be catching on very well. About ten notices are active. Each Directorate published a professional vacancy notice in the month of June.

Sub-objective 2.2.4. By the end of FY 1973 to effect an increase of 25% in the number of employees successfully reassigned through the efforts of SPD officers. This objective was achieved with the reassignment of 48 employees in FY 1973, an increase of 37.1% over FY 1972.

Sub-objective 2.2.5. In FY 1974 to reduce by 10% the average time expended in the combined phases of professional applicant processing, based on FY 1972 and FY 1973 experience.

During FY 1973, we devised monitoring and recording systems which provide the basis for determining how long the various phases of processing

take. In FY 1973, the average processing time as defined by the objective was 155 days. In July of 1973, we are committed to the issuance of a notice to all components which highlights the need for more efficient handling of applicant files. A monitoring plan has been established.

Sub-objective 2.2.6. To provide clerical staffing services at a level equivalent to FY 1972.

Accomplishments for the year were as follows:

CLERICAL STAFFING BRANCH WORKLOAD STATISTICS

Cases in process as of 30 June 1973	529	
Applications received	1,615	
New cases put into process	1,343	
Rejects	169	
Cancellations (includes one part-time who EOD's Contract)	619	
Entered on duty		
Resignations from TAS		25X9
External Detailees	72	
Internal Detailees	17	
Employees in TAS as of 30 June 1973	34	
SSG's entered on duty	66	
SSG's in process as of 30 June 1973	1	
Assignments of EXG-4's	10	
	10	
Assignments from TAS:	706	
DDO	281	
DDI	134	
DDM&S	245	
DCI	7	
DDS&T	39	
TAS Projects (man-hours)	5,400	
Reproduction "Xerox" copies	565,130	
PHS's	387,843	
CSB and special projects	177,287	
Room Reservations	276	
Part-Time Program (Bulletin issued 27 November 1972)		
Number of Applications Received	37	
Entered on Duty and Assigned	15	
In Process as of 30 June	17	
Conversions to Career Employee Status (Since January 1973)	161	

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a few states have disregarded this policy and continue to submit scores, recruiters were forced to administer more SET's. PSS was unable to recommend a more reliable, valid and convenient substitute for the SET.

Temporary Housing

Housing, particularly temporary housing, continued to be a problem. Unfortunately no satisfactory substitutes for The Evangeline and the YMCA were found. The Salvation Army purchased and is remodeling the old Hamilton Hotel at 14th and K Streets, and, hopefully the new Evangeline will open in September under more professional management. CSB instituted a housing briefing as part of EOD processing, and this appears to have reduced the number of complaints and problems on that score.

EOD Processing

Briefings were limited to one day and were refined to include some meaningful visual aids. In February, OS/Personnel Security Division began holding "Fireside Chats" with each EOD group, the intent being to create a "sense of security with Security" to discuss such things as the Agency's policy on drug use, to anticipate problems and answer questions of a security nature -- all in a very informal "rap" session. These briefings have been mutually beneficial and have relieved a good deal of mystery and intrigue about the organization.

Assignments Out of TAS

Assignments out of TAS increased over FY 1972, as did requirements. Problems in making placement determinations remained essentially the same: sudden priority needs, such as calls for external detailees; uneven flow of EOD's; uncertainty regarding full clearances and skills qualification; spotty reporting of component requirements; and unpopular building locations. The shortage of clerks and couriers was particularly frustrating, yet the supply of stenographers was more than sufficient. Even with the limitations imposed upon us, real effort was made to place the right person in the right job. Rapport with components continued to improve and was generally agreeable.

Internal Reassignments

The Agency-wide Vacancy Notice System was implemented and created a significant workload for CSB. 28 notices (GS-04 through 09) were issued, 114 applications were received and processed, and 11 vacancies were filled as a result. Component and employee-initiated reassignment requests numbered 96, fewer than last year, but closer CSB monitoring and involvement resulted in a far higher percentage of successful placements.

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S E C R E T

Senior Secretarial Roster

The Senior Secretarial Roster Notice was allowed to expire 1 June. The roster became obsolete as a result of the advent of the Agency-wide Vacancy Notice System and fewer requests and placements of senior secretaries. Only a handful of applications was received.

Summer-Only Program

Criteria for summer employment remained the same. Initially, requirements numbered 200 but were subsequently increased to 210. OMS and OS were requested to clear only the top 250 applicants on the theory that the Agency would not be able to offer summer employment to the rest. Actually, we reached number 262.

Exit interviews were conducted with 211 Summer-Only's of the 1972 program. The results indicated general satisfaction with assignment and workload.

The Summer-Only Program continues to be one of CSB's most underrated, misunderstood, and time-consuming responsibilities. It begins in October with issuance of a Notice and ends 1 October with the submission of an annual report. Applications are requested, mailed and returned. Tests are scheduled and administered as are elementary medical screenings. OS and OMS processing is initiated. Test rankings are requested and received. Component requirements are submitted. Placements are determined with consideration not only for component needs but also for applicant shifts and for location preferences, qualifications, etc. Notifications of acceptance, rejection or holding in nebulous category are sent. EOD dates are established commencing in early May. Components are notified of their prospective Summer-Only employees. OS is furnished a list so that an interview may be scheduled with each employee. EOD processing and orientation is conducted every Tuesday and Thursday in May and June. Forms 1152 are processed and finally -- exit interviews are conducted.

Upward Mobility Program

10 Upward Mobility Trainees, the EXG-4's, entered on duty just prior to the beginning of FY 1973. They spent seven weeks full-time at the CSC Training Center studying typing, office practices and communication skills, and reading. This was our first experience with non-Agency training and it proved highly effective. Although only a few qualified in typing, each trainee benefitted and was appreciative of the opportunity she or he had.

Placement of the EXG's was difficult, largely because of transportation problems. None were willing to be assigned to Headquarters; all requested [redacted] Assignments were as follows: NPIC - 6; OL - 1; OS - 1; DCS - 1; OF - 1. Non-NPIC assignments were in Rosslyn [redacted]

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Of the class, 9 EXG's remained with the Agency as of 30 June. One young lady married and became pregnant; medical problems caused her to resign. Performance evaluations indicate the remaining nine are at least "proficient" employees.

The 1973 Upward Mobility Program did not begin during that Fiscal Year, but 18 of the 32 applicants put in process were scheduled for EOD 5 July. A special four-week program was devised by CSC exclusively for our group. We visited the Training Center in June and were highly impressed with CSC's facilities and staff.

Follow-Up Interviews

FY 1973 was the first full fiscal year in which CSB conducted clerical follow-up interviews. In March 1973, CSB prepared the first analysis of follow-up interview results, covering April - December 1971 EOD's, a total of 185 interviews. The overall report was distributed by the Director of Personnel to the then Executive Director-Comptroller and to each Deputy Director. A directorate report was also provided the respective Deputies. The analysis reflected that the majority liked the Agency, their jobs and supervisors; that Agency components could do a much better job of orienting new clerical employees to their jobs and offices; and that skills were not being fully utilized. The analysis generated considerable interest and appreciation, and will be up-dated semi-annually. Prompt feedback on significant individual problems will continue to be made.

Pre-Exit Interviews

CSB held 335 pre-exit interviews with GS-06's and below. Individual reports were prepared on each resignee and sent by SPD to components on a quarterly basis. An increased number of reports of special or immediate interest, either to OP or to the component, were forwarded or discussed with components by CSB upon their completion. The effectiveness of feedback to components is difficult to assess but, judging from conversations with many personnel officers, it appears worthwhile and appreciated. In March 1973, final responsibility for recommending re-employment was transferred from OP to the supervisor of the resignee.

An analysis of reasons for separations in FY 1973 showed that 29% left for personal reasons, primarily to return to school, desire to return home, or a change of scene. Thirty-two percent left because of family responsibilities, i.e., marriage, accompany husband, caring for dependents. Thirty-one percent of the remaining thirty-nine percent left for job-related reasons. Major areas within this general category included advancement (well over one-third), career change (slightly less than one-third); immediate duties and supervisor-related reasons comprised most of the remaining third.

Improvements in CSB and TAS Space and Facilities

Many of the recommendations and requests for CSB/TAS space and facilities improvements were accomplished in FY 1973. New supply and coat cabinets were delivered in November; most manual and all malfunctioning typewriters were replaced, and the total number of machines was reduced to a reasonable level; the EOD lounge request was approved in February and although few furnishings have been delivered, all are on order and should be in place in August; wall hangings were obtained and safes were painted; a doorway was installed between Rooms 316 and 317 in order to provide easier and better supervision of TAS. The Director of Personnel last summer authorized designation of Room 316 as [] emergency relocation site and a "patch-panel" was installed.

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Sub-objective 2.2.7. In FY 1974, to reduce by 25% the average time new clerical employees spend in the []

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The most significant achievement by CSB in FY 1973 was the reduction of average time in TAS to 3.8 weeks as opposed to 5.1 weeks in FY 1972. This was accomplished by EODing a significantly higher percentage of fully-cleared people and placing those who qualified in skill(s) in Orientation their second day. The higher invitee travel expenditures were more than offset by reduction of time spent in TAS and a much lower TAS separation rate.

In September, a new monitor/supervisor was assigned to TAS. Much more time, effort and interest have been expended in counselling new clerical employees. Inactivity in TAS remained a constant hazard, but we actively solicited and received work projects. We conservatively estimate that during the last three quarters of FY 1973 5,400 man hours, or approximately 2 1/2 man years, were spent on TAS projects at a cost savings of about \$17,000. Some of the projects are continuing. Most are one-time.

Sub-objective 2.2.8. During FY 1973, the Correspondence, Applicant and Records Branch to produce approximately 30,000 letters, make up approximately 12,000 applicant files; retire approximately 15,000 files; and destroy approximately 10,000 record cards.

The objective was achieved with the production of the following:

Number of Letters Prepared	33,547	
Routine Letters		13,525
Letters Requiring Individual Handling		4,602
Special Projects		951
Total Clerical Correspondence Completed		6,273
Letters Answered		8,196

Letters Reviewed	12,243
Files Made Up	12,101
Files Requested from Records Center	1,308
Files Retired Under OP Control	3,701
Files Retired under ISD Control	12,416
Record Cards Destroyed	11,031

In July 1972 we began the annual removal from the inactive shelves of those files which had been on the shelves for at least 6 months. Since many of these files will be destroyed by Records Center without ever being returned to this Branch, each file must be reviewed to make sure that the case is definitely closed and that any cases of medical, security, or panel disapproval are noted on the Record Cards. This year 3,701 such files have already been retired to the Records Center under Office of Personnel control. This is a small number compared to the 12,416 files turned over to ISD this year. The ISD program saves Office of Personnel considerable space in the Records Center.

During this year the Branch was authorized to sign letters by hand rather than by Autopen. This speeded up the dispatch of mail enormously since the use of Autopen on all letters required a great deal of paper handling, i.e., removal of enclosures before the original letter could be interted under the pen, re-combining of those enclosures with the signed letter, etc. Letters going to the Front Office for dispatch continue to be signed by Autopen.

In January 1973 the Branch had its own mini-Personnel Conference. For two hours in the morning and in the afternoon, three teams of girls got together in their own Sections (File Room, Machine Room and Main Room) to discuss their work, their problems, their questions, their suggestions, their gripes, etc. among themselves. Each Section then prepared a paper on the results of their discussion. The next day, all Sections met together and the paper of each Section was read and discussed by all girls. Many of their questions or doubts were taken care of by this meeting with their peers. The problems which they themselves could not take care of were then put down on paper and presented to the supervisors. The next day a meeting of all Branch personnel and the supervisors was held to explain and answer all questions which they had presented.

These meetings resulted in several good suggestions which were put into effect immediately. During these discussions the girls learned more of the overall work of the office and how their particular jobs affected other parts of the Branch. We plan to have these little conferences every January and July. In view of the emphasis being placed on Letters of Instruction, we hope to have each girl do preliminary work on this project at this July's conference.

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Thirty-three inactive duty training sessions relating to national security, with the assistance of the National Security Seminar faculty of the Industrial College of the Armed Forces, were conducted in the Headquarters building. No in-house active duty training courses were scheduled since adequate active duty training tours were available with the military departments.

An agreement was reached between the Agency's Office of Security, this Division, and the newly established Defense Investigative Service (DIS) to back-stop the Agency's investigative report with DIS when the individual entered on duty with the Agency rather than delaying the back-stop until such time as he was returned to the control of the appropriate military service. This procedure has significantly reduced the amount of traffic originating between this office and the gaining unit when an individual is transferred to a position requiring a security clearance.

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Arrangements were worked out with the support function of the Intelligence Community Staff (ICS) to channel their military personnel requirements through the Division for coordination with the services, thus giving MMPD the necessary controls for the orderly procurement and processing of these officers, which heretofore was being conducted on informal arrangements between the ICS and the Directors of other agencies within the intelligence community. At present there are only two officers officially detailed to the ICS in a reimburseable status, they are MG Lew Allen, Jr. (Air Force) and MG Daniel O. Graham (Army). Several other officers are cleared for duty. However, their entrance has been delayed pending the formalizing of slotting arrangements within their respective service which is still being negotiated.

The remaining selective service deferment workload consists of informing the Director of Selective Service of the return from overseas of sixty-nine Agency employees who hold a directed 4-F deferment.

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Also in October 1972 DDO completed their screening of the Agency Civilian Reserve Program and selected 103 for retention in the program. Letters were mailed to the remaining 514 reservists informing them of the discontinuance of the program.

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Sub-objective 2.4. During FY 1973 to administer the Agency Cooperative Education and Summer Intern Programs. Satisfaction of this objective to be considered achieved with the accomplishment of the following sub-objectives.

Sub-objective 2.4.1. To increase the number of offices employing co-ops.

The Cartography Division of OBGI has recently established positions for co-ops. A work program has been written and distributed to universities which have the best programs in cartography. We have received inquiries from some students, whom we will interview in the fall. ORD is drafting

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its work program. ISD and OER have been briefed and are considering the use of co-op students. If they join, there will have been a 62 percent increase in the number of offices using co-op students in the last 18 months.

The co-op program grew from 94 in the program and 20 in process on 30 June 1972 to 106 in the program and 9 in process a year later.

The programs are administered by a Coordinator for Cooperative Programs, GS-15, and assisted by one-third of a clerk-typist, GS-04. Travel expenses amounted to \$1,200.00.

Sub-objective 2.4.2. To increase the number of black students participating in the co-op program.

Working through contacts developed at the conferences of the two professional co-op associations we have been invited to recruit at four predominantly black colleges -- Morgan State, Bowie, Wilberforce and Federal City College. We have our first student from the last school in process. Unfortunately, none of these schools have engineering departments and our requirements for liberal arts students are minimal. The two students from Prairie View did very well on their first work block as photo interpreters and we are invited to recruit there if we have sufficient requirements.

Another approach we developed this year was to take young black Agency employees with good records and assist them to get into college and into our co-op program. We have worked with several and the first one is enrolled at Howard for a degree in electrical engineering, with his co-op work assignment in OSI.

The National Urban League provided us with resumes on 13 candidates for our summer intern program. Most were not interested in it or had the wrong majors for the program. One economist did look good and was put in process. Because of his problem in securing his military medical records he could not be cleared in time to be a summer intern. He has been kept in process and will be picked up later as a staff employee by OER.

Sub-objective 2.4.3. To develop techniques to make long-range forecasts of co-op requirements.

This was done for NPIC. Their requirements were correct in all divisions except one, where requirements had to be reduced somewhat so that they could absorb co-ops when they graduate.

Sub-objective 2.4.4. To start the recruitment of summer interns earlier.

For at least the three previous classes, interns had serious complaints about not being cleared until so late in the summer that they had little time to complete their research projects and to earn money. The briefing schedule was too compacted. This year we had determined our requirements and distributed them to the professional recruiters in September. Starting earlier, we had 50 percent more inquiries (approximately 500), received 90 completed applications (as opposed to 55) and entered on duty 25, ten more than last year. All except three were cleared in May or earlier, and these three were cleared in time for the first orientation briefing on 19 June -- three weeks earlier than the briefings started last year.

Sub-objective 2.4.5. By the end of FY 1973 to develop a new system for determining the pay of co-ops while in the program and the grade upon graduation and conversion to staff employment.

To determine the pay of co-ops, we refined the old year-of-college-completed system to a percentage of courses required for graduation. Thus, a student who has completed up through 19% of his courses receives a GS-03; 20 - 39%, GS-04, etc. This required computing the percentages for each major for the 20 colleges with which we co-op. But it was worth the effort since it ended hours of wrangling, letter writing and long distance calls to the schools. The new system is fairer, easily understood and well accepted. For the graduating co-op, those with up through 7 months co-op work experience with us receive a GS-07; those with between 8 and 14 months receive a GS-08; and above 15 months, a GS-09.

Sub-objective 2.4.6. To establish a quarterly orientation briefing about the Agency for co-op students.

Based on interviews with nearly all co-ops on duty this spring, it became obvious that few of them had any briefings except about their own office. We have just had the first quarterly orientation briefing about the Agency, conducted for 47 co-ops.

(4) Problems

Housing continues to be the number one problem in the co-op program, and to a lesser extent, for summer interns. An employee bulletin asking Agency employees to help locate suitable housing has been issued. One of our co-ops in OJCS has volunteered to develop a computer program to match up available housing with those seeking housing. If this is not successful, it may be necessary for the Agency to consider leasing a few apartment units and then subleasing them to employees in these two programs.

9/
S E C R E T

During the year an FY 1974 objective was established to identify manpower costs to recruit and EOD professional, clerical, and technical appointees by Office. As originally established responsibility was shared between SPD and RD. To avoid problems of dual accountability SPD has assumed full responsibility.

Space and equipment problems need to be resolved in order to improve the productivity of the Division.

Little progress has been made in meeting the stated objective of the Deputy Director of Personnel for Recruitment and Placement to develop a system to review 20% of recruitment and placement activities. Much of this fiscal year must be devoted to developing systems to quantify program performance. This objective is to be met in FY 1975. We have had discussions to inventory what statistics are maintained on present programs. When this is completed we will identify gaps of information in our present system and develop procedures to capture necessary quantifiable data.

(5) Plans

Complete TAS placement determination prior to Orientation so that Clerical Training Branch can concentrate more specifically on offices of assignment (unfortunately this would tend to increase time in TAS).

Shift the PHS Xeroxing responsibility to OS.

Extend invitee travel radius from 50 to 500 miles and increase proportion of fully cleared EOD's, thus further reducing average time in TAS.

Assume responsibility for test administration (typing, shorthand, and SET) and standardization.

Reduce the number of follow-up and exit interviews in order to provide additional manpower for essential placement activities and concentration on putting the right person in the right job.

Develop ways to increase use and effectiveness of the Agency Vacancy Notice System.

Increase the number of one year and three year follow-up interviews. Also increase our communication of results of all interviews to the components we service.

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Continue to:

- Try to reduce the ratio of initiations to EOD's;
- Move applicant files through components more expeditiously
- Cut down on 2-6 months review time;
- Encourage more use of pre-processing interview and PATB II testing;
- Bring about some equality between career services on EOD grades;
- Move closer to handling all contract type A processing.

(6) Costs

The estimated costs for Objective 2 are as follows:

	<u>Man Years</u>	
RD sub-objective 2.1.1	25X9	25X1A
2.1.2		
2.1.3		
Other activities		
SPD sub-objective 2.2		
MPD sub-objective 2.3		
Co-op sub-objective 2.4		
TOTAL		

c. Objective 3. DCI.

(1) To maintain the official personnel records of staff employees and staffing complement positions and provide leadership, guidance and support to all levels of management in planning and applying effective personnel management in the face of reductions in manpower and funding levels during FY 1973.

(2) Action Plan.

In order to measure progress toward the achievement of this broad objective subordinate objectives were established for the work output of the Control Division, the Position Management and Compensation

Division, the Plans Staff and the Review Staff. These sub-objectives are derived from experience and are quantifiable. They serve as milestones in measuring achievement toward accomplishment of the higher objective.

(3) Progress and Shortfall

Sub-objective 3.1. To maintain the official personnel records of staff employees and provide support to all levels of management in planning and applying effective personnel management. Achievement of this objective was accomplished with these sub-objectives.

Sub-objective 3.1.1. To satisfy all demands and requirements for maintenance and control of Official Personnel Folders.

As in years past, we have been able to satisfy all demands for maintenance and access to Official Personnel Folders. This year in an effort to improve our control of OPF's we are tightening up our procedures for determining who is authorized access to OPF's. We have also continued our semi-annual inventory of OPF's to increase our control of files. The biggest problem in achieving this objective is our lack of adequate manpower combined with a very high rate of turnover. It is difficult to maintain meticulous records with excessive volumes of work and mounting backlogs. We expended about 6.7 AE on this objective this year at a cost of about \$53,061.70.

25X9

The percentage changes relating to active and terminated files charged out may be misleading in that they do not reflect a sharp reduction in work so much as a more accurate record-keeping system instituted last year. As noted in last year's annual report, reporting procedures have been sharpened to remove the fudge factor from employee estimates of work done. It is obvious that there has been some reduction in Agency ceiling, but to attribute a reduction of this size to the overall Agency ceiling reductions is unrealistic.

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SECRET

The reduction in filing material would seem to be a reflection of our reductions in Agency ceiling throughout the year. There was some laxity in recording this factor and we intend to tighten up our reporting in this area in the future.

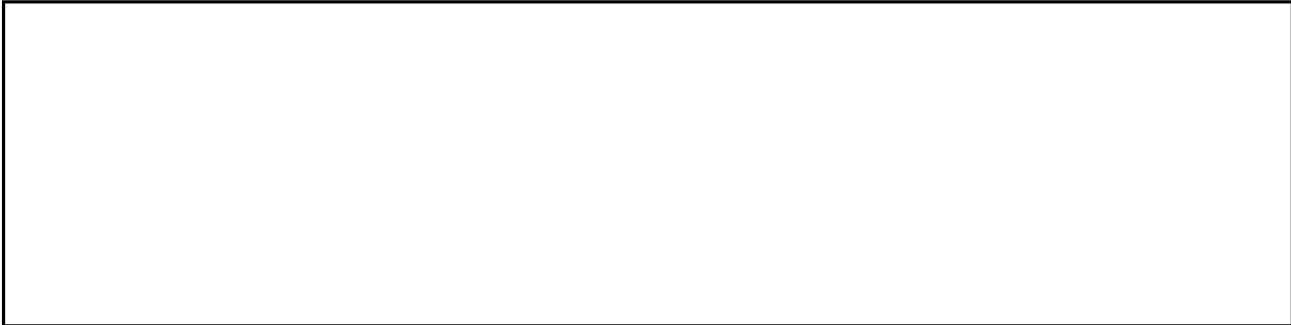
The reduction of 23.5% in Agency EOD files established is a result of the Agency's tight ceiling this year. The increase of 11.5% in ordering Prior Federal Service files is due to increased concern regarding retirement and requests that periods of service be verified.

Personnel turnover was a problem again this year, with 15 employees and 2 details rotating through the eight positions in the Section. Such a large turnover increases the problems of training and cross training employees to maintain high quality standards of work. An even greater problem was being constantly below authorized strength. Because of this, we were forced to use 304 hours of overtime to reduce mounting Section backlogs. 2 details and 2 summer employees contributed an additional eight months of manpower.

Sub-objective 3.1.2. To edit and document all authorized changes in personnel status.

Despite an increasing number of changes in personnel status this year, we were able to correctly process all actions in a timely fashion. We expended approximately 5 A.E. on this objective this year at a cost of about \$47,949.74.

25X1A



The number of Personnel Actions processed increased by 18.9%. This is apparently due to the large number of reorganizations that occurred during the year. Another factor was the new use of the Personnel Action as the recorder of NSCA Delegation levels which increased this figure by three or four thousand.

Although we have experienced much employee turnover in this Section this year, we have been able to maintain our authorized strength. We have been able to meet all regular demands for work despite an average Section experience of only 6.5 months for area clerks.

We expect to continue current efforts and procedures in the accomplishment of this continuing objective.

Sub-objective 3.1.3. To convert all pertinent personnel data to papertape for computer input.

Thanks to the extra efforts of our Status Section employees this year, we have been able to meet all of our deadlines for computer input without building up unmanageable backlogs. Our biggest problems in achieving this goal have been a high rate of turnover, and problems in machine breakdowns. We expended approximately 6 A.E. on this objective this year at a cost of approximately \$51,066.17.

25X1A

The 33.6% increase in "short forms" reflects the increase in mass actions submitted in connection with organizational changes. The difference between the numbers reported by the Status and Position Control Sections for personnel actions processed is due to several factors. Status reports actions and short forms separately while Position Control reports them together. The Position Control figures include the computer-produced NSCA actions that are not included in the Status figures.

Status Section had a complete turnover of typists this year. This Section also has a limited experience factor of only 6.5 months for its typists. It was necessary to use 295 hours of overtime because of machine problems and unusual work fluctuations.

This year we are purchasing three new input machines which will eliminate problems of machine breakdowns and improve input time because of their faster operation. We hope this will counterbalance the loss of one of our positions in the Status Section.

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25X9

Reductions in the Agency ceiling have resulted in an increase in deletions and a decrease in locator card changes and red line telephone transactions. The increase in the Gray line transactions would seem to reflect a growing awareness and utilization of this facility.

	<u>FY 1973</u>	<u>FY 1972</u>	<u>% Change</u>
Forms 642 and 642A code			
ADP Processed Forms returned to Office			
Locator Flex-o-Line Strips distributed to total five sets			
Address Cards Sent to Telephone Office			
Deletions			
Red Line Transactions	857	1,172	- 26.8
Gray Line Transactions	607	498	+ 22.0
Green Line Transactions	424	467	- 7.9

25X9

Through personnel reassignments within the Branch, we have been able to arrange for two employees in the Branch to be completely trained and familiar with the functioning of the Locator Control position to provide adequate backup for vacations and sickness.

Sub-objective 3.1.5. To develop and implement a program to microfilm the prior Federal service portions of Contract Personnel Files.

TRB has been able to fully accomplish this objective this year. We now have a routine procedure under which TRB orders prior Federal service records for Contract employees, prepares them for microfilm, reviews the resultant 58 image microfiche for acceptability, returns the records to the Federal Records Center. The microfiche is forwarded to CPD for inclusion in the Contract personnel file for their use and subsequent ROB use.

We expended approximately .005 A.E. on this project this year for a cost of approximately \$66.67.

Sub-objective 3.1.6. During FY 1973 to service the various Agency Offices by providing approximately [redacted] "As Is" Biographic Profiles for new EOD's and for current on-duty personnel, for use by

25X9

25X9

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supervisors and operating officials throughout the Agency in formulating and implementing decisions concerning the utilization and development of Agency personnel.

This objective involved the initial preparation of Biographic Profiles on all new EOD's throughout the year and the updating of profiles as requested by operating offices for on-duty Agency staff personnel. Biographic Profiles are prepared covering contract personnel, if requested, but only on a time-available basis. During Fiscal Year 1973:

25X9



Initial Bio Profiles were prepared (172 less than FY 1972)
 Bio Profiles updated (928 more than FY 1972)
 Bio Profiles furnished on an "As Is" basis (906 less than FY 1972)

Total Bio Profiles prepared, updated, or furnished "As Is" (150 less than FY 1972 and 571 more than FY 1971)

Biographic Profile Preparation by Component:

	Initial Profiles		Profiles Updated		"As Is" Profiles Furnished	Total "As Is," Initial, & Updated Profiles
	Prepared					
	<u>Spec Req</u>	<u>Routine</u>	<u>Spec Req</u>	<u>Routine</u>		
DCI	[REDACTED]					
DDM&S						
DDO						
DDI						
DDS&T						
Totals						
Grand Totals						

25X9

In January 1973 prepared for D/Pers (for the use of the then Executive Director-Comptroller and the new DCI, Mr. James R. Schlesinger) loose-leaf notebook-type reports containing updated biographic profiles covering 121 "Agency Key Personnel."

Furnished D/Pers 56 updated biographic profiles covering staff employees assigned to the Intelligence Community Staff.

Furnished D/Pers (for DDO/CI) 1 initial and 8 updated biographic profiles covering 1 on-duty employee and 8 former employees.

Furnished Acting CMO/DDM&S, 26 updated biographic profiles covering GS-14 Support Officers.

Furnished OTR/Pers 103 "As Is" Biographic Profiles covering specific individuals.

25X1

Furnished [redacted] Chairman, Management Task Force, copies of the most recent fitness report in the QAB profile files for each of 92 employees.

In answer to requests from OP/SPD/Military Personnel Branch, reviewed 285 names and advised MPB which of the individuals were currently on duty with the Agency. For those on duty, QAB identified serial number, current grade, and office to which assigned. For all terminated employees. QAB advised MPB dates of termination.

One Xerox copy of each Biographic Profile (Form 1200), Part 1 only, was made and sent to Vital Materials in accordance with the following schedule:

July 1972	- T, U, V	January 1973	- H, I, J
August	- W, X, Y, Z	February	- K, L
September	- A, B,	March	- M
October	- C	April	- N, O, P
November	- D, E	May	- Q, R
December	- F, G	June	- S

As current profiles are received in Vital Materials each month, those profiles which are obsolete are destroyed.

Biographic Profiles are reproduced in QAB by use of the Xerox 2400. During FY 1973 a total of 118,624 sheets were run to cover the Biographic Profiles mentioned immediately above. This was an increase of 10,112 sheets over FY 1972 and an increase of 19,797 sheets over FY 1971.

Estimated costs: 5.56 MY - \$65,068.



25X1

Work on this objective began in February 1973 and was completed in May 1973 and involved the updating of 312 Biographic Profiles.

Estimated costs: .24 MY - \$2,814.

Sub-objective 3.1.8. Review all master Biographic Profiles on file in QAB to make certain that there is a Biographic Profile immediately available for each staff employee and staff agent on duty in the Agency.

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SECRET

With the help of QAB's 1972 "Summer Only" employee, a list was prepared naming the 497 on-duty staff employees and staff agents for whom no master Biographic Profile was immediately available. During the remainder of FY 1973, necessary Official Personnel Folders were obtained and profiles were made or earlier-made profiles were corrected to show name changes due to marriages, SE-SA or SA-SE conversions, etc.

Estimated costs: .20 MY - \$1,363.

Sub-objective 3.1.9. Provide a response to each request of Agency Offices for Qualifications Searches. Accomplishment of this objective will include the coding of 1,200 employee files, 400 Forms 444j, 6,000 Forms 444n, 2,500 language data forms, and 3,000 cases (coding updates).

This objective involved the initial coding of the individual's qualifications for each new EOD throughout the year and the updating of earlier coding, when possible, for on-duty Agency staff personnel. During FY 1973:

25X9

Employee files (EOD's or re-EOD's initially coded (274 less than FY 1972)
Forms 444j coded (181 less than FY 1972)
Forms 444n coded (929 more than FY 1972)
Language Data Forms coded (264 less than FY 1972)
Cases - Coding Updated (787 less than FY 1972)

RESPONSES TO REQUESTS FOR QUALIFICATIONS SEARCHES

25X9

Furnished NOCAD/Pers a list of the language qualifications of [] named staff agents.

Furnished OL/Pers "As Is" biographic profiles covering 17 Agency employees, grade GS-12 and below, with law degrees received in the last five years.

25X1

Furnished [] Desk names of 10 former employees having Turkish Language proficiency.

In answer to a request for names of applicants with a knowledge of the Finnish Language, advised OP/PSB that no applicants were found who were sufficiently proficient in reading and writing the Finnish Language to qualify as translators.

Furnished AF/OPS/TRO "As Is" biographic profiles covering 35 "D" designees with Arabic Language proficiency and varied types of operational experience.

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25X1A

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Based on a special roster prepared by OJCS, QAB made a special effort to obtain the necessary Official Personnel Folders and code the qualifications information for 575 staff employees and staff agents on duty as of 31 January 1973 which had not as yet been coded. All except 5 have now been identified, coded and the information forwarded for input to the qualifications system.

25X9

[Redacted]

Sub-objective 3.1.11. Review all master code sheets in the QAB files to identify those individuals whose qualifications had not been coded since 1969 and update those cases.

QAB's 1972 "Summer Only" prepared an alphabetic listing of 1,125 Agency employees whose qualifications had not been coded since 1969. Since that time all of Official Personnel Folders have been requested and obtained and the individuals' qualifications have been coded.

25X9

[Redacted]

Sub-objective 3.1.12. During FY 1973 to produce approximately 195 statistical reports and 222 tables.

Accomplishments were as follows:

STATISTICAL TABLES PREPARED AND DISTRIBUTED BY SRB

<u>Frequency</u>	<u>No. of Reports</u>	<u>No. of Tables</u>	<u>No. of Tables Times Freq.</u>	<u>No. of Recipients</u>	<u>Recipients Times Freq.</u>
Total	192	222	1,826	299	1,685
Recurring	44	222	1,826	151	1,537
Weekly	7	10	520	8	416
Bi-Weekly	-	-	-	-	-
Monthly	25	97	1,164	85	1,020
Quarterly	3	8	32	8	32
Semi-Annually	1	3	6	19	38
Annually	8	104	104	31	31
Specials*	148	Variable	Variable	148	148

*Specials are one-time requirements which were prepared during the Fiscal Year.

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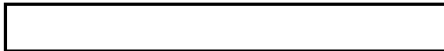
MACHINE LISTINGS AND TABULATIONS
CONTROLLED BY THE STATISTICAL REPORTING BRANCH

Frequency	Number Identified June 1972	Reports Deleted in FY-73	Reports Added in FY-73	Reports Lost by Rescheduling	Reports Gained Rescheduling	Reports as of June 1973
Total	456	20	23	5	5	462
Recurring	421	20	23	5	5	424
Bi-Weekly	23	-	-	-	-	23
Monthly	165	13	6	3	1	160
Quarterly	73	4	4	2	-	75
Semi-Annually	101	-	11	-	1	111
Annually	40	-	-	-	3	37
Non-Scheduled	19	3	2	-	-	18
Specials*	35	XXX	XXX	XXX	XXX	38

*Specials are one-time requirements which were prepared during the Fiscal Year.

Manual preparation of some 44 regularly scheduled reports during FY 1973.

25X9



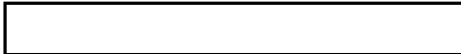
Each month, 12 SRB reference files are updated along with three more that are updated every six months. These reports are not distributed but are used as a ready reference in answering special requests.

25X9



SRB is frequently called upon to provide special report information to authorized officials. In FY 1973, there were 148 such special reports and/or requests honored.

25X9



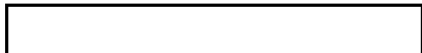
Since SRB has responsibility for providing Office Heads, Operating Officials and Heads of Career Services personnel statistical tabulations and listings, the Branch receives many inquiries from such users. Answering inquiries take much of SRB's time and effort.

25X9



Employees outside the Branch often seek assistance as to what information is available, how to set up reports, where or who is responsible for the preparation of certain reports, etc.

25X9



As a more detailed breakdown of accomplishments for FY 1973, the following single activities are significant:

Established the necessary National Security Classification Authority reports.

For OTR, identified the number of Agency Division Chief level (Branch Chief in the DDO) positions and incumbents and listed the training courses that each incumbent has had for the past ten years. This information was used by a Task Force to establish new managerial and executive level training courses.

An Executive Manpower Study was prepared which compared the Agency's Executive (GS-16 and above) and Feeder Group (GS-15) populations with other comparable Federal Agencies. This study was prepared for the D/Pers.

In order to remove from ceiling count Staff Personnel who have been placed on approved extended sick leave pending disability retirement, a new employee code (40) was established. This code identifies these employees in reporting systems until they reach their pay cease date at which time they are separated from the Agency as disability retirements.

25X1A

The revision of [redacted] effective 4 August 1972, which pertains to Fitness Report procedures [redacted] personnel only) required OJCS work orders to be submitted to handle the new procedures and call-up schedules.

25X1A

The D/Pers had many briefings with Mr. Schlesinger and his new top level executives. SRB was called upon to produce various statistics relating to past, present, and future status of the Agency. Projections were continually being made and revised whenever the parameters were changed. Often the data and/or recommendations were given orally over the phone to D/Pers.

Many other offices and officials came to SRB for statistics to be used in briefing the new DCI and other new top level executives. OPPB requested the greatest amount of information covering the longest span of time (from 1947 to 1972). This was used to provide the DCI with material for his own information as well as for use in briefings with members of Congress.

In connection with the National Security Classification Authority project, SRB requested from OJCS an alpha listing of current and former

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Agency employees who were employed by one or more of the Agency's predecessor groups. The listing was requested by ISD for use by authorized Agency officials whose responsibility is to review classified historical documents for possible declassification.

Two listings were prepared for the Executive Director-Comptroller which reflected by FY 1973 and FY 1974 the number of GS-12 and above employees who were eligible to retire under CIARDS.

Mr. Colby requested and was given a tabulation of the number of "top level" managers assigned to Headquarters. The tabulation was by Office and by the employee's title. Mr. Colby wanted the data in order to determine how many top level personnel were available for the possible briefing of the new DCI.

In order to get an estimate of the number of former employees who could have possibly classified documents while assigned to the Agency, Mr. Wattles, ADD/S was given a tabulation reflecting by grade and by Directorate the number of civilian separations for the period 1954 through 1972. The total was

Ten gain and loss projections based on cuts in FY 1973 ceiling of 2.5%, 5%, 7%, and 10% were prepared for the D/Pers. These projections were compiled to determine allowable promotions under each cut and to reflect the "float" in average grade of a 20% promotion rate was allowed.

OMB briefings resulted in SRB providing the D/Pers with statistical data to help Mr. Fisher fight for smaller cuts in FY 1973 and FY 1974 ceilings. The main point which he brought forward was that major cuts would cause a "trough" in the feeder groups to the mid and senior level professionals in the Plans and Support Directorates. Also a substantial cut would cause another promotion freeze in FY 1974.

A study of Professional Staff Personnel Separations for calendar year 1972 was prepared for . The study reflected the number of separations by major reasons: voluntary, involuntary, retirement, deaths, and expired appointments.

SRB participated in the annual records survey resulting in revised Records Control and Vital Records Deposit schedules, and in the destruction of 22 cubic feet of documents.

The appointment of a new Director resulted in a piece-meal Agency reorganization, requiring changes to office titles, office codes, career services and the movement of offices and employees from one Directorate to another. SRB working with OJCS, TRB, and PMCD was able to implement most of these changes.

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Provided the DDM&S with two listings which covered a period of 18 months ending February 1973. One listing reflected employees who were promoted during this period and the second listing reflected those employees who had received QSI's.

In response to OP's Program Call, SRB submitted six Branch Program Objectives. Five pertained to the development and implementation of requirements that are related to the new third generation computer systems, and the sixth objective concerned the microfilming of machine documents that are retained in SRB and at Records Center.

One of the largest and most time-consuming requirements was to make individual organizational charts of each office and to reflect the overall office ceiling and the on duty strength for each segment shown. Working with PMCD this requirement was completed in about four weeks.

The Agency's EEO Director and representatives from the Women's Action Panel have placed additional requirements on SRB regarding minority groups.

A one-time special report requested by the Office of DDM&S resulted in a regular monthly requirement which presently is being done manually. The report is titled DDM&S Career Service Group On Duty Strength of Staff Personnel by Headquarters and Employment Category.

Each month OJCS puts the current Personnel and Position Status Master into the GIM System so that SRB can practice using the CRT's (Cathode Ray Tube) and to use the file to satisfy special requirements. In the beginning the GIM system would not stay up long enough to make it worthwhile for SRB to travel to Headquarters to use the system. Recently the system stayed up long enough for SRB to satisfy a special request in 6 minutes which would otherwise have taken several hours to do manually.

The report distribution function which has always been SRB's responsibility was transferred to SSS/DMC in March 1973. There have been many problems but it appears that these are being resolved as the DMC gains more experience.

The responsibility for coding the Staffing Complement Change Authorization Forms, Form 261, was transferred to PMCD in January 1973.

Assisted OP/Plans Staff in getting the Annual Personnel Plan (APP) on the road by providing the components and the Support Career Services information to assist them in completing their respective APP's.

To assist OPPB in determining FY 1974 Agency budget allowances, SRB was asked to produce a strength report by office based on Personnel Actions processed up through 18 June and to project the on duty strength for 30 June. The projection required SRB to contact each Directorate for the scheduled June losses, resulting in a projected Agency strength of

25X9

With the report distribution function transferred to the SSS/DMC, SRB is no longer the repository for old copies of the Combined Agency Alpha's or Agency T/O's, which had been sent to this office for destruction requiring an SRB employee to escort the classified trash (TOP SECRET) to Headquarters each week for destruction.

Sub-objective 3.1.13. By the end of
FY 1974 to convert fifty (50) cubic feet of
hard copy Office of Personnel documents in
Archives to microfilm and by the end of FY 1975
to convert an additional 25 cubic feet of hard
copy OP documents in the Archives to microfilm.

Chief and Deputy Chief/SRB have attended several seminars on micro-mation and also have been discussing microfilming with the Agency's Record Management people. Arrangements have been made with OL/PSD to provide SRB with the necessary camera equipment and instructions on their use by the end of August 1973. It is planned that the microfilming will be done in SRB by one SRB employee.

³This Project Objective was tentatively scheduled to start as of April 1974 but due to the unexpected workload the schedule has been changed to August 1973.

The FY 1973 cost and man years are based on the time and effort expended in discussing this microfilm project and in establishing a schedule.

25X9

Sub-objective 3.1.14. To conduct in
FY 1974 a complete Records Management Survey
of the Office of Personnel.

Review, revise and update records control schedules. Review forms in which the Office of Personnel has primary interest for their use and effectiveness. Survey volume of records and equipment.

Although this objective is to be completed in FY 1974, in FY 1973 the Records Control Schedules were being reviewed, revised and updated. Most offices have returned their approved copies of the revised schedules. The survey of volume of records and equipment has been completed.

A sample of all forms being used in the offices has been requested and will be reviewed for their use and effectiveness.

During the survey several significant changes were noted:

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Credit Union converting to terminal digit color-coded file system which has eliminated 2 4-drawer safes and 2 5-drawer card safes. They are considering microfilming of inactive Credit Union Membership cards. They expect to microfilm these cards completing the project of transferring the Credit Union files into the new system.

TRB/OP is now putting pre-CIA Federal Service records on microfiche. The microfiche is incorporated in the Contract Personnel Folder, and the hard copy of the pre-CIA Federal Service records is returned to National Records Center, St. Louis, Mo. Three microfiche readers have been loaned to Office of Personnel for this activity - 1-TRB, 1-CPD, 1-RAD.

SRB/OP has submitted an application for microfilming the Position Control Register, master machine listing of the total Agency organization, Job 140.

RAD-OP - Because of the continuing rate of retirements of employees in CIARDS the files in the Retirement Operations Branch will continue to grow. This necessitates additional safes for storing these folders. These are CIARDS annuitant folders which are kept in the immediate work area until the death of the last survivor annuitant. Recommend that this Division be relocated in a vaulted area with sufficient space to store these records.

MPB/OP - Air Force personnel files have been transferred to Ft. Belvoir. The centralized ADP system at Ft. Belvoir will monitor all its personnel. The change in this function has made a decrease in records holding in this Branch.

In conjunction with RAB/DDM&S complete the survey of forms, and revise them as requested.

25X9

Sub-objective 3.1.15. During FY 1973 to process approximately 400 printing service requests; and submit approximately 70 publication requests, and 47 procurement requisitions.

During FY 1973 453 Printing Service requests were processed on Form 70. This increase over the 1972 total of 351 was due to changes in classification markings on the forms, and to requests by Honor and Merit Awards Branch for photos taken of recipients of awards. In addition to the single cut-sheet type forms, several brochures and booklets have been printed, i.e., CIA Booklet, JMTRC Training Program booklet for Military Personnel Branch, Retirement booklet, Clerical and Professional brochures.

41 Printing Service requests were on form 70b for direct copy printing on ITEK.

///
S E C R E T

19 Special Printing Service requests for Employee Activity Association (includes notices, brochures, etc.).

62 Requests for publications were submitted to CRS/ADD through DD/Pers for final approval for periodicals, brochures and books as requested by various offices in O/Personnel.

47 requisitions were submitted for material and/or services on Form 88, for supplies and administrative equipment (including envelopes of various sizes, special binders, wheelindex cards, mylar tape, perforated paper tape, shelving and Standard Forms. The increase is attributed to the ordering of Standard Forms during the year.

Sub-objective 3.2. To maintain the records of official staffing complement positions and provide guidance and support to all levels of management in planning and applying effective personnel management. To achieve this broad objective, it was further divided into the following sub-objectives.

Sub-objective 3.2.1. To increase by 50% in FY 1973 the number of Position and Manpower Utilization surveys completed of operating components in FY 1972. Projected increase was from 15 in FY 1972 to 23 in FY 1973.

Surveys were scheduled over the year with specific dates set for the initiation, auditing and review of operations, evaluation of results, development of report and other data, and submission to operating component. Progress was measured by continuing follow-up on survey work and by weekly reports of progress by survey officers.

The objective of 50% increase covering a total of 23 surveys to be completed was accomplished. Since we could anticipate a shortfall of an unpredictable number of surveys, a total of 26 surveys was scheduled.

Problems chiefly involved delays in initiating surveys or the postponement of surveys. It was not possible to maintain the survey schedule exactly in most cases. 21 surveys were completed one to eight months later than scheduled. Four have been postponed and not yet rescheduled, one at the request of the office, the others because of the unavailability of survey officers. Four surveys were completed earlier than anticipated. In rescheduling for FY 1974, the time required for earlier surveys is being used as a guide to estimating time requirements more accurately.

We see no need for changes in the action plan.

Costs:

1973

	<u>Total Positions</u>	<u>Total Salaries</u>	<u>Total Surveys</u>	<u>Average per Position</u>
25X9	[REDACTED]			

	<u>Survey Man Years</u>	<u>Total Salary</u>	<u>Cost Per Survey</u>
25X9	[REDACTED]		

Sub-objective 3.2.2. To resolve problem areas with components surveyed and implement survey results for 23 surveys.

A time schedule was maintained for the resolution and implementation of survey results. A survey is considered fully implemented when we determine that as many recommendations have been put into effect as practicable. Progress was measured by continuing follow-up on work and by weekly reports of progress by survey officers.

The objective was to implement results for 23 surveys, plus surveys carried over from FY 1972. During the year only 20 surveys were fully implemented.

Implementation has depended to a considerable extent on the cooperation of operating components. Most components have been cooperative. The shortfall resulted primarily from organizational changes which nullified results. No measures can be taken to overcome these problems.

The present plan will be continued.

Costs:

	<u>Survey Implementation Man Years</u>	<u>Total Salary</u>	<u>Total Surveys</u>	<u>Cost Per Survey</u>
25X9	[REDACTED]			

Sub-objective 3.2.3. To develop, issue, and maintain control over all organization, positions, and other Staffing Complement changes which constitute the input to the computer for the Position Control Register and other reports requiring position, organizational, and related data.

Staffing Complement changes are initiated by component requests, by organizational or ceiling changes, by implementation of surveys, and by

direction of the DCI or DD's. The only practicable goal that can be set is to accomplish all of the Staffing Complement changes required. The number accomplished and the time required are recorded in weekly progress reports.

The objective was to accomplish all Staffing Complement changes required. This objective was met. A total of 500 Staffing Complement changes were issued including 7000 Header or Position changes.

The only problem has been meeting the monthly deadline for computer processing. This has been accomplished by scheduling typing so that changes are processed before the last five working days in the month.

The present plan will be continued.

Costs:

	<u>Staffing Comp Change</u> <u>Man Years</u>	<u>Total</u> <u>Salary</u>
25X9	[REDACTED]	

Sub-objective 3.2.4. To make reviews of all individual position or management actions (other than surveys) requested by components and to determine and take necessary action.

Individual actions are initiated by requests from components. The goal is to accomplish all requests submitted. The number accomplished and the time required are recorded in weekly progress reports.

The objective of accomplishing all individual actions submitted was met. 250 actions covering 2500 positions were accomplished.

There were no problems.

The present plan will be continued.

Costs:

	<u>Man Years</u>	<u>Total Salary</u>
25X9	[REDACTED]	

Sub-objective 3.2.5. To accomplish all special studies assigned. These include such activities as special rate schedules, organizational and functional studies, irregular work schedules, qualification standards and career plans, Career Service Designations.

Projects are initiated at the request of operating components or by other determination of need. The goal is to accomplish all projects assigned. The projects accomplished and time required are recorded in weekly progress reports.

The objective was met. Six projects were accomplished.

There were no problems and the present plan will be continued.

Costs:

25X9

<u>Man Years</u>	<u>Total Salary</u>
[REDACTED]	

25X1A

Sub-objective 3.2.6. To conduct a wage administration program for the WB, LB, GA, GP, [REDACTED] schedules and positions.

STAT
Action is initiated by the request of components for position changes and by the receipt of wage schedule changes from the Lithographic Board, Civil Service Commission, Government Printing Office, Bureau of Engraving and Printing and [REDACTED] Bureaus. The number of wage schedule changes and the time required are recorded in weekly progress reports.

25X1
The objective was met. 26 Wage Board Schedule changes and [REDACTED] changes were processed.

STATSPEC

There were no problems and the present plan will be continued.

Costs:

25X9

<u>Man Years</u>	<u>Total Salary</u>
[REDACTED]	

Sub-objective 3.3. To provide guidance and support to all levels of management in planning and applying effective personnel management. The following sub-objectives were established in support of this objective.

Sub-objective 3.3.1. To improve succession and leadership planning through the development of a program to conform with Federal guidelines for executive development.

The action plan called for us:

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To change the Personnel Movement and Management Program (PMMP) from an instrument designed to project personnel movement for a 10-year period to a Personnel Development Program (PDP). This Program would focus on personnel development in general and on executive development in particular.

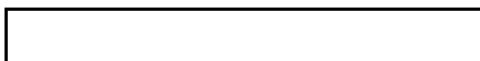
To have PDP reviewed by the Executive Director-Comptroller, Mr. Colby.

To have PDP reviewed at a Deputies meeting.

To launch PDP during FY 1973.

The objective was met insofar as PDP was developed and launched during FY 1973. Components were asked to identify expected losses for a three-year period as well as potential candidates to succeed them. Appropriate developmental plans for each prospective executive were also requested. Should components not follow up and insure that potential executives are given developmental assignments and training PDP certainly will not meet its objective nor have been given a proper test.

25X9



Sub-objective 3.3.2. To develop an Annual Personnel Plan (APP) during FY 1973 for component managers to project personnel strengths and movements for the coming year and for reporting on personnel management operations.

The action plan was:

To orient the APP toward the measurement of managerial and program effectiveness.

To identify areas of personnel management for which numerical goals or targets may be established.

To identify personnel reporting areas of management concern not readily subjected to a planning approach.

To include those elements in APP suggested by Mr. W. E. Colby, who as former Executive Director-Comptroller identified several subjects of special interest.

To minimize the work burden of those preparing the APP by keeping its format simple.

To seek and obtain approval of the APP format from appropriate management official.

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S E C R E T

In July 1972, Mr. Colby discussed the possibility of an APP with Mr. Fisher, then Director of Personnel. Mr. Colby sought ways of eliciting explanations why some managers were performing better than others, and wanted to establish a means of involving the entire command structure in personnel management operations. In support of this objective the Plans Staff developed a format which would require managers and operating officials to formulate personnel planning levels and goals, thus facilitating an annual manpower planning review. Having the direct interest and support of Mr. W. E. Colby, the APP was approved for implementation by the CIA Management Committee on 1 June 1973.

Sub-objective 3.3.3. To assist the Director of Personnel in providing personnel policy and program leadership through the preparation of studies on selected personnel issues.

The Action Plan was:

To identify those personnel issues likely to have a special significance to management during the planning year.

To identify research problems, data, collection requirements and resources.

The objective was met in that at least three papers prepared by the Staff had immediate value. With the arrival of Mr. Schlesinger, the Career Service system of personnel management was put to serious question. The need for increased mobility within the Agency became an issue of great interest as well as the need for improved career counseling of Agency employees. Papers covering these subjects were written for management consideration and subsequently made available to the Personnel Approaches Study Group (PASG) which was convened at the direction of the Agency Management Committee.

25X9

Sub-objective 3.3.4. To initiate a Personnel Practices Survey (PPS) of Agency Career Services to identify and ultimately share successful personnel ideas and practices.

The Action Plan was:

To obtain approval for conducting PPS from D/Pers and the then Executive Director-Comptroller, Mr. Colby.

To identify personnel management areas and appropriate questions to constitute the substance of the PPS.

To identify and survey representative Career Services or components in each Directorate, using a tentative PPS Model as a pilot study.

To complete the pilot study and evaluate the results.

To modify the PPS format as necessary prior to surveying the remaining Career Services.

To complete the PPS, evaluate the data, and share the results with all concerned.

The pilot study has been initiated as the first three steps of the action plan are accomplished. Staff resources have been diverted to other priorities and this has tended to slow the pace of the study. There is reason to believe the PPS will be completed during FY 1974 unless other requirements take priority and consume more staff time than presently anticipated.

25X9



Sub-objective 3.3.5. To provide estimates to Agency Management and OMB on the minimal input of staff personnel needed during the next few fiscal years to maintain Agency professionalism.

The Action Plan was:

To estimate Agency staff personnel losses at GS-13 and above through retirement and non-retirement separations.

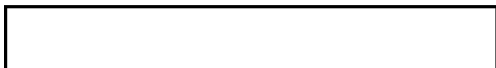
To determine the effect of manpower losses on Agency professionalism.

To develop requirements for numbers of entry level personnel needed to provide an adequate source of manpower for mid-level positions within seven to eight years after EOD.

To develop a rationale supporting the methodology for separation and retirement projections.

A report showing the effect of various levels of cutbacks in Agency ceiling was prepared for OMB. Certain material in the report was based on Plans Staff estimates of manpower losses and inputs needed to maintain professionalism.

25X9



Sub-objective 3.4. During FY 1973 to update Agency regulations in the Personnel series as necessary, and interpret them as pertinent to specific circumstances; to continue liaison with the Civil Service Commission, the Department of State, and other Federal agencies and to monitor personnel administration in the Federal service for its impact upon Agency personnel operations; and to continue as the DDM&S representative on the Agency Travel Policy Committee. To achieve this objective the action plan called for the accomplishment of the following sub-objectives.

Sub-objective 3.4.1. To develop and coordinate approximately 90 changes to regulations in the Personnel series and to Office of Personnel Notices and Memoranda.

About 25% of the Staff's effort was spent on this objective. This resulted in the publication of 53 Agency Regulations, Handbooks, and Notices, 20 Employee Bulletins, 9 OPN's and 10 OPM's. Although there was a decrease from 1972 in the total number of Agency regulatory publications, the FY 1973 production included several major projects such as a complete rewrite of [redacted] Hours of Work, Leave and Pay; a complete revision of [redacted] Organization and Manpower Controls; a revision of [redacted] permit employees LWOP to accompany their spouses overseas; and the complete revision of [redacted] covering the administration of Contract Personnel. The latter publication capped several years of effort in coordinating this material.

25X1A

25X1A

25X1A

25X1A

Costs:

[redacted]

25X9

Sub-objective 3.4.2. To produce reviews and studies in response to specific requests from the Director of Personnel and on its own initiative.

During the year about 30% of the Staff's effort was concerned with reviews on its own initiative and on studies in response to requests from the Director of Personnel. Significant examples were a paper on the implications of proposed Federal Executive Service on Agency Personnel Management; a review of Agency management of Supergrades and recommend improvements; a comprehensive review and evaluation of the Agency's Fitness Report System and recommended improvements which were approved by the CIA Management Committee and the Acting DCI; the development and publication of improved Career Selection Procedures; a study of the desirability of a single Agency Retirement System; a review of Agency practices in payment of EOD travel;

25X1C

[redacted]

25X9

[REDACTED]

Sub-objective 3.4.3. To coordinate within OP the evaluation of approximately 45 employee suggestions concerned with Personnel Management.

In achieving this objective the Staff coordinated within OP the evaluations of 48 employee suggestions.

25X9

[REDACTED]

Sub-objective 3.4.4. To represent the Office of Personnel in liaison with other Federal agencies.

During FY 1973 the Review Staff held discussions with CSC representatives on the desirability of an Executive Order to permit agency employees to transfer to positions in the competitive service without examinations. The Staff arranged for the CSC representative to visit the Agency and be briefed in detail on the Agency's personnel program. As a result, they reported favorably to the Chairman of the CSC. He recommended to OMB that the President issue such an executive order. In coordinating the proposal OMB elicited favorable comment from the Department of State. However, DOD raised a "red-herring" issue which effectively killed the effort. The Executive Order would have been similar to that which the Department of State obtained in 1968 and would have been of great value to the Agency during the recent severe personnel reduction.

Briefed FBI representatives on Agency Fitness Reporting.

Briefed an Office of the Secretary of Defense representative on details on the National Security Act.

25X1C

[REDACTED]

25X9

[REDACTED]

Sub-objective 3.4.5. To serve as DDM&S representative on the Agency Travel Policy Committee.

Thirteen regulatory changes were issued during FY 1973. Those of policy significance had been prepared through action by the Travel Policy Committee.

25X9

[REDACTED]

Sub-objective 3.4.6. During FY 1973 to monitor the production of an OP Overview and 11 OP component histories.

This objective was accomplished during the year as planned with the completion of the Office of Personnel Historical Project.

25X9



(4) Problems

Although PDP was launched during FY 1973, it barely made it. Following the Deputies review the Program had been formally approved by the Executive Director-Comptroller about mid-year. However, cut-backs in authorized organizational strength which were imposed in the meanwhile, and the resulting priority need for managers to identify surplus personnel caused a general reluctance to implement the Program. Identifying promising executive talent while simultaneously identifying those whose skills weren't needed became an exercise many managers found too uncomfortable to contemplate. In due course, the Executive Secretary for the Management Committee established the requirement that the executive development portion of PDP be accomplished by the end of the fiscal year.

The most difficult problem encountered in the preparation of the APP involved reconciling the proposed APP system (which requires component and command channel action on personnel management matters) to present Agency realities wherein career management comes under the purview of Career Service Heads. A sort of compromise was reached. The DDM&S Directorate uses employee career service designations in preparing its APP whereas the other Directorates use component and command channels in the base of reference. The lack of a computer-developed data base of information also makes preparation of the APP more difficult than it would otherwise be. It is hoped that in the future computer support will facilitate the preparation of APP's.

Until such time as OJCS provides adequate computer-based data, the Plans Staff will continue to be severely handicapped in compiling data and must continue to project personnel losses by manually counting retirement eligibles. This problem affects the feasibility of future planning in this area.

The location of SRB creates critical problems. Time has been at a premium because of the many requirements that have been continually levied on this Branch due to ceiling cuts, promotion control, reorganizations, change of career services, OMB briefings, DCI and other top level executive briefings, etc. Therefore, travel to headquarters for meetings or for CRT training has been restricted. The location of CRT's only at headquarters (and the possibility of SRB having a CRT in the near future is remote) means that SRB personnel will have to travel to headquarters indefinitely. This will greatly reduce the savings expected from the use of CRT's and requiring SRB employees to be away from their office for long periods at a time.

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The numerous changes that have occurred and are continually occurring require close coordination between OJCS, TRB, and PMCD. This coordination is usually done by phone which creates additional problems and in many instances slows down the resolution of action on these changes.

As a matter of expediency, personnel statistical reporting has become the function of other OP components because they are located conveniently to the requester. This presents real problems in reconciling their reports with those available through SRB action.

OJCD becomes involved in the preliminary discussion of requests concerning personnel status information because of their location, by-passing SRB until after the requests have been made firm. This results in OP losing some control over the handling of personnel information.

The establishment of the DMC under SSS in FY 1973 increased the number of components involved in OP reporting; that is, OP levies a requirement on OJCS to prepare a program, after the program is written and the report generated, the report is then printed and distributed by another component (DMC), which brings in new controls, schedules, and another chain of command for SRB to work through. This problem should be reduced now that the DMC (DAC) has been transferred to OJCS.

(5) Plans

The PDP involves more than developing new executive talent. the Program's larger objective is that of stimulating the systematic personal development of individual employees. With manpower resources diminishing it becomes increasingly important that each Agency employee be assessed for developmental purposes. This allows the employee's potential to be fully recognized and developed to meet Agency needs to the extent feasible in line with the expressed interest of the employee.

It probably will require a year or more to identify the shortcomings of APP as it is now constituted. Changes of format and other refinements will most likely be justified. The Plans Staff's long-range objective, however, will remain that of making the APP fully acceptable at all managerial levels as a useful tool in personnel management.

Other plans include the development of a personnel modeling system to enhance the Plans Staff's capability to predict personnel flows and manpower requirements under specified conditions with reasonable accuracy.

Development of estimates of manpower losses and needs on a semi-annual basis.

Development of estimates of manpower losses and needs at the Deputy Directorate or component levels.

The Plans Staff of necessity must be responsive to the Director of Personnel on matters requiring his action. Late in FY 1973, approval was given to create a Personnel Approaches Study Group (PASG) to assist the Agency Management Committee in considering personnel management issues. This development illustrates the type of occurrence which affects the Staff's success in meeting objectives. PASG activities will involve a significant portion of Staff time during FY 1974.

SRB plans to continue to review the remaining Report Specification Forms;

Train another employee in the use of CRT's;

Use more of the Personnel and Position Status Master which is mounted into the GIM System each month;

Move full speed on the microfilming of selected reference documents, mainly the T/O's and historical statistical tables;

Establish for the D/Pers a statistical Almanac which will be updated each month;

Train Branch employees in the areas of ADP and statistics.

Maintain close coordination with the SIPS group in order to meet scheduled deadlines for getting Phase II implemented.

Monitor the SRB Program objectives.

(6) Costs

The estimated costs for Objective 3 are as follows:

25X1

Approved For Release 2002/10/21 : CIA-RDP78-05941A000200020001-9

Approved For Release 2002/10/21 : CIA-RDP78-05941A000200020001-9

(2) Action Plan

The following sub-objectives were established within the Divisions and Branches to achieve accomplishment of this objective.

(3) Progress and Shortfall

Sub-objective 4.1. To develop all schedules and procedures necessary to process PMCD actions in the ADP system.

Projects are initiated by request from OJCS. The goal is to accomplish all work items assigned. The projects accomplished and time required are recorded in weekly progress reports.

The objective was met. Seven projects were accomplished.

The present plan will be continued.

25X9



Sub-objective 4.2. To code Staffing Complement changes for ADP input.

Action is initiated by the approval of a Staffing Complement change. All items on the Staffing Complement are coded on Coding Sheets. The number of coding actions and time required are recorded in weekly progress reports.

The objective was met. Approximately 7000 code sheets were processed.

The present plan will be continued.

25X9



Sub-objective 4.3. To effect transfer of distribution of reports functions and necessary personnel from SRB to DMC by the end of FY 1975.

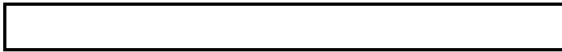
Although this Program Objective was scheduled for FY 1975, it was accomplished in FY 1973. One SRB employee was detailed to the DMC in December 1972 on a part-time basis and was assigned there permanently in March 1973. The position was officially transferred in May. The employee who was transferred to DMC in March resigned in May.

The transfer of this function was not smooth since the experienced SRB employee resigned and his DMC supervisor retired in June before the DMC

could develop adequate expertise to handle the distribution function. This resulted in SFB having to assist the DMC in the monthly distribution of reports. July reports were handled mostly by the DMC and with very little assistance from SRB.


The cost and man years are based on the assistance that SRB had to provide the DMC after the function was transferred.

25X9



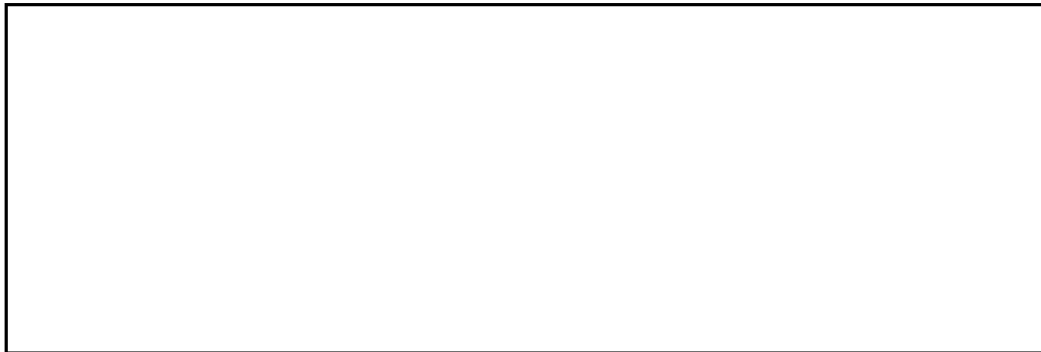
Sub-objective 4.4. In conjunction with SIPS Staff to complete "specifications" review of all Office of Personnel Human Resources data items in sufficient time to permit SIPS to complete computer programming necessary to effect implementations of the SIPS programs by the end of FY 1975.

25X1A

As of the end of FY 1973, the report specifications for STAFFING,  viewed and will need about 16 hours to complete the review which should be finished by mid-August. This will leave the GAP (General Archives Project) to be reviewed which will complete the review of all OP projects scheduled for Phase II of the HRS Manpower Control System.

The cost and man years expended in FY 1973 and projected for FY 1974 are as follows:

25X9



Effort will be directed toward maintenance of historical data such as when certain offices, career services, and separation codes were in existence; when office or career services were merged together; or the purging of history tapes of incorrect dates, occupational codes, country-city codes, etc. These are maintenance requirements which should be completed prior to any conversion.

In addition, time and effort will be spent in verifying data reflected in reports during dual operation of Phase I.

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The cost and man years have been at a minimum for FY 1973 but there is a projected increase for FY 1974.

25X9



Sub-objective 4.6. During FY 1973 to prepare approximately 170 work orders for Computer Services.

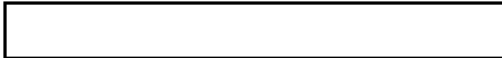
Preparation of Computer Services work orders is one of the main functions of SRB, which is the central control point for the requesting and release of personnel information. Whenever SRB has a request for information that requires the services of OJCS, a work order is submitted to OJCS. In FY 1973 there were 170 such work orders prepared. 132 pertained to maintenance requirements and 38 to the requesting of data in the form of listings and/or tabulations.

25X9



In addition SRB spent time and effort in other matters relating to SIPS.

25X9



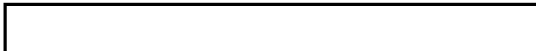
Sub-objective 4.7. In conjunction with MAP Staff to design and procure new forms required for input and output under the MAP program as required in FY 1974.

In connection with MAP Staff the RAO will coordinate with OP components the design of forms developed in the MAP program.

During FY 1973 the CAPER/OP Project O designs and specifications of forms were completed. (Forms 377, 639 and 2525). These forms have been ordered initially by MAP Staff.

During FY 1974, in conjunction with MAP Staff will design and procure new forms required for input and output under the MAP program as required in FY 1975. PERSIGN, GAP, PERSTEP and STAFFING projects are scheduled for implementation in December 1975.

25X9



Sub-objective 4.8. During FY 1973 TRB is to assist MAP in its efforts to clean up the personnel data base before HRS conversion.

This year we have worked very closely with MAP in cleaning up the personnel data base so that the conversion to the new HRS programs can proceed with as few problems as possible. During the year, extensive lists of bad birth dates, occupation codes, social security numbers, SCD's and LCD's have been forwarded to us from MAP. SRB has made corrections and input correct data. We estimate an expenditure of approximately .018 AE on this objective this year for a cost of about \$198.81.

We expect to continue our efforts to assist MAP in correcting any bad data in the personnel data base.

Sub-objective 4.9. Train TRB personnel for eventual transfer to the DMC as the DMC assumes more TRB functions.

There was less opportunity to provide training for our personnel in Position Control and Status Sections than we had planned. The DMC implementation schedule suffered a number of delays and they were unprepared to provide training according to our prearranged schedule. We did, however, give our Status Section employees a several hours' orientation concerning the DMC plans and equipment. In addition, the Chief of our Status Section had a number of sessions in the DMC on a time available basis to become familiar with the operation of the CRT Terminals. We expended approximately .026 AE on this objective this year for a cost of approximately \$265.62.

We expect to continue to provide personnel to the DMC for familiarization and training on an ad hoc basis. When the DMC is able to handle them, we will provide personnel for a regular basis. We also expect to provide employees and positions to the DMC as they increase their capability to assume personnel data processing functions. Unfortunately it is difficult to predict the timing of any of these projected transfers because of the softness of the DMC target dates at this point.

Sub-objective 4.10. During FY 1973 to continue PERCON production at a level of activity equivalent to FY 1972.

PERCON ACTIVITIES

	<u>FY 1973</u>
Transactions inputed	10,736
Printed reports, regular	243
Printed reports, special	3
Reports, by hand	5

PERCON FY 1973 activities continued at about the same high level as in FY 1972. A majority of the time of the two personnel assistants maintaining the PERCON system was spent in inputting changes, validating information, monitoring and distributing monthly reports, and requesting the preparation of special runs. They also prepared monthly and special statistical reports, by hand, from PERCON-derived information. In addition, toward the end of FY 1973 an increasing amount of time was spent with OJCS and SIPS representatives. PERSON will become an integral part of the SIPS system when it goes operational. Much work has been done toward this end; much remains to assure PERCON's compatibility with the larger system.

25X9



(4) Problems

The establishment of the DMC under SSS in FY 1973 increased the number of components involved in OP reporting. That is, OP levies a requirement on OJCS to prepare a program. After the program is written and the report generated the report is printed and distributed by another component (DMC), which brings in new controls, schedules, and another chain of command for SRB to work through. This problem should be reduced now that the DMC (DAC) has been transferred to OJCS.

(5) Plans

The future is difficult to determine as there have been so many organizational changes since the beginning of Calendar Year 1973 and it appears that there will be more to come.

It is hoped that the future will find SRB located at headquarters and preferably near the DMC. A preliminary office layout was made which determined that 800 square feet is the minimum space SRB would need to operate properly.

The implementation of Phase II is still a long way off. It will not take place in Fiscal Year 1974. With the Personnel and Position Status Master loaded into GIM SRB will make more use of this file and possibly other Personnel files if the software connected with the CRT's is able to remain up and working.

SRB staff is sufficient at the present time. However, if requirements continue at the present pace with no increased assistance from the CRT's there could be a backlog of requirements. OJCS has not been able to meet SRB target dates on OJCS work orders and no improvement is in sight.

(6) Costs

Sub-objective		<u>Man Years</u>	<u>Dollars</u>
4.1	25X9		
4.2			
4.3			
4.4			
4.5			
4.6			
4.7			
4.8			
4.9			
4.10			
TOTAL			25X1A

e. Objective 5. DD/M&S

(1) To develop in conjunction with MAP Task Force new computer programs to provide more useful personnel management information.

(2) Action Plan

The following sub-objectives were established within the Control Division to support the achievement of this objective.

(3) Progress and Shortfall

Sub-objective 5.1. To plan in conjunction with SIPS Task Force for the development of necessary computer programs to produce CSGA reports in FY 1975

Working with SIPS the logic and report specifications for setting up the CSGA's have been finalized, reviewed, and approved. SRB will provide guidance to the programmers, if needed, whenever the programming of the CSGA's begin.

The FY 1973 cost and man year figures cover the time and effort expended on determining the logic of the CSGA's and in the review of the report specifications.

25X9



Sub-objective 5.2. To plan in conjunction with SIPS Task Force for the development of necessary computer programs to produce and maintain the biographic profile program by the end of FY 1975

No action has been taken by SRB on this sub-objective. The tentative schedule for action is August/September 1973, but September appears to be a better date.

25X9



(4) Problems

There are no problems hindering the achievement of this objective at this time.

(5) Plans

The action plan for the achievement of this objective will continue as originally planned.

(6) Costs

Man Years

Dollars

25X9

Sub-objective



f. Objective 6. D/Pers

(1) To develop a regularly scheduled program during FY 1973 to brief personnel officers on technical personnel matters and to share and discuss past experiences in solving personnel problems.

(2) Action Plan

To identify appropriate subjects of interest for skills development.

To provide for meeting sites and arrangements where SP careerists could discuss matters of common concern and interest informally and candidly.

To acquire guest lecturers from other offices, such as OMS/PSS, as needed.

(3) Progress and Shortfall

The Plans Staff sponsored 14 sessions of the Skills Development Program with 575 careerists in attendance. Having anticipated about 30 attending each session we surpassed our goal. The Program served its purpose as a vehicle for bringing the SP careerists together on a continuing basis as well as a means of providing them with additional information.

(4) Problems

There were no major problems. On some occasions, however, more careerists expressed interest in attending a given session than space allowed. We hope to group subjects in the future to assure maximum participation at each session.

(5) Future Plans

The SP Skills Development Program continues to be an objective during FY 1974. We anticipate repeating topics of special interest and expanding our list of subjects to assure the continued support of SP careerists.

25X9

(6)

g. Objective 7. D/Pers

(1) During FY 1974 and FY 1975 to develop and establish "Management by Objectives" management concepts and methodology as the basis for all OP 1977 Program submissions.

(2) Action Plan

The accomplishment of the sub-objective established for the Review Staff should result in the achievement of this OP objective.

(3) Progress and Shortfall

Sub-objective 7.1. To provide guidance to OP components in adopting the MBO style of management during FY 1974 and FY 1975. Satisfaction of this objective will result in the operation of at least one MBO project in each OP Division during FY 1974 and in MBO as the basis for the FY 1975 submission of Office of Personnel 1977 programs.

Although this was an objective established for FY 1974 and FY 1975, some action was taken during FY 1973. A member of the Review Staff took external courses in MBO and briefed OP components in the MBO managerial philosophy.

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(4) Problems

There are no problems anticipated at this time.

(5) Plans

To continue to provide guidance to OP components in managing by objectives.

25X9

SECTION III. OTHER ACTIVITIES

The following activities are reported for Fiscal Year 1973 for the Special Activities Staff, which are not subsumed under one of the listed DCI, DD or OP objectives.

CORRECTIVE ACTIONS PROCESSED

During the year 28 employees were placed on probation for a variety of reasons involving performance and/or conduct. In all such cases, warnings or reprimands of some description were issued and in 24 cases, as delineated below, Step Increases were withheld. In assisting offices in placing employees on probation, this Staff reviews each case carefully, advises the office concerned of applicable policies and procedures, and takes the necessary formal action relating to a particular case.

At some time during the year the Step Increase of 24 employees was withheld under the "acceptable level of competence" standard. At the end of the year those cases had been disposed of as follows:

- 4 - still withheld
- 11 - granted on a deferred basis after improvement
- 9 - employees resigned or retired

Nineteen suspensions for security infractions were processed upon recommendation of the employing offices. This is five less than the number for the preceding year.

Our records show that 104 change to lower grade cases were processed, 88 of them not involving salary retention and 16 involving salary retention. This is 24 more than the number for the preceding year.

During Fiscal Year 1973, 18 requests for Fitness for Duty Examinations were reviewed and forwarded to the Office of Medical Services, compared with ten such requests for the preceding year.

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One notice of levy involving delinquent Federal income taxes was processed during Fiscal Year 1973. This is one less than 1972. In addition there were three delinquent State tax cases involving Agency employees and four inquiries regarding delinquent State taxes of former Agency employees. In line with Federal Government policy applicable to such cases, this office cooperates with State tax bodies in these matters, and assists them when employees do not take prompt action to eliminate these delinquencies.

INVOLUNTARY SEPARATIONS PROCESSED

	<u>Failed to Qualify First Year</u>	<u>Other Involuntary Separations</u>	<u>Total</u>
Terminated by DCI	0	13	13
Resigned in Lieu	18	291	309
Retired in Lieu	<u>0</u>	<u>307</u>	<u>307</u>
Total	18	611	629

An additional 25 cases referred by the Office of Security as security disqualifications were resolved by resignation.

APPLICANT REVIEW PANEL

During Fiscal Year 1973 the Applicant Review Panel reviewed a total of 366 cases. One hundred thirty-four individuals were recommended for approval, 100 cases were rejected, and as of 30 June 1973 88 cases were deferred for further medical or security review.

As a closely-related activity, the Staff reviewed "white envelope" information submitted by 245 applicants. As a result of this review, processing was discontinued in 15 cases. Ten cases were referred to the Chief, Staff Personnel Division for decision.

OVERSEAS CANDIDATE REVIEW PANEL

The Overseas Candidate Review Panel screened a total of [] overseas assignment candidates during the period, as compared with [] cases for the preceding year. Of the cases actually discussed by the Panel, 102 persons were considered to be of questionable suitability for overseas assignment. Upon further evaluation of the 102, the Panel recommended approval of 79, and four were disapproved. Six cases were deferred as of the end of the Fiscal Year for further medical or security review.

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CIA PERSONNEL EVALUATION BOARD

The CIA Personnel Evaluation Board met ten times during the Fiscal Year and discussed 14 cases. Personnel Evaluation Board action led to the

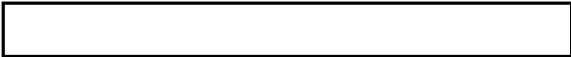
disability retirement of three employees, medical "conditional" status in three cases, oral or written warnings and/or probation in four cases, and reassignment of one employee.

SEPARATION COMPENSATION

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This Staff administers for the Office of Personnel [redacted] governing the payment of separation compensation. During Fiscal Year 1973, separation compensation in the total amount of \$32,665.91 was authorized to nine employees under the revised separation compensation formula. (This figure does not include any separation compensation paid to employees involved in the reduction-in-force.)

25X9



SECTION IV. RESOURCES SUMMARY

		<u>Man Years</u>	<u>Dollars</u>
Objective 1	25X9		
Objective 2			
Objective 3			
Objective 4			
Objective 5			
Objective 6			
Objective 7			
Other Activities			
Total			

25X1A

SECTION V. RECOMMENDATIONS

We have no recommendations to offer at this time. No doubt further experience in tracking progress toward the objectives covered in Section II and our scheduled bi-monthly management conferences will improve our ability to establish results-oriented targets and to refine our techniques for tracking the productivity of our programs and activities.