

20 August 1976

MEMORANDUM FOR: Chief, Management and Assessment Staff, DDA
THROUGH : Assistant for Information, DDA
STATINTL FROM : [REDACTED]
Acting Chief, Records Administration Branch
SUBJECT : Description of Controls on Records Storage
REFERENCE : PMI Section 4 Part B. 10.

1. The Records Disposition Program of the Agency provides for the systematic removal of inactive records from office space and for the preservation and/or disposition of records as prescribed by the Federal statutes and Agency policies.

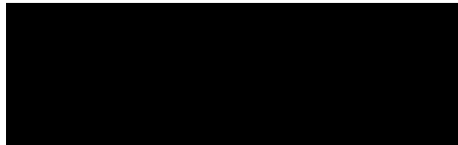
2. All records in the offices are identified and evaluated in order to determine which records need to be preserved, which may eventually be destroyed, and the retention periods necessary to meet those needs. Evaluations of the records are based on future needs; there are four basic evaluations: administrative, fiscal, legal, or historical value to the creating or using office, other Agency offices, the entire Agency, other Federal agencies, the entire Federal Government, business or other private organizations, or private individuals.

3. From this identification and evaluation a Records Control Schedule is prepared to provide for a systematic and timely disposition of record and non-record material. It encompasses permanent and temporary preservation and prescribes destruction within the office area, transfer to another component, and transfer to the Agency Records Center or the Agency Archives. These Records Control Schedules are then submitted to the National Archives and Records Service for appraisal and approval by the Archivist.

4. It should be noted that the Agency is currently under a moratorium until 10 December 1976 on the destruction of records invoked by Senators Scott and Mansfield in a

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letter to Mr. Colby, Director of Central Intelligence Agency, in January 1975. The prescribed destruction action in the Records Control Schedules will be resumed upon the lifting of the moratorium. Transfer of records to the Agency Archives or the Agency Records Center is being handled routinely during this moratorium according to the current schedules.



STATINTL

Nanette Blandin, OMB



Enclosed is a brief paper giving the additional detail you asked for on CIA's objectives for 1977 and 1978. This supplements the attachment to Mr. Knoche's letter of 6 October 1976, which transmitted those objectives as part of CIA's response to the Presidential Management Initiatives.

Distribution:

Original - OMB, Nanette Blandin

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James H. Taylor, Comptroller

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O/Compt:ResStaff:AnG/ [REDACTED] :jes/6044 (14Oct76)

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AGENCY OBJECTIVES
for 1977 and 1978

Objective 1

Improve our ability to interpret policymakers' and other consumer needs and understand how well our products are meeting those needs.

- This objective subsumes inquiries into several questions that concern the range of substantive intelligence products and consumers. Mr. Stevens, the DDI, is the action officer directing several studies. One is due for review by the Executive Advisory Group (EAG) by October 14, 1976. Three others are due to be reviewed by the EAG by February 1, 1977. Mr. Stevens will be supported by elements of the Intelligence Directorate, the Science and Technology Directorate, the Congressional Liaison Officer, and the National Intelligence Officers, as appropriate. Each study is likely to generate subsequent implementing actions.

Objective 2

Determine for the future those satellite and other collection systems that will be required to meet our day-to-day intelligence production needs, our crisis needs, and, given the technological advancement of target nations, the need for new telemetry monitoring systems.

- Action under this objective has been assigned to the Science and Technology Directorate and the Intelligence Directorate with assistance from the staff of the Office of the Comptroller. By December 1, 1977 they will provide the Executive Advisory Group with a systematic and integrated evaluation of the information requirements in the 1980s that will drive development of collection means to satisfy those requirements.

This effort is expected to answer these questions: What information needs in the 1980s can we identify? What technical collection systems are required to collect that information? Do we need to develop new systems, such as a satellite for crisis situations? Based on projections of intelligence-related developments in target nations, will new monitoring systems be required?

Objective 3

Institutionalize within CIA a means to ensure adequate consideration of alternate hypotheses having a low probability of being correct but having so significant an impact if true that they must be brought to the attention of policymakers.

- By March 1, 1977, the Executive Advisory Group expects to have the recommendations of the Intelligence Directorate, the Science and Technology Directorate and the National Intelligence Officers for implementing this objective. Implementation itself will extend at least into 1978.

Objective 4

Reconsider the proper scope and emphasis of our substantive product.

- On November 11, 1976, the Executive Advisory Group will review recommendations for the best balance of in-depth analysis and current reporting to be developed by the Intelligence Directorate and will consider the results of a study being prepared [REDACTED] on the organizational arrangements that most efficiently support meeting substantive requirements. Subsequent steps depend on the results of that review.

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Objective 5

Ensure that our basic research capabilities are maintained and our data bases updated and revitalized while increasing emphasis on timeliness of responses to the immediate demands of policymakers.

- This objective is closely allied to Objective 4, as are the means to meet it. Work has been assigned to the production offices in the Intelligence and Science and Technology Directorates, and an initial review by the EAG will take place on November 11, 1976.

Objective 6

Define the Agency role in SIGINT programs.

- A SIGINT Task Force was formed in July 1976 with representation from the two Directorates active in SIGINT collection. The EAG will meet monthly on this subject; all work is to be completed by about February 1, 1977.

Objective 7

Make our legitimate financial and personnel cover arrangements more secure and beyond compromise.

- Staffs of the Operations and Administration Directorates are preparing proposals for consideration by the Executive Advisory Group. Their reports are due by April 1, 1977; these proposals will lead to changes to be implemented during 1978.

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H. [unclear]

Objective 8

Improve our system of management review, establishing regulations and guidelines that will enable us to accommodate the demands of unusual operations, in order to protect our integrity and maintain our effectiveness.

- The General Counsel has been charged to present proposals regarding internal regulations, guidance, periodic review by the Inspector General, regular reporting, and management review. The task is to be completed by February 1, 1977, with the EAG to direct subsequent steps in the process.

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Objective 9

Improve our personnel management practices and equal employment opportunity performance in the areas of hiring, career development and training, reward for excellence, and retirement and separation.

- Basic questions about personnel management are being addressed by the Administration Directorate, assisted by other directorate staffs as needed. An interim report is scheduled for review by the Executive Advisory Group by October 21, 1976. In addition, the DDCI has instituted a requirement for quarterly reporting from each directorate on EEO performance.

Objective 10

Improve the perceived status of personnel in service versus production or collection elements.

- The Administration Directorate will take the lead in preparing studies that are due to the Executive Advisory Group by March 1, 1977.

Objective 11

Reduce the time required to process new recruits.

- The Administration Directorate is charged with reviewing the situation and recommending changes; results of the review are due to the EAG by April 1, 1977. Recommendations should lead to substantial changes in procedures during the following 18 months.

Objective 12

Review and improve the design of all current Agency training programs such that they augment the skills and capabilities of those in critical segments of the Agency.

- The Administration Directorate bears primary responsibility for a thorough review of all phases of training, with an initial report due to the Executive Advisory Group by January 1, 1977.

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DD/A Registry

76-4997

Executive Registry

76-3623

8 OCT 1976

Mr. Donald G. Ogilvie
Associate Director for National
Security and International Affairs
Office of Management and Budget
Washington, D.C. 20503

Dear Don:

In fulfillment of Presidential Management Initiatives, Decision Making and Departmental Organization, Item C, I am pleased to send you a set of objectives that the Central Intelligence Agency will strive for and attain during 1977 and 1978.

As you know, over the past two years CIA has been the subject of intense review by the Rockefeller Commission and by two Congressional Select Committees. Executive Order 11905 and a new Senate oversight committee are the results of these inquiries. Our major task over the coming months is to develop appropriate procedures and processes to adjust to these and other very important changes which have taken place in recent months. The Executive Advisory Group (EAG), composed of the Comptroller, the four Deputy Directors and the General Counsel, and formally established in June, is the vehicle I have chosen to advise the Director and me in making the fundamental policy and other decisions that are required. The overriding concern of the EAG is to forge effective management processes that will permit continuing high performance where CIA excels and improvements where better performance is required.

There are five general areas that we have agreed require improvement. These involve: sharpening CIA's capabilities to give policymakers what they really need; establishing an effective Agency management process that will enable us to coordinate and integrate activities of all Directorates; improving Agency planning for the future; placing relations between the CIA and oversight bodies, and the public, on a footing of mutual confidence and respect; strengthening CIA command and control arrangements to insure that our activities are within the law and the limits of propriety; and redrawing personnel policies for the maximum benefit to the Agency, its employees, and its applicants for employment.

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Exempt from general
declassification schedule of E.O. 11652
exemption schedule 5B (1), (2), (3)
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These priority concerns are the framework for the objectives CIA has set for itself. The attached objectives demonstrate CIA's commitment to strive for excellence and will serve as a basic work plan for us over the next year.

Sincerely,

/s/ E. H. Knoche
"Hank"

E. H. Knoche
Deputy Director

Enclosure

Distribution:

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- 1 - DDO, w/o enc
- 1 - DDS&T, w/o enc
- 1 - IC Staff, w/o enc

AGENCY OBJECTIVES

During 1977 and 1978 we plan to:

1. Improve our ability to interpret policymakers' and other consumer needs and understand how well our products are meeting those needs.
2. Determine for the future those satellite and other collection systems that will be required to meet our day-to-day intelligence production needs, our crisis needs, and, given the technological advancement of target nations, the need for new telemetry monitoring systems.
3. Institutionalize within CIA a means to ensure adequate consideration of alternate hypotheses having a low probability of being correct but having so significant an impact if true that they must be brought to the attention of policymakers.
4. Reconsider the proper scope and emphasis of our substantive product.
5. Ensure that our basic research capabilities are maintained and our data bases updated and revitalized while increasing emphasis on timeliness of responses to the immediate demands of policymakers.
6. Define the Agency role in SIGINT programs.
7. Make our legitimate financial and personnel cover arrangements more secure and beyond compromise.
8. Improve our system of management review, establishing regulations and guidelines that will enable us to accommodate the demands of unusual operations, in order to protect our integrity and maintain our effectiveness.
9. Improve our personnel management practices and equal employment opportunity performance in the areas of hiring, career development and training, reward for excellence, and retirement and separation.
10. Improve the perceived status of personnel in service versus production or collection elements.
11. Reduce the time required to process new recruits.
12. Review and improve the design of all current Agency training programs such that they augment the skills and capabilities of those in critical segments of the Agency.