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ANNUAL REPORT  
Fiscal Year 1966

SUGGESTION AND HONOR and MERIT AWARDS

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ACCOMPLISHMENTS FOR FISCAL YEAR 1966

1. Suggestions and Inventions

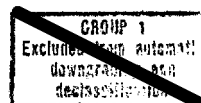
Suggestions and Inventions received.....	429
Suggestions eliminated by Branch as ineligible.....	131
Suggestions processed and evaluated as eligible.....	298
Suggestions adopted.....	105
Suggestion Awards (Cash).....	91
Invention Awards (Cash).....	4
Certificates of Appreciation.....	10
Total Cash Paid for Suggestions and Inventions.....	\$13,417.50
Adoption Rate.....	35.2%

a. Of the 429 suggestions received during this past Fiscal Year, 69% were processed and evaluated as eligible, compared with a ratio of 65% for FY 1965 and 53% for FY 1964. This progressive "quality increase" may be attributed to continued supervisory interest in offices where an effective Internal Panel operates and stimulates constructive ideas. The Suggestion Awards Committee's Staff has continued its efforts through briefings, individual contacts with supervisors, effective awards ceremonies, continued liaison with Program Coordinators in offices and divisions, and careful guidance to activities that operate with an Internal Suggestion Panel.

b. Much emphasis has been placed upon the Suggestion Program in view of continuous Cost Reduction Programs throughout the government. The President's "War on Waste" Program and "cost avoidance" wishes has resulted in much concentration upon more efficient and less costly ways of carrying out various office missions. The Office of the Executive-Director/Comptroller continues to receive a copy of every adopted suggestion so that the Agency's Cost Reduction Control Officer may include pertinent savings data in his reports to the Bureau of the Budget.

c. In late June 1966, at the invitation of the Chairman, Civil Service Commission asking for nominations to recognize a selected group of Federal employees by the President in July, we submitted a nomination for two employees for a cost avoidance achievement during the past fiscal year. We expect that if our nomination is approved it will bring valuable publicity to the Program throughout the Agency. Unfortunately, some of our even more notable tangible achievements could not be submitted due to security restrictions.

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d. The Fiscal Year 1966 cash awards figure of \$13,417 is considerably lower than the previous year total of \$26,755, an all-time high for the Agency. Our highest single award for the past fiscal year was \$5,000. Several significant achievements have been made and their value is now being realized. We hoped to make awards for these achievements during FY 1966 but had to delay action due to completion of a patent search and more specific operating experience. Fiscal Year 1967 may well set a record in awards paid.

e. The adoption rate of 35.2% is an all-time Agency record and well above the 31.8% for FY 1965. Our current rate, over triple that of the 11% ratio back in 1957, reveals the value of supervisory encouragement and assistance in promoting worthwhile ideas and constructive improvements. The government-wide adoption rate is now only available for FY 1965 when it reached 26.2%.

f. Publicity needs a "new look." In the interest of economy, we have reused posters that were displayed a couple of years ago and they have been well received. We will continue to do this until all posters have been reused. However, we need to launch a series of new posters and will present a series of proposals in the fall for approval. Construction of bulletin boards has been delayed for the new buildings in the Rosslyn area. We have made as much personal contact as possible to counteract advertising deficiencies. We participate at the larger award ceremonies which themselves serve as an excellent form of publicity for the program and have encouraged appropriate presentations for even the smallest awards so that the full value of employee recognition would be realized. In the months ahead we will submit articles for the "Support Bulletin," and prepare an issue of the "Suggestion Exchange," which have always proven effective as mediae.

g. Although the DDP Special Panel approved awards of just \$850 for the fiscal year, several of the cases reviewed have much greater operational potential. It is safe to predict that supplementary awards will be recommended next year for these operational "break-throughs".

h. Our larger achievements and awards are worthy of a brief description in this annual report:

(1) A \$5,000 award was paid to [REDACTED], a former Motor Pool Officer in Viet Nam for extraordinary contributions to vehicular and construction programs. It is estimated that he effected economies of \$1,800,000 and \$100,000 respectively for these programs.

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25X1A9a  
25X1C4d

(2) [REDACTED], Office of Logistics, and [REDACTED] 25X1A9a  
[REDACTED], received an award of \$750 from use of 25X1A9a  
their invention by the Army Electronics Command plus a final  
invention award of \$75. They invented the SCANALUME, an exposure  
control device for use on the Walnut System microfilm cameras.  
The Electronics Command had a scanner made based generally upon  
the specifications of the original invention - designed to mount  
on Model "C" Recordak cameras. These inventors received the award  
in May 1966 -- 75% to [REDACTED] -- at a 25X1A9a  
ceremony in the DDS Conference Room with Mr. [REDACTED] presiding. 25X1A9a  
The families of the inventors attended, as well as Chief, Incentive  
Awards of the Civil Service Commission, the Navy Department's  
Incentive Awards Administrator and members of our Agency Committee  
and the Patent Board. These inventors had previously shared an  
award of \$1,550 in July 1963 on the same 75%/25% basis for the  
value of their invention to this Agency. We estimated savings  
of more than \$250,000 as a result of their contribution.

25X1A9a

25X1C

(3) [REDACTED], DDP Records Integration  
Division, developed a system related to the machine processing  
of documents that realized a net savings of about \$30,000. Infor-  
mation had been transferred from keypunch cards to magnetic tape  
for inclusion in the [REDACTED] Program machine listings. They  
devised a system so flexwriters could be used as the first step --  
eliminating keypunching and verifying. The flexwriters now  
concurrently type a sight verification sheet and punch a paper  
tape for direct transfer to magnetic tape for inclusion in the  
machine listing. The suggesters shared an award of \$800.

25X1A9a

(4) [REDACTED], DDP Systems Group, formerly a Typing Unit  
Supervisor in RID, devised electro-mechanical modifications to  
Flexwriter machines and an improved program tape for the RID  
Machine Input Section. His idea was developed several years ago  
but the value could not be assessed until recently when the  
records were run through the Computer. Annual savings are about  
\$14,000. An award of \$600 was paid the suggester.

25X1A9a

(5) [REDACTED], DDP/TSD, put two improvements into effect  
that save the Agency at least \$12,500 annually. He had plug  
assemblies salvaged from old batteries and used as Government  
Furnished Equipment on future orders. He initiated a second  
economy program which resulted in selling mercury cell batteries  
to an appropriate industrial company to refine the mercury. This  
represented a complete reversal of a former "disposal as worthless"  
policy. He received an award of \$625 and the latter suggestion  
has been referred to other government agencies for possible adoption.

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25X1A9a

(6) [REDACTED], DDS/OL, made tests of an inexpensive teletypewriter ribbon in [REDACTED] and proposed that the ribbon be used as the Standard issue for our world-wide communications network because it could be purchased for one-fifth the cost of the ribbon that had been used for some years. Adoption of his idea saves a minimum of \$10,000 annually for which he received an award of \$500.

25X1A6a

25X1A9a

(7) Finally, [REDACTED] DD/S&T, and [REDACTED] OBI, designed and developed a series of graphic devices useful for predicting, through use of the principles of stereographic projection, where a given orbiting object will be in the sky at a particular time relative to specific locations on the earth. Each new device ("nomograph") is calculated by using the same basic set of computations thereby improving ease of use and operation. The technique saves the use of computer equipment and is especially valuable at locations where computer equipment is not available. We are awaiting results of reports from other Agencies before recommending recognition for these employees. However, based upon cost avoidance aspects of this achievement estimated in excess of one million dollars, this case was nominated for consideration by the Panel reviewing achievements for the President's Special Ceremony scheduled for July 1966.

25X1A9a

i. During this past year, Office of Logistics continued to make outstanding achievements in program progress. Office of Logistics produced the following:

(1) A contribution of 9% of the Agency's total eligible suggestions.

(2) 15% of the Agency's cash awards.

(3) An adoption rate of 88.8% compared with 35.2% for the entire Agency.

(4) Cash awards of \$1,972 for achievements that earned over \$39,000 in tangible savings and intangible benefits. However, total awards earned by all OL career personnel in the Agency reached almost \$7,000 and tangible savings and intangible benefits realized over one million dollars. The Logistics Improvement Program continues to operate effectively. Much interest is still sparked by the distribution of the President Kennedy half-dollars to each logistics employee that submits an eligible

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suggestion. Formal ceremonies are held to recognize awardees and much interest continues in the program at all levels.

j. Much greater participation has been evidenced in the Technical Services Division of the DDP. The DDP Coordinator has obtained objective evaluations representing the views of top management. Several very impressive ceremonies were conducted by Chief, TSD and continuous interest may be expected.

k. The NPIC Suggestion Panel operates effectively. A number of suggestions which have been on trial during this past year should soon materialize into substantial benefits.

l. The DDP Special Panel recommended approval of awards totaling \$850.00. Several cases represent interim awards that should become much more valuable as additional operating experience is gained. This past year's Panel especially did an excellent job of giving "hard study" and utmost consideration to ideas that deserved attention even though in the final analysis many were declined.

m. The NSA Incentive Awards Administrators and the Navy Department's Award Administrator came to visit us to obtain program ideas. We briefed the NSA representatives quite thoroughly and then conferred with [redacted] for a question and answer session. These sessions built up excellent relations and pave the way to expediting action on inter-departmental referral of suggestions. We should encourage sessions with other large departments and agencies in the future if time permits.

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2. Honor and Merit Awards

a. Recommendations received.....	151
Recommendations approved by DCI.....	132*
Distinguished Intelligence Medal.....	8
Intelligence Star.....	4
Intelligence Medal of Merit.....	33
Certificate of Merit with Distinction....	48 Cash Paid \$4200
Certificate of Merit.....	29 Cash Paid \$ 600
Legion of Merit (Army).....	1 **
Air Force Commendation Medal.....	0
Army Commendation Medal.....	10
Navy Commendation Medal.....	0

Board Meetings held... 28	Recommendations approved
Ceremonies held..... 42	by Board..... 129

\*Six recommendations approved by DCI were submitted in Fiscal Year 1965.  
\*\*Not included in statistics for DCI approval - Army approval.

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b. The HMAB regulation, [REDACTED] was approved by the DCI; this revision excluded the paragraph on monetary awards, but allowed for a "Special" monetary award in unusual cases. The new regulation also includes a description of the new Exceptional Service Emblem and Certificate of Exceptional Service for injuries and hazardous duty. It changed the title of the Certificate of Merit with Distinction to Certificate of Distinction and describes the new Retirement Emblem and general criteria for receiving it. A decision was made to withhold the income tax from the Honor and Merit cash awards in the future.

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c. There were two large groups of recommendations in this Fiscal Year which required enormous administrative support, queries, and decisions. We refer to a package of 39 recommendations for performance in Viet Nam, particularly at the time of the Saigon bombing, and to the group of 21 recommendations for the performance of our people in the [REDACTED]. These have been resolved with one or two exceptions and ceremonies are scheduled as the individuals are available.

d. In Fiscal Year 1966, there was a general ceremony in the Headquarters Auditorium at which Admiral Raborn presented the DIM to Mr. Lyman Kirkpatrick, Jr., on the occasion of his departure to Brown University. About 600 people attended this event.

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e. Some 250 persons attended a unique DD/S&T ceremony when Admiral Raborn presided and shared the stage in the Headquarters Auditorium with [REDACTED]

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[REDACTED] They honored eleven persons who had been engaged in a highly important project. The DIM was awarded to [REDACTED]; the IMM was awarded to four individuals; the CMwD to two individuals; and the Legion of Merit to four military officers.

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25X1A9a

f. Individual ceremonies were also arranged for the presentation of the DIM by Admiral Raborn to Mr. Matthew Baird, Dr. Otto Guthe, and Mrs. [REDACTED] in recognition of their long and distinguished careers in the Agency.

### 3. Studies in Intelligence Awards Program

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The "Studies" Annual Award of \$500 for the most significant contribution to the literature of intelligence was awarded to [REDACTED] for his article [REDACTED] which appeared in the summer issue. This award was presented by the Deputy Director of Central Intelligence at a ceremony in December.

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4. Superior Performance Awards

Six superior performance awards were earned at the [REDACTED] 25X1A6a  
by the most outstanding employee each quarter, the most outstanding employee  
of the year (as evidenced by receiving the most quarterly awards), and the  
supervisor who has gained permanent possession of a Unit plaque.

5. Length of Service Awards Program

On 17 September 1965, the 5th Annual Awards Ceremony was held in the  
Auditorium at which 139 persons received their 15 and 10 year certificates  
from Richard Helms, Deputy Director of Central Intelligence Agency. (1331  
other certificates were delivered the next day to the Directorates for  
presentation at ceremonies arranged by the individual components.) The  
Awards Ceremony also honored those persons in the Agency who had been  
nominated for or who had received Public Service Awards or other types of  
external recognition in 1965. The Ceremony was supported by the Headquarters  
Chorale and Garden Club.

A new procedure was introduced whereby Heads of Career Service Boards  
were provided with a list of their careerists who had earned Length of  
Service Certificates.

6. The HMAB Secretariat set in motion a special awards program for  
[REDACTED]

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PLANS AND OBJECTIVES FOR FISCAL YEAR 1967

1. Suggestions and Inventions

a. To continue to encourage cost reduction ideas, other improvements, inventions, and operational ideas for Agency benefits -- particularly by reaching more supervisory personnel.

b. To obtain new posters that will attract attention and increase participation.

c. To spend more time with Internal Panels within independent offices as they are, in our opinion, the key to more successful programs such as we have had in the Office of Logistics.

d. To expedite more invention awards when possible through close liaison with the Agency's Patent Board.

e. To continue to encourage the organization of more groups of significant awardees (\$100 or more), often referred to as "Century Clubs." At present, such clubs are formed in OL and [REDACTED]. In the near future, TSD and Office of Finance plan to form such a group. The object of these groups is to have the members inspire and instruct new potential members. 25X1A6a

f. We also have in mind the formation of another group that would be Agency-wide or at least major component-wide. It would be called "The Four Hundred Group" and eligibility would be limited to those suggesters who had received awards of \$400 or more.

g. To schedule the attendance at the NASS Convention in Washington in early October of as many personnel as feasible that are connected with the Program in the Agency.

h. To accelerate programs in activities that have shown greater interest recently to initiate special programs to spark interest and creativity -- [REDACTED] Office of Finance, and DD/S&T. 25X1A6a

i. To conclude as soon as possible several important cases that have been under study and evaluation in NPIC.

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PLANS AND OBJECTIVES FOR FISCAL YEAR 1967 (CONTINUED)

2. Honor and Merit Awards

a. To continue to streamline administrative procedures where possible.

b. To establish arrangements for the administrative and presentation procedures for the Exceptional Service Emblem and the Certificate of Exceptional Service.

c. To develop administrative details concerning granting of the new CIA Retirement Emblem.

3. Length of Service Awards

a. To shorten the Annual Awards Ceremony to the requested 30 minutes.

b. To include recognition of [REDACTED] awardees in addition to those awardees recognized in previous years.

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c. Begin plans for the September 1967 Awards Ceremony at which President Johnson will be invited.

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PLANS AND OBJECTIVES FOR FISCAL YEAR 1968

1. Suggestions and Inventions

The plans and objectives for Fiscal Year 1968 will be quite similar to those for Fiscal Year 1967 except that we plan to establish special programs in more major offices and divisions and accelerate campaigns already in effect.

2. Honor and Merit Awards

a. The major project for FY 68 will be the 20th Anniversary Annual Awards Ceremony to be held in September 1967. It is hoped that President Johnson and other government officials will be present at this special ceremony.

b. Other plans and objectives will be similar to those plans described for FY 67.

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OBJECT CLASS 100, PERSONAL SERVICES

Type Service	No.	FY 1967 Cost	No.	FY 1968 Cost
Temporary Employees				
FICA Tax				
Clothing Allowance				
Consultants				
Overtime				
Other (Specify) Awards		25X1A		
TOTAL				

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1967 - 1968

OBJECT CLASS  
100 - Personal Services

Awards to be paid for both Honor and Merit Awards Program and Suggestion and Invention Awards Program.

NOTE: The current estimate is based upon several pending scientific and technical breakthroughs in DD/S&T, in NPIC and DDP/TSD, in addition to the normal suggestion and invention awards business. The normal Honor and Merit Awards business should approximate \$2,500 for the cost of Studies in Intelligence Awards, for the superior performance awards to employees nominated by the Director of Logistics for the program in effect at the Central Depot, for the employees receiving awards in the newly created program at [REDACTED] and for the [REDACTED]

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200 - TRAVEL

	Current Estimate FY 1967		Preliminary Estimate FY 1968	
	<u>Number of Trips</u>	<u>Number of Days</u>	<u>Number of Trips</u>	<u>Number of Days</u>
<u>Domestic Area</u>				
Chicago, Ill.	--	--	2	6
25X1A6a [REDACTED]	7	7	7	7
TOTAL	7	7	9	13

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1967 - 1968

OBJECT CLASS  
200 - Travel

National Association of Suggestion Systems Annual Conference in FY 1967 will be held in Washington, D.C. (No travel expense involved.) (Advance registration fee is \$45.00 for each of the two officers that should attend.)

Two round trips to the National Association of Suggestion Systems Annual Conference in FY 1968 in Chicago, Illinois.

25X1A6a Seven round trips to [REDACTED] for Suggestion and Invention Awards Program and the Honor and Merit Awards Program.

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1967 - 1968

OBJECT CLASS

600 - Printing and Reproduction

Outside reprinting of Form No. 244 - Employee Suggestion Form - in FY 1967 and FY 1968.

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1967 - 1968

OBJECT CLASS  
700 - Other Contractual Services

Annual Membership dues in the National Capital Chapter of NASS.

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1967 - 1968

OBJECT CLASS

800 - Supplies and Material

Revision of previous estimate of \$300 for picture frames for Honor and Merit Awards Program, Suggestion and Invention Awards Program, and Longevity Awards Program to \$150.

Supplies for Smith Corona No. 33 Electrostatic Copier. (\$200)

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1967 - 1968

OBJECT CLASS  
900 - Equipment

- a. For purchase of a Smith Corona No. 33 Electrostatic Copier. (Cost \$900)

Note: This revised estimate recognizes that it may be necessary to purchase this equipment during FY 1967. Thus far, we have had equipment on loan without charge.

- b. For purchase of one (1) Electric Executive Typewriter for Honor and Merit Awards Board secretariat work. (Cost \$620)

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