

22 Oct 79

NIOs

1. Offer utility infielder positions to INR and DIA?
2.
3. NIO as link to policy is critical.
4. What's role of DCI Committees in IA production?  
Does it conflict? How many are there?
5. NIO has to do more than advise on Pres. Brief material,  
SCC, PRC prep.
6. Don't understand NIOs w/o portfolio. Generalists?  
(But NFAC has fought generalists on advisory panels - like mad)
7. Merge SWS w/NIOs w/o portfolio?

SRP

1. Believe essential to have objective product reviews by people not involved in production process:
  - a. For product quality - consistency, logic, clarity, expression of differing views, format, etc.
  - b. For customer satisfaction
  
2. Believe need small group elevated from day-to-day hassle to see if new techniques or procedures are needed, e.g.
  - new analytic techniques
  - new subject matter
  
3. Believe desirable to have a group that looks at totality of IC product with an eye toward adequacy for today and for tomorrow

Recommendations:

- (1) Subordinate SRP to DCI
- (2) Give charter to probe into analytic process at any point
- (3) Require that recommendations on substantive products go to production managers and to DCI if desired
- (4) SRP to accept tasking from any production manager

Personnel Management Objectives

1. Career planning and counseling by those with authority to affect careers -- not just career counselors.
2. Career management that considers the needs of the individual.
  - Less reliance on self-management of careers
  - Veto control over assignment decisions by a party concerned with the individual's interests
  - Deliberate grooming of several candidates for each supervisory position
3. Uniform promotion procedures that are understood by employees and considered to be objective.
  - Panels only
  - One panel per GS grade in each career service
    - Letters of instruction to allocate numbers to various specialties
4. Publication of a personnel handbook that explains overall Agency personnel procedures and opportunities.
  - Career service handbooks with meaningful descriptions of promotion requirements
5. Supergrade promotions all within SIS.
  - On Agency-wide basis
  - Under DCI direction
  - Panels for GS-16s
  - ExComm rankings to DCI for GS-17s and 18s

6. Intensive leadership and personnel management training.
7. Arrange for specialists.
8. Reduce personnel staffing to 50%.

One-Agency Goals

1. Consolidate:

Training in OTR

Legislative liaison in OLC

Legal advice in OGC

Logistics in OL

2. Uniform promotion procedures

3.

Timetable for Personnel Actions

Inter-Directorate rotation for supergrades

Publication of description of each career service's  
promotion system

ID humps and valleys

ID # recruits needed in each service and why

ID flow-through needed to prevent stagnation and ossification.

Publication of promotion minimums for FY 80.

ALL DEPUTIES AWP

A. Institute a personnel promotion system in which one panel promotes all personnel in one grade once a year. Criteria for measurement:

1. How many grades are so promoted in FY '80;
2. Whether plan is fully functioning at start of FY '81.

B. Institute a personnel career planning program to encompass every employee. Criteria: Employee confidence.

C. Revise career planning materials to be more meaningful.

Place into use.

25X1

Approved For Release 2005/07/22 : CIA-RDP80B01554R003200090014-7

Approved For Release 2005/07/22 : CIA-RDP80B01554R003200090014-7



NFAC AWP

1. (All Directorates)
2. Greater use of the concept of specialist analysts.  
Definition of a concept for specialist careers.
3. Implement a program of consultants and semi-annual seminars  
in \_\_\_\_\_ geographical or functional areas.
4. Increase display of alternative viewpoints in NIEs and other  
publications.
5. Introduce use of % probabilities in predictive analysis.
6. Introduce express statement of assumptions into NIEs, etc.
7. Develop a concept for ensuring adequate infusions of new  
talent into analytical centers to prevent stultification.
8. Develop new and comparative analysis techniques for con-  
ventional military forces.

DDA AWP

1. (All Directorates)
2. Establish a central personnel planning capability that will:
  - predict accessions needed in FY '81
  - predict promotions possible in FY '81
  - predict inter-directorate rotations needed to maintain RPO and prevent stultification
  - identify future areas of excess and shortages
3. Institute and enforce Agency-wide advertising for job openings, especially in clerical field.
4. Reduce applicant processing time by 1/2.
5. Have FY '81 personnel plan ready for promulgation by 10/1/80 with firm promotion and recruitment numbers.
6. Publish a personnel manual for all new employees.
  - Publish a personnel manual for all DDA employees and to be a model for other Directorates.
7. Consolidate all Agency training in OTR.

DDO AWP

1. (All Directorates)
2. Greater use of specialist operations officer track.  
Definition of a concept for specialist careers.
3. Development of a concept for using DDO to help detect societal change.  
Execution in at least four countries.
4. Improved tradecraft.
5.
6. Shift of resources to local target in \_\_\_ countries.
7. Review office level management, organization, and staffing for more efficient use.
8. Develop and begin execution of a plan to cope with the void which near-term retirements will create.

AWP vs. MBO

Degree of MBO fulfillment will have major impact on slice of bonus pie which a Directorate obtains to dispense internally.

AWPs will stress the unique contributions individuals are expected to make in the course of fulfilling MBO goals--especially innovations or changes in emphasis which require leadership and imagination.