

OC-M78-521  
17 July 1978

25X1A

MEMORANDUM FOR: All Panel C Members  
FROM : [REDACTED]  
Deputy Director of Communications  
SUBJECT : Questions Regarding Panel C (C)

(C) In a recent meeting with me, several members of Panel C raised numerous questions that are frequently asked by Panel C members. I asked that the questions be submitted in writing so that the issues raised could be studied fully and responded to accordingly. The attached is a list of the questions as submitted along with my response to the questions.

25X1A

[REDACTED]  
Deputy Director of Communications

Attachment:  
As Stated

Distribution:  
Original  
1  
1  
1  
1  
1  
1  
1

[REDACTED]

25X1A

25X1A

1. (U/AIUO) Why have we (Panel C) continuously, over the last 10 years received differing outlook/viewpoints on the future of Panel C when we were career counseled? Invariably, this supposedly professional advice differed, depending on one's location or assignment at the time, when given by overseas area headquarters (predominately Panel T), [REDACTED] (predominately Panel C) and staff members associated with the Office of the Director of Communications.

A. The future of Panel C as reflected in counseling to individual members contains the counselor's evaluation of the potential of the Panel and the individual. It is not unusual for this to vary with time, place and the individual counselee and counselor.

2. (U/AIUO) Why has Panel C been gradually and somewhat discretely phased out, even though the D/CO at his last briefing to Panel C in the Headquarters auditorium intimated that Commo could ill-afford the loss of 2-3 hundred Panel C personnel and they still had and were making a valuable contribution to the Office of Communications? Did our Director mean only those slots or positions that T panel did not wish to acquire such as the non-supervisory or non-promotable positions?

A. Recruitment was stopped in 1968. Various policy statements since that time have clearly indicated the need for Panel C careerists to realize skills with current needs. In 1977 the Director of Communications announced the intent to make greater use of the skills of Panel C. This announced policy change has the effect of broadening job opportunities for present members of Panel C who wish to take advantage of those opportunities. The majority of Panel careerists on duty in 1968 have taken advantage of career enhancing opportunities.

3. (U/AIUO) During this ongoing phase-out of Panel C, what pretext was used with the agency WAGE and CLASSIFICATION board to justify the conversion of C panel slots to T panel? There was no requirement to send or receive morse code. What was the board given as an alternative future career for Panel C, now slotted against Panel T slots?

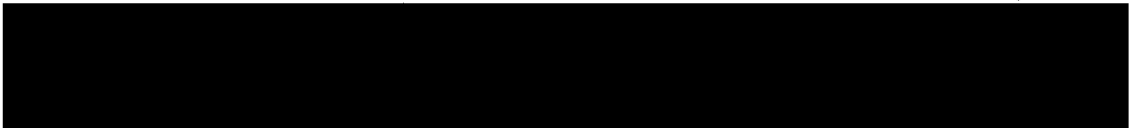
A. No pretext has been used to justify the conversion of Panel C slots to Panel T. In 1974 OP/PMCD prepared a plan for restoring mobility to all OC operator positions. The plan called for reclassifying, upgrading and converting Panel C

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

positions to Panel T on a phased basis. Incumbents of converted positions were and are required to meet Panel T skill and mobility requirements.

4. (U/AIUO) What special capabilities do T panel members have that would enable them to do a better job

25X1A



A. They are mobile. They are also provided the opportunity to have some good assignments to go along with the bad assignments.

5. (U/AIUO) Most C panel members waited patiently in line for many years for the promotable slots (9, 10, 11 & 12) to open so there would be a chance for promotion. During this period, they gave their all and were the stabilizing factor in OC. They served in both domestic and foreign assignments. Why when these slots were vacated, were they converted to T panel without even the courtesy of a chance for C panel to compete?

A. The question reflects a sense of possession of given slots by a given panel. A skills mix is necessary to maintain the ability to perform the mission and function of the Office. With the increasing technological emphasis within the Office, it was decided that an appropriate skills mix would call for more Panel T positions than Panel C.

6. (U/AIUO) When Panel C members were offered the opportunity to switch panels, why were they not allowed to compete fairly in their new panel? After the first operators graduated from school in their newly acquired panel, memorandums were dispatched to field elements directing these stations/areas to discount the fact that these people might have 5-15 years communications experience as Panel C. T panel OICs and supervisors in the field equate a C panel member with 10 or more years experience, who switched panels, to a new radio operator who has just EOD'd. FYI: In answer to your recurring question, [REDACTED] "WHY DON'T THEY SWITCH", you haven't offered them anything. As a matter of fact, you have taken away everything C panel had, a chance to compete, a future in OC, a pat on the back for a job well done, pride in OC and a chance to enhance their advancement in OC through the same means available to other NON-C panel members of OC. The only thing they have left is "PRIDE IN ONE'S SELF" and this

25X1A

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

cannot be taken away because sometimes there is even greater pride in losing.

A. Converted members from Panel C were offered the opportunity to compete fairly within Panel T on the basis of common skills. Fifty-six of sixty-three transferees to Panel T from 1971 through 1976 have been promoted since or concurrent with their transfer. The files of the Panel C converttees were not closed upon their conversion and their past Panel C experience was not discounted.

7. (U/AIUO) We are not against amalgamation, but we are against giving up everything we have worked so hard to attain. This includes uprooting our families and our homes just to open up a slot in Headquarters for T panel. In the CC master plan, C panel was first forced into the position of almost permanent Headquarters Signal Center residency and now the decision is to take this away also. Where do we go from here and how much longer will we be allowed to hang around and take our handouts? What has "T PANEL" set as the extinction date for PANEL C?

A. The intent is to avoid uprooting personnel who do not wish to become mobile. Inasmuch as mobility is a need of the Office, it is also the intent to provide a better promotion rate for personnel possessing mobility than for those who do not.

8. (U/AIUO) C Panel has been largely responsible for the conversion, planning and installation of systems to keep agency communications in step with the new era of automation. Even today, the majority of this expertise lies within what is left of Panel C. These new methods of communications, whether satellite or other media, are so complicated and complex they must be automated. Now, after waiting patiently for 10 years for a chance to advance (as payment for meeting this new challenge) this chance has been indiscriminately snatched from our grasp by allowing T panel to come into the senior slots without having to compete for them. Were these people told to forget their previous experience and start at the bottom as C panel was told when they were invited to switch to T panel? No, they were not penalized. As a matter of fact, they were given promotable slots and T panel supervisors were trained by C panel operators in every facility. Why has T panel not given the same invitation/opportunity to start at the bottom?

A. The question is incorrect. The planning for new systems was done outside [redacted] by a mix of panel careerists. Operational support to major Headquarters systems was obviously provided by mostly Panel C careerists as was the implementation of non-Headquarters systems done by non-Panel C

25X1A

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

careerists. Panel C did provide the bulk of the Automation Specialists in the early years, not because of some peculiar combination of skills, but as the result of a deliberate decision by management to provide Panel C careerists an additional opportunity to move into new skill areas. There is nothing peculiar about the operation of automated systems and the record shows that both Panel C & T careerists can quickly master their intricacies through on-the-job training. The fact is that Panel T personnel, due solely to their greater mobility and not to some unusual combination of skills, can operate these new systems anywhere, not just in Headquarters.

9. (U/AIUO) In order to address a morale problem relating to lack of domestic assignments for T panel members, why must it be at the exclusive expense of C panel?

A. The question is incorrect. As stated so many times, the conversion of Panel C positions is in response to skills and mobility needs of the Office. Any Panel T morale spinoff in terms of domestic assignment opportunities is just that, spinoff.

10. (U/AIUO) If it is the policy of the OC to fade out the C panel, why not declare an early out retirement for those eligible, regardless of GS grade? No one wants a future where no advancement is possible. Why was the early out policy limited to only GS-12 and 13? 1

A. The early out retirement policy was limited to grades GS-12 and GS-13 because those were the grade levels in the Office of Communications that had more people than positions and lack of promotional headroom. OC is not overstrength, but we do have skills imbalance. We need more people who have the skills and willingness to serve in a variety of jobs and locations around the world and fewer who will serve only in a domestic assignment.

11. (U/AIUO) What is the Office of Communications' policy present/future relating to C panel? Will a definitive policy be put in writing?

A. Yes, prior to 1 August 1978. The DDA has approved the creation of a new operator panel to reflect current and future needs and the concurrent abolition of Panel T and C.

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

12. (U/AIUO) Why were the top three men on the CCL offered "maybe" promotions if they took training and went overseas (but not as a CTR) and filled a radio operator's slot? How can this type offer be possible? Whose decision was this?

A. The question is not correct. The truth is that on 21 October 1977 the Career Sub-Group voted unanimously to promote only in those panels where there was positive headroom. At that time Panel C was overstrength and no promotions could be effected, nor was any positive Panel C headroom foreseen in the near future. To achieve some sharing of promotions while conforming to the CSB headroom guidelines and the D/CO cross-assignment program objectives, CMD proposed, subject to D/CO approval, promotions against Panel T headroom, for the two top ranked Panel C members at the GS-09, GS-10 and GS-11 levels, provided the individuals were willing to receive training and convert to Panel T status. Four of the six Panel C's interviewed said "No thank you!"; the fifth said "Yes, but it's blackmail!"; the sixth said "Yes!". The D/CO did not approve the proposal.

13. (U/AIUO) We have heard that various CMD people have said Panel "C" is dead! NO promotions! Who made this decision? If we are a dead panel why are grades on the upper level still being made? If we are dead let's state so and take proper action and see where we stand. Morale is at the lowest regardless of what is said. Ask anyone who has no hope or chance of a promotion and is a good worker. Try the GS-08 and 9 level.

A. As stated before, Panel C has been a "static" panel since 1968 when recruitment into the panel was discontinued. Since then Panel C population has dropped from 450 plus to 216, the latter including Auto Specialists. From 1974 through 1976 Panel C enjoyed a higher overall year by year promotion rate than Panel T, while Panel T had a higher promotion rate in 1972 and 1973. Figures prior to 1972 are not available. Panel C promotions during the 18 month period preceding June 1978 were not good. Read OCHB 20.20.1. It clearly states that promotions in OC are to be awarded to the most qualified, not the most patient, most senior, most suffering or most anything else.

14. (U/AIUO) Why is an employee held in grade for years without a review of the problem and no assistance such as that provided minorities?

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

A. This question implies that promotions should be made on the basis of seniority rather than merit. This is not Office, Directorate nor Agency policy.

15. (U/AIUO) Why do we not use a point system to list personnel for consideration of promotion, training, assignment, etc.? Achievements, education and awards would mean something then.

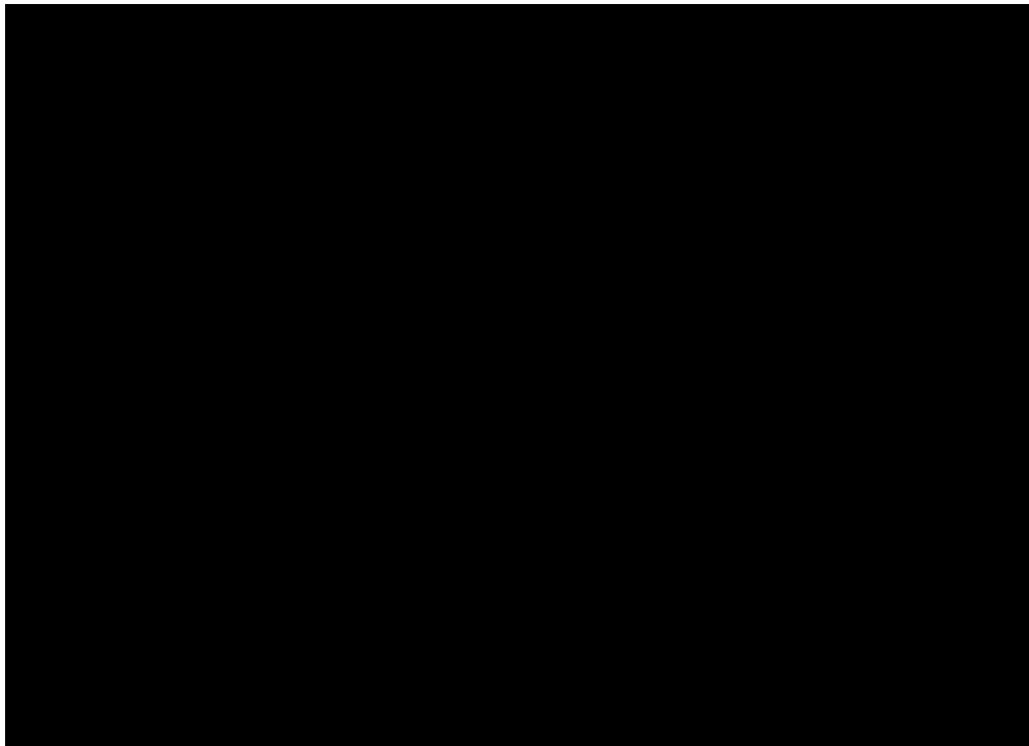
A. A point system tends by its very nature to reward seniority. There are many systems that could be used, all of which have their inherent faults.

16. (U/AIUO) What is the total number of CT/C slots remaining? Request the slots be listed by grade and location.

A. There are currently 166 Panel C positions and 188 Panel C members (excluding Automation Specialists). Most of the positions from GS-08 through GS-13 are located in the [REDACTED] Headquarters facility. There follows a breakdown of those positions outside the Headquarters facility.

25X1A

25X1A



Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

17. (U/AIUO) Why does the D/CO make every effort to visit overseas posts for morale and other reasons and in the HQS area circulates a cassette tape of the State of the Office speech rather than delivering it in person?

A. The D/CO and his staff are in Headquarters almost continuously. Every employee in Headquarters has access to the D/CO and his staff on a personal basis. This is D/CO policy. The same is not true for field assignees who can have access to the D/CO only as a result of a specific effort by him to travel overseas.

18. (U/AIUO) Why has there been no Panel C promotions in the last two years other than Panel C programmers. Shouldn't programmers have their own career panel? That would leave openings for Panel C promotion.

A. This is fallacious reasoning. The establishment of a separate panel for programmers would remove those slots from Panel C headroom. No openings would be left.

19. (U/AIUO) Why is OC trying to upgrade slots in the Cable Secretariat under the guise of "ADDED COMPLEXITIES"? Panel C never to my knowledge, was given the remotest consideration for upgrading with the advent of AUTOMATION or "ADDED COMPLEXITIES" that Panel T and Cable Secretariat are presently receiving. Panels N and E also received more consideration and grades were upgraded due to added, "SPECIALTIES, COMPLEXITIES, AND UNIQUE APPLIQUES" that they assumed.

A. This matter will be reviewed with PMCD, the component responsible for upgrading. However, to provide the necessary points for any position upgrade, another position would have to be correspondingly downgraded.

20. (U/AIUO) Taking into consideration the possibility that "C" panel has not had equitable and fair treatment within the OC during the last five years, what would OC use as legal justification for past actions if OC was forced to legally defend its position?

A. The question presumes a lack of fair and equitable treatment. The members of this skill grouping have had adequate opportunity to convert to a skill grouping needed by the Office or to find other employment.

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

CONFIDENTIAL



21 July 1978

OFFICE OF COMMUNICATIONS NOTICE NO. 40-78

SUBJECT: Establishment of Telecommunications Officer  
Panel

Technological improvements in our network systems over the past several years have brought about obvious changes in the operating skills required of our personnel. These changes have continued to the point where the functions being performed by the two existing operator panels have a high degree of commonality. Accordingly, the attached plan was developed, at my direction, to establish a single Telecommunications Officer Panel. This plan is approved concurrent with the reorganization of the Office of Communications. Implementation will occur over a five-year period beginning 1 October 1978.

  
Director of Communications

STATINTL

Attachment:  
Plan for the Establishment of a New  
Telecommunications Officer Panel

Distribution: 5

ATTACHMENT TO OC NOTICE NO. 40-78

SUBJECT: Establishment of a New Telecommunications Officer Panel

I. Objective

To enable the Office to meet its mission by identifying personnel possessing requisite skills within the Office of Communications to meet staffing needs of the Office. To establish such a group in a manner which will ensure maximum equity for current and future employees and to augment the group through internal and external recruitment only as necessary to maintain required staffing levels.

II. Recommendation

It is recommended that a single operating panel be established; that the new panel be designated as Panel D, composed of Telecommunications Officers.

III. Process

A. Schedule

Effective 1 October 1978, all OC communicator positions will be designated as Telecommunications Officer, Panel D. Concurrent with the establishment of Panel D, all operating personnel, regardless of present panel affiliation, will be under the cognizance of the new panel.

B. Skills and Training

1. In general, job skills and knowledge for Panel D careerists will be a composite of existing operating disciplines plus identifiable skills and knowledge needed in the future. Employees will be provided opportunities for training as appropriate to new requirements.

2. Assessment of training required by individual members of Panel D will be derived from the employee's past training and related experience. Generally, prior to achieving Panel D basic grade level, employees will be expected to complete the identified basic Telecommunications Officer training plus supplemental training geared to the intended Panel D assignment. At the basic grade level and above, employees will be required to acquire the necessary supplemental training for intended Panel D

C. Evaluation and Promotion

1. For a five-year period, beginning with FY-79, operating personnel will be evaluated for promotion ranking according to their panel affiliation upon entering Panel D. Promotional headroom will be allocated on a proportional basis. Apportionment will be made by grade, based on the ratio of former Panel C & T careerists in the new panel as compared to the total new panel strength. This ratio will be determined annually at the beginning of the promotion cycle for each grade. At the end of the five-year period (and thereafter), all Panel D employees will compete for promotion at their respective grade levels as one group in the PCEL and CCEL evaluation process.

2. During this five-year period, no employee will be denied the opportunity to compete for promotion. The first step in establishing the evaluation process for the new panel will be to define the skills required of panel members; the second step will be to rate all employees against those Panel D skills. Existing [redacted] criteria and procedures will be used. Employees who acquire the skills, versatility and mobility required of Panel D careerists, will fare better in the [redacted] system than those who do not. The net result will be to encourage improved employee competitiveness by means of the promotion system.

3. Promotion to basic grade level in Panel D will be in accordance with OCHB-F 20.20.1, Chapter III, paragraph E. Upgrading of existing GS-08 level positions to the Panel D basic grade level will continue on the same basis as previously approved by the Office of Personnel, subject to ceiling point availability.

D. Assignments

1. Maximum opportunities will be provided to each Panel D employee to take advantage of training and assignments to improve his or her skills and contribution to the Office mission. Panel D assignments will be made in accordance with OCHB-F 20.20.1, Chapter III, paragraph B.

2. Employees should be aware of the criteria for continued employment as stated in OCHB-F 20.20.1, Chapter I, Paragraph E.

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

OC M78-552  
28 July 1978

MEMORANDUM FOR: Executive Officer, DDA  
FROM : [REDACTED]  
Deputy Director of Communications  
SUBJECT : Response to Panel C

[REDACTED] Office of Communications, has written to the Director of Central Intelligence raising several points with regard to the management of Panel C, Telecommunications Specialist, Cryptographers. It is our understanding that the Deputy Director of Central Intelligence has expressed an interest in some of the background material pertinent to [REDACTED] letter. Attached are: a copy of OC M78-521, dated 17 July 1978, containing answers to questions raised by some members of Panel C; and OC Notice 40-78 establishing a new Telecommunications Officer Panel through the combination of two existing panels, including Panel C.

Attachments as Stated

UNCLASSIFIED When Separated  
From Enclosure

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

CONFIDENTIAL

DD/A Registry  
78-5462/1

DD/A Registry  
File Pers-5

26 JUN 1978

MEMORANDUM FOR: Director of Central Intelligence  
FROM : John F. Blake  
Deputy Director for Administration  
SUBJECT : Meeting with [REDACTED]

25X1A

25X1A

1. Action Requested: (C) This memorandum is for your information in preparation for your meeting with [REDACTED]

25X1A

2. Background:

a. (C) [REDACTED] Office of Communications, sent you a letter dated 14 June 1978, Attachment A, calling to your attention his perception of a personnel management problem in the Office of Communications. This problem, in [REDACTED] judgment, is the result of management inattention to a career sub-panel designated as Panel C.

25X1A

b. (C) You will recall that this same problem was raised in slightly different form by [REDACTED] A copy of the background information with regard to [REDACTED] question and your response to [REDACTED] is

25X1A

25X1A

[REDACTED] is in Attachment B. The Office of Communications' management has been keenly aware of possible inequities with regard to the utilization and promotion of members of this sub-panel. In 1974 a study of the Telecommunications Specialist occupational realignment was conducted by the Position Management and Compensation Division. This study endorsed the plan to abolish the specialized codes for Telecommunications Specialists - Cryptography (Panel C). A copy of this study is Attachment C. The Office of Communications recently conducted a thorough study aimed at greater use of the skills of Panel C. A copy of that study and the OC Notice promulgating a portion of the results are Attachment D.

25X1A

**CONFIDENTIAL**

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

25X1A SUBJECT: Meeting with [REDACTED]

25X1A c. (C) [REDACTED] claims that there have been few  
or no promotions in this panel in the last five years.  
Attachment E details the promotions for this panel  
from 1971 - 1976. During that period there were 159  
25X9 promotions in a declining panel that averaged approx-  
imately [REDACTED] employees during that period. In FY-1977  
there were no promotions due to lack of headroom in  
Panel C. This year there have been 10 promotions  
made or in the process of being made.

25X1A d. [REDACTED] asserts that the few remaining  
Panel C slots in overseas stations have been converted  
to Panel T. It is true that the remaining Panel C  
overseas slots are being converted to Panel T as part  
of a long range plan resulting from the PMCD study  
(Attachment C). However, several Panel C employees  
are capable of filling these slots by receiving  
proper training. The present overseas slots manned  
by Panel C personnel are identified in Attachment F.  
They total 23, representing an increase of 7 in the  
last year, and an overall 12% of Panel C personnel  
strength.

25X1A e. (C) [REDACTED] makes reference to a number of  
questions which have not been answered by management of  
the Office of Communications. These questions were  
discussed by the Deputy Director of Communications with  
25X1A a representative group of Panel C on 17 May 1978. During  
the discussion at that meeting, [REDACTED] suggested  
an effort would be made to answer the questions and to  
prepare a plan dealing with the future of Panel C by  
30 June 1978, if that was agreeable to the group. It  
was.

25X1A f. (C) [REDACTED] further alleges that it is the  
intention of the Office of Communications' management to  
fill all promotable slots with Panel T members. Presum-  
ably he in effect is suggesting an intention on the part  
of Office of Communications' management to promote  
members of other sub-panels against Panel C headroom.  
No such promotions are contemplated nor have any been  
made in the past.

~~CONFIDENTIAL~~

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

25X1A SUBJECT: Meeting with [REDACTED] (C)

25X1A g. (C) [REDACTED] signs himself as "spokesperson."  
25X1A We believe he may be articulating a position held wholly  
25X1A or in part by a small minority of Panel C. It follows  
25X1A that a meeting with [REDACTED] may not necessarily  
25X1A reflect the opinions of the majority of Panel C.

3. Recommendations:

25X1A a. (C) That you meet with [REDACTED] as you propose  
25X1A but that you also meet with one or more other represen-  
25X1A tatives of Panel C.

b. (U) That the answers to the questions referred  
25X1A to in 2.e. be promulgated to all members of Panel C by  
25X1A Office of Communications' management, in accordance  
25X1A with the originally proposed schedule.

25X1A c. (C) That [REDACTED] be advised that Office of  
25X1A Communications' management is extremely concerned  
25X1A with providing fair, equitable treatment to all of its  
25X1A employees but that employees must recognize and accept  
25X1A their obligation to be willing to make changes in their  
25X1A occupational skills, in an ever-changing technological  
25X1A environment, if they hope to be competitive.

/s/ John F. Blake

John F. Blake

Attachments:  
A through F, as stated

~~CONFIDENTIAL~~

**CONFIDENTIAL**

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

25X1A

SUBJECT: Meeting with [REDACTED] (C)

Distribution:

Original - Addressee w/atts

1 - DDCI w/atts

1 - ER w/atts

~~2~~ - DDA w/atts

1 - D/CO w/atts

ORIGINATOR:

25X1A

[REDACTED]

23 JUN 1978

Director of Communications

**CONFIDENTIAL**



ive Registry  
- 1784/1  
1978

*Jack Black*  
Approved For Release 2001/08/02 : CIA-RDP84-00142R00040011000405

STATINTL  
ATTACHMENT  
A.

*not a real one. Pls prepare me to meet with the man*

June 14, 1978



Admiral Turner or Mr. Carlucci, personally  
Room 7E12  
HQS Bldg

DD/A Registry  
78-2462

Executive Registry  
78-1784

Form 163a  
8-66

Sir:

We have read a number of papers published by you, on personnel matters. We heartily go along with you being the last word on the Consolidated Panel listings rather than leaving it to the heads of offices.

We would like to call your attention to the plight of some two hundred panel "C" members of the Office of Communications. The last five years, there have been very few or no promotions in this panel, even though this group has and has had more expertise in the field of automated communications than any other group in CIA.

It was this group that worked and nurtered MAX, ACT, DATACOM, ARS and CDS to maturity. In the case of DATACOM, after DATACOM was working and earning its keep, Communications Management removed all panel "C" members (after panel "C" trained panel "T") and replaced them with panel "T" and at the same time, upgraded all the slots. Recently, Communications Management completed the conversion of "C" slots in the few remaining overseas stations. Throughout the conversion, Commo Management's main stay against panel "C" was and is, "panel "C" is not mobile enough; therefore, panel "C" cannot compete with panel "T"."

Panel "C" members do not have a promotion track that the Director has called for in the "Notes From The Director" number 25, dated 7 June 1978. Commo Management has been questioned, on many occasions, in regards to handling of the careers of the panel "C" and why there have been no efforts to upgrade panel "C" on a par with panel "T"? There never has been a definitive answer on the first part of the question but on the second part, the answer given is "overstrength." It is suggested that Commo Management be questioned, by one in authority, how Commo Management achieved such a condition and why was the situation allowed to exist for a number of years? There are a number of old timers, with many ingrades, some that came onboard in 1950, that can provide some insight to the above questions, as well as suggestions to alleviate the problems.

Attached, please find a list of questions compiled by panel "C" and presented to Commo Management. After much hemming and hawing and even rewriting, by Commo Management, of the proffered questions, Commo Management finally agreed to address the questions in six to eight weeks. We question the "six to eight weeks", it is our opinion that Commo Management will fill all of the promotable slots with panel "T" members and they need six to eight weeks to finalize the efforts.

If you should require any historic information, we are at your service.

STATINTL

telephone [redacted] Approved For Release 2001/08/02 : [redacted]

STATINTL

Spokeperson

April 20, 1978

STATINTL

In response to the telephone conversation of 13 April 1978 between [REDACTED] the following is a list of questions most often asked by members of panel "C".

1. Why have we (panel C) continuously, over the last 10 years received differing outlook/viewpoints on the future of panel C when we were career counseled? Invariably, this supposedly professional advice differed, depending on one's location or assignment at the time, when given by overseas area headquarters (predominantly panel T), [REDACTED] (pre- STATINTL dominately panel C) and staff members associated with the office of the Director of Communications.

2. Why has panel C been gradually and somewhat discretely phased out, even though the D/CO at his last briefing to panel C in the headquarters auditorium intimated that commo could ill-afford the loss of 2-3 hundred panel C personnel and they still had and were making a valuable contribution to the office of communications? Did our director mean only those slots or positions that T panel did not wish to acquire such as the non-supervisory or non-promotable positions?

3. During this ongoing phase-out of panel C, what pretext was used with the agency WAGE and CLASSIFICATION board to justify the conversion of C panel slots to T panel? There was no requirement to send or receive morse code. What was the board given as an alternative future career for panel C, now slotted against panel T slots?

4. What special capabilities do T panel members have that would



5. Most C panel members waited patiently in line for many years for the promotable slots (9, 10, 11 & 12) to open so there would be a chance for promotion. During this period, they gave their all and were the stabilizing factor in OC. They served in both domestic and foreign assignments. Why, when these slots were vacated, were they converted to T panel without even the courtesy of a chance for C panel to compete?

6. When panel C members were offered the opportunity to switch panels, why were they not allowed to compete fairly in their new panel? After the first operators graduated from school in their newly acquired panel, memorandums were dispatched to field elements directing these stations/ areas to discount the fact that these people might have 5-15 years communications experience as panel C. T panel OICs and supervisors in the field equate a C panel member with 10 or more years experience, who switches panels, to a new radio operator who has just EOD'D. FYI: In answer to your

recurring question, [REDACTED] "WHY DON'T THEY SWITCH", you haven't offered them anything. As a matter of fact you have taken away everything C panel had, a chance to compete, a future in OC, a pat on the back for a job well done, pride in OC and a chance to enhance their advancement in OC through the same means available to other NON-C panel members of OC. The only thing they have left is "PRIDE IN ONE'S SELF" and this can not be taken away

7. We are not against amalgamation, but we are against giving up everything we have worked so hard to attain. This includes uprooting our families and our homes just to open up a slot in headquarters for T panel. In the OC master plan, C panel was first forced into the position of almost permanent headquarters signal center residency and now the decision is to take this away also. Where do we go from here and how much longer will we be allowed to hang around and take our handouts? What has "T PANEL" set as the extinction date for PANEL C?

8. C panel has been largely responsible for the conversion, planning and installation of systems to keep agency communications in step with the new era of automation. Even today, the majority of this expertise lies within what is left of panel C. These new methods of communications, whether satellite or other media, are so complicated and complex they must be automated. Now, after waiting patiently for 10 years for a chance to advance (as payment for meeting this new challenge) this chance has been indiscriminantly snatched from our grasp by allowing T panel to come into the senior slots without having to compete for them. Were these people told to forget their previous experience and start at the bottom as C panel was told when they were invited to switch to T panel? No, they were not penalized. As a matter of fact, they were given promotable slots and T panel supervisors were trained by C panel operators in every facility. Why was T panel not given the same invitation/opportunity to start at the bottom?

9. In order to address a morale problem relating to lack of domestic assignments for T panel members; why must it be as expensive

C panel?

10. If it is the policy of the OC to fade out the C panel, why not declare an early out retirement for those eligible, regardless of GS grade? No one wants a future where no advancement is possible. Why was the early out policy limited to only GS-12 & 13?

11. What is the office of communications' policy present/future relating to C panel? Will a definitive policy be put in writing?

12. Why were the top three men on the CEL offered "maybe" promotions if they took training and went overseas (but not as a CTR) and filled a radio operators slot? How can this type offer be possible? Whose decision was this?

13. We have heard that various CMD people have said panel "C" is dead! NO promotions! Who made this decision? If we are a dead panel why are grades on the upper level still being made? If we are dead lets state so and take proper action and see where we stand. Morale is at the lowest regardless of what is said. Ask anyone who has no hope or chance of a promotion and is a good worker. Try the GS-8 or 9 level.

14. Why is an employee held in grade for years without a review of the problem and no assistance such as that provided minorities?

15. Why do we not use a point system to list personnel for consideration of promotion, training, assignment, etc? Achievements, education and awards would mean something then.

16. What is the total number of CT/C slots remaining? Request the slots be listed by grade and location.

17. Why does the D/CO make every effort to visit overseas posts for morale and other reasons and in the IQS area circulates a cassette tape of the State of the Office speech rather than delivering it in person?

18. Why has there been no panel C promotion in the last two years other than panel C programmers. Shouldn't programmers have their own career panel? That would leave openings for panel C promotion.

19. Why is OC trying to upgrade slots in the Cable Secretariat under the guise of "ADDED COMPLEXITIES"? Panel C never to my knowledge, was given the remotest consideration for upgrading with the advent of AUTOMATION or "ADDED COMPLEXITIES" that panel T and Cable Secretariat are presently receiving. Panels N and E also received more consideration and grades were upgraded due to added "SPECIALTIES, COMPLEXITIES AND UNIQUE APPLIQUES" that they assumed.

20. Taking into consideration the possibility that "C" panel has not had equitable and fair treatment within the OC during the last 5


Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

years, what would OC use as legal justification for past actions  
if OC was forced to legally defend its position?

11 May 1978

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

TO : Panel C Personnel *N*  
SUBJECT: List of Questions Submitted to the DD/CO


The DD/CO has submitted his version of the questions that were submitted to him through 

STATINTL

The Committee of Correspondence requests that each member of Panel C compare the original list of questions with the DD/CO's version and indicate in writing (not necessary to sign) whether or not he is satisfied that the DD/CO's version is an accurate paraphrase.

It is requested that your responses be submitted to the CWO by Thursday, 18 May 1978. The Committee of Correspondence plans to respond to the DD/CO, Friday, 19 May 1978.

STATINTL

  
Communications Watch Office

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5



1. In counseling sessions, why do we seem to get differing opinions from counselors on the future of Panel C? The viewpoints of the counselors apparently depend on the counselor's position and background, i.e., Area Hqs. (Panel T); [REDACTED] (Panel C); Management (CMD).

STATINTL

2. Why is Panel C gradually and discretely being phased out, even though the D/CO stated that OC could ill-afford to lose the members of Panel C? Or did the D/CO mean that OC could not stand to lose the individuals who were encumbering the slots Panel T did not want, i.e., non-supervisory and non-promotable positions?

3. What pretext was used in discussions with PMCD to justify the conversion of Panel C slots to Panel T?

4. What special capabilities do Panel T members have that would enable them to do a better job in converted slots

STATINTL

5. Panel C members have waited throughout the years for available headroom at the GS-09 through GS-12 grade levels. Why were these positions converted to Panel T without giving the members of Panel C an opportunity to compete for those positions?

6. When many Panel C careerists converted to Panel T, why were they not allowed to compete fairly in their new career field? Apparently the past experience of these convertees was discounted by the Panel T management when evaluating these individuals for promotion.

7. What date has "Panel T" set for the abolition of Panel C?

8. Why are Panel T members assigned to the senior slots in the [REDACTED] without having to compete for those positions? Panel C'ers have worked hard acquiring the necessary expertise to operate the new automated systems and then they are not allowed to fill the positions of responsibility. Now Panel T members are brought in to fill the promotable slots. Why did they not have to start at the bottom?

STATINTL

9. In order to address a morale problem relating to lack of domestic assignments for Panel T members, why must it be at the exclusive expense of Panel C?

10. If it is the policy of OC to abolish Panel C, why not declare an early-out retirement for those eligible regardless of grade?

11. What is OC's policy for the future of Panel C? Will this policy be put in writing?

12. Why were the top three men on the CEL offered "maybe" promotions if they took training and went overseas as Panel C'ers filling Panel T positions? Who is responsible for this decision to make these offers?

13. Who made the decision to declare Panel C "dead" and that there would be no Panel C promotions? If Panel C is dead, why are grades at the upper levels still being made?

14. Why is an employee held in grade for many years without reviewing the causes of lack of promotion? Could assistance be provided such as is provided minorities?

15. Why don't we use a point system to determine those eligible for promotion, training, assignments, etc.? Points allotted to special achievements, education, etc., would make these factors more meaningful.

16. What is the total number of remaining Panel C positions? Is it possible to list these by grade and location?

17. Why does the D/CO make every effort to visit overseas posts for morale purposes and other reasons, but merely circulates a cassette tape of his State of the Office speech to the Headquarters area components?

18. Why have there been no promotions in Panel C the past two years other than in the Automation Specialist field? Shouldn't the Automation Specialists have their own career panel? If they did, there would be more available headroom for Panel C promotions.

19. Panels T, N and E have had upgradings due to added "specialties, complexities and unique appliques." Now upgradings are being considered for Panel I under the guise of "added complexities." Why has Panel C never been given the same consideration what with the "added complexities" that have taken place in the [REDACTED] over the past several years?

20. Considering the possibility that Panel C has not received equitable and fair treatment from OC during the past five years, what would OC use as its legal defense to justify its past actions?

STATINTL

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Background on Panel C

FROM: Deputy Director for Administration  
 Rm 7D24  
 EXTENSION NO. ER 78-9173/2 1/3  
 DATE

TO: (Officer designation, room number, and building)  
 DATE RECEIVED FORWARDED OFFICER'S INITIALS COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	Deputy Director of Central Intelligence		5/26	[Signature]
2.				
3.	Director of Central Intelligence		30 MAY 1978	[Signature]
4.				
5.	[Signature]		5/30/78	[Signature]
7.	[Signature]			[Signature]
9.	c/ce.cmd		02 JUL 1978	[Signature]
10.	File			

Summary:  
 Attached is a background paper on the Office of Communications' Panel C. Also attached is a memorandum to be signed by the Director to [redacted] reject his request to retire under the Involuntary Retirement Option. [redacted] has had fair and equitable opportunities to receive career enhancing training in OC. He is one of a substantial number of Panel C careerists whose upward mobility has been hampered by failure to take advantage of those opportunities.

If all boils down to a single truth -- it takes two to tango -- and [redacted] would not take training designed to alleviate the very situation of which he now complains! /s/Jack Blake

[redacted] would not take training designed to alleviate the very situation of which he now complains!

14. [redacted]  
 15. [redacted]

ATTACHMENT B.  
 Form 163a  
 8-66

STATINTL

STATINTL

STATINTL

STATINTL

~~CONFIDENTIAL~~

02/10/1981
78-2112/3
Executive Registry
78-2112/3

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Background on Panel C (U)

1. (C) Panel C is the acronym for the Cryptographic Sub-Specialty in the Office of Communications. The technical term is Telecommunications Specialist/Cryptographic (TCS/C). This panel has been undergoing gradual phase out by attrition since 1968. Upward mobility for Panel C employees has never ceased and in fact has been strongly encouraged since the original decision to phase out this specialty.

2. (C) Prior to 1959 the Agency required substantial numbers of full time cryptographers to manipulate the labor intensive manual and machine systems then in use. In 1959 we began converting to on-line automatic encryption/decryption methods, and within a few years, recognized that the cryptographic and radio operating specialties could eventually be merged with a major savings in total manpower needs. By 1968 the budgetary/procurement cycle for the on-line secure communications network had reached a point where the decision could be made to discontinue hiring people to perform primarily cryptographic duties. Our recruitment goal was then changed to hire only individuals capable of becoming Telecommunications Specialists possessing both radio and cryptographic skills. The judgment at that time was that a combination of cross training, career progression, transfers and normal attrition would provide reasonable career alternatives for the Cryptographic Specialists then on board.

3. (C) Since the 1968 decision the Office of Communications has carried on a continuing program for retraining and broadening Panel C careerists. A policy paper was issued in 1970 encouraging cross training into the Telecommunications Specialist group, Panel T. Subsequent letters have been written encouraging Panel C careerists to transfer to Panel T. These letters also advised that promotional opportunities in the Panel C specialty were and would be very limited. Special training courses have been offered frequently at the [redacted] providing modified Morse code requirements and

25X1A

25X1A

E3 IMPDET CL BY SIGNER

**CONFIDENTIAL**

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

extended training times. The most recent career enhancing cross training effort offered to Panel C careerists was the Office of Communications Cross Panel Assignment Program announced in early 1977. It waived all Morse requirements, and offered on a voluntary basis training in radio operation with assignment to selected overseas positions where Morse skills were not critical. All members of Panel C were interviewed for this program; to date eight have elected to participate.

4. (C) In 1974 the Position Management and Compensation Division, Office of Personnel, prepared a study report entitled "Telecommunications Specialist Occupational Realignment." This report recognized that all Panel C positions should eventually be converted to the Panel T specialty. The report also stated that all Panel C GS-08 journeyman positions would be upgraded to GS-09 based on newly acquired radio operating skills and availability for rotational assignments to positions requiring both skills. The Office of Communications and the Office of Personnel have been working together to implement this study report. For example, in 1968 the Panel C had 472 designated positions with 452 incumbents. Only 165 positions remain to be converted, and the number of Panel C careerists has dropped to 200. In summary then, almost two-thirds of the positions have been converted, and more than 50% of the Panel C careerists have changed from the Panel C category to another skill area.

5. (C) Some insight as to how the Office of Communications has been able to redirect the efforts of more than 250 careerists would be of interest.

a. Probably the most satisfying program has been the evolution of the Automation Specialist cadre. This is a group of programmers who were initially selected exclusively from Panel C to receive training in automated message switching techniques. Although other communications careerists were later accepted in this program, twenty Panel C careerists transferred into this group to form the vanguard of this highly important function. Most have had very successful careers, some having progressed to GS-14.

b. Seventy-six Panel C careerists accepted the opportunity to acquire additional training to qualify for transfer to Panel T. Of this group only seven have failed to earn at least one promotion.

c. Fifty Panel C careerists have transferred or progressed to other technical specialties within the

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

~~CONFIDENTIAL~~

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

Office of Communications. These include Communications Security, Electronic Technicians, and promotion to senior officer level. These careerists are at the GS-09 through 15 levels today.

d. Forty Panel C careerists have transferred from the Office of Communications to other Agency components. We do not have specific figures or statistics on these individuals but we are personally aware that many are now serving at the middle management level or higher.

e. Forty Panel C careerists have resigned from the Agency. The balance of the attrition in this panel has been due to retirement.

6. (C) The effort to offer meaningful and challenging careers to a group of highly capable, loyal and dedicated employees, we believe, has been successful. No one has been forced to leave the Agency involuntarily by virtue of skill obsolescence, and every Panel C careerist has been offered the opportunity to receive training in new skill areas. The Office of Communications has successfully responded to changes in technology by adjusting the skills mix of its employees. Those who have elected to participate in career retraining and re-direction have done reasonably well although many obviously believe they could have done better under different circumstances. Those who have elected to stay with Panel C and not accept the challenge of new training have done so with the full awareness that limited career progression opportunities would exist for them. [REDACTED] is a valuable employee, but his argument for early retirement is without merit and should be refused.

25X1A

[REDACTED]

25X1A

John F. Blake

Attachment:  
Memo to [REDACTED] from DCI

25X1A

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

DDI  
78-3112

May 19, 1978

Executive Registry  
78-9173

MEMORANDUM FOR : Director, Central Intelligence Agency

STATINTL  
FROM

: [REDACTED]  
Office of Communications  
[REDACTED] Signal Center Branch  
Headquarters Building, Room 1B27

STATINTL

SUBJECT : Request For Permission To Retire

I request that under the authorization granted the Office of Communications by the DDA on 1 January 1978, that I be given permission to retire under the Involuntary Retirement option, open through 30 June 1978. \*

I meet all the qualifications necessary, having completed 25 years service with more than 60 months served overseas.

Below I am stating the reasons I have elected to seek retirement, rather than continue on in my career panel. I believe that these chain of events makes it impossible for me to consider advancement in panel C.

There was a decision made 10 years ago by the Office of Communications to discontinue the hiring of communicators in panel C. Now, looking back over the past decade, it is apparent that the decision was made at that time to phase out panel C through attrition. We have now come to the point that this system of attrition has completely eroded the grade structure, so that the GS-08 journeyman level is fewer in number than that of the senior operator. With the moratorium on the hiring of operators over this 10 year period, and the decision still standing of non-hiring of panel C members in the future, I believe that panel C can no longer be considered a viable panel.

For the past 2 years, the Office of Communications has claimed that panel C is over-promoted in the GS-09 through GS-12 grades. Therefore there have been no promotions for the panel C communicator. We are now told that panel C is 68 people over-staffed. With no new input to the panel planned, I believe that upward mobility in panel C is out of the question. This was further brought to light this past year, when panel C Career Management Division (CMD) offered to the top two persons on the Consolidated Competitive Evaluation List (CCEL) a promotion, only if they would complete the courses of another panel, (Panel T), and qualify for promotion under panel T.

With the above belief that I definitely cannot be competitive within my career panel, and feel that a change of career panels at this stage of life would not benefit either the Agency nor myself, I respectfully request that I be granted permission to retire, as stated in the first paragraph above.

STATINTL

[REDACTED]

**CONFIDENTIAL**

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

25X1A

MEMORANDUM FOR: [REDACTED]

FROM : Stansfield Turner  
Director of Central Intelligence

SUBJECT : Request for Permission to Retire (U)

1. (U) Thank you for your letter of 19 May requesting permission to retire under the DDA Special Retirement Option. I have reviewed your situation and must inform you that I am unable to grant your request.

2. (U) The retirement option was opened to the Office of Communications for GS-12 and 13 personnel only for the period 1 January through 30 June 1978. I approved this program to relieve a grade level distortion and unsatisfactory promotional headroom situation then existing in your office. Due to understaffing it was not possible to extend the option to the lower grade levels. The Director of Communications has advised me that the relief he sought through the early retirement option has been achieved, and he does not plan to request an extension beyond the 30 June closing date.

3. (C) I have been briefed on the history of the OC Cryptographic Specialty Panel and am convinced that this group has been offered substantial opportunities to acquire new and broader skills to meet changing technical performance needs. During the period 1968 to 1978 more than one-third of this group has taken advantage of the various programs to improve their skills, opportunities and job mobility. A very substantial number of those remaining have continued to be highly productive and have been rewarded with promotions within their skill grouping. I am convinced that Panel C Cryptographic Specialists as a group have continued to perform a highly important and vital function for the Central Intelligence Agency. Without the faithful and professional support of this group the Agency mission would have suffered. Yet, in an overall sense I do believe that the changing technical posture in the Office of Communications was adequately predicted, personnel programs were appropriately modified, and career mobility and retraining programs were offered to those whose skill specialties were becoming obsolescent.

**CONFIDENTIAL**

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5



CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

4. (U) I am deeply appreciative of your many years of excellent service and would encourage you to continue the good work. Unfortunately, I cannot offer the involuntary retirement option on an individual basis. Until such time as the Agency dictates the implementation of this plan at your grade level and in your component it cannot be made available.

STANSFIELD TURNER

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

18 October 1974

MEMORANDUM FOR: Chief, Position Management and Compensation Div  
THROUGH : Chief, Intelligence and Administration Branch  
SUBJECT : Telecommunications Specialist Occupational Realignment

ATTACHMENT

Form 163a  
8-66

1. Attached is a report outlining PMCD's study findings, current status, and recommendation on the Office of Communications (O/C) proposal to realign the Telecommunications Specialist Occupational Code. The report is organized and contains the following: Section A--PMCD Narrative Report and Recommendation; Section B--revised Occupational Handbook Title Definition; and Section C--New Position Descriptions.

2. The changes proposed are confined to O/C Careerist positions and will not affect any occupational discipline or specialty currently established for other Agency components.

[REDACTED]  
Position Management Officer

STATINTL

Att

Distribution:

- Orig - adse
- 1 - CC /Ch Ops
- 1 - O/C Ch Career Mgmt & Trng
- 1 - O/C Adm/Pers Off
- 1 - PMCD/IAB

STATINTL

OP/PMCD [REDACTED] krg (18 Oct 74)

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

TELECOMMUNICATIONS SPECIALIST OCCUPATIONAL REALIGNMENT

October 1974

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

TABLE OF CONTENTS

TAB A --- PMCD Narrative

TAB B --- Revised Occupational Handbook Title

TAB C --- New Position Descriptions

OP/PMCD STUDY REPORT  
OF  
TELECOMMUNICATIONS SPECIALIST  
OCCUPATIONAL REALIGNMENT

1. In early 1974, the Office of Communications (O/C) top management requested that PMCD attend and participate in various meetings which were being held by the Chief, Management Services, Chief, Career Management and Training Staff, O/C Personnel Officer as well as a number of operating component officials concerning a proposal to realign the Telecommunications Specialist Occupational Codes within the General Communications Series of GS-0392. The initial purpose for PMCD's participation was to advise on the validity and effect from a position management and occupational standpoint of a single code concept for such positions throughout O/C-no specializations. This was subsequently followed by a request to analyze, evaluate and advise on position structure implications, job discipline mix, functional feasibility, qualifications extension, grade pattern effect, average grade changes, occupational Handbook modifications and related matters concerning the proposal if it were to be approved and implemented.

2. Specifically, the long range aspects of the proposal will result in abolishing the specialized codes for Telecommunications Specialists-Cryptography comprising GS-0392.05 Equipment Operators and GS-0392.06 Supervisory positions. Such positions in the various Agency Communications Centers will be combined and converted to the corresponding Telecommunications Specialists-General, codes GS-0392.01 and GS-0392.02. The latter positions currently require the additional qualifications, training, operational experience and/or background

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

in radio frequency (RF) field as well as the crypto systems/equipment speciality. Consequently there is a one grade differential between the two occupational categories, i.e. Crypto Specialist Operators and Senior Operators/Supervisors are allocated at GS-08 and GS-09 levels respectively and the Communications RF-Generalist Operators and Senior Operators/Supervisors are allocated at GS-09 and GS-10, thus recognizing the broader job responsibilities.

3. The proposed realignment from individual Crypto speciality to RF generalist is an outgrowth from continued ceiling reductions throughout O/C, which has necessitated the application of general communications operator background to meet our world-wide communications support requirements. I called to O/C's attention and it is recognized by O/C management, that certain Agency communications facilities and specific tours of duty will not require the complete application of the RF generalist background. However, as they stated, this is in a small minority considering the overall number of positions and with the personnel normally rotating every two years, they requested PMCD to consider this factor in relation to the long range personnel and communications support objectives. O/C feels the conversion is necessary and vital now to the Communicator program and career service if it is to maintain the flexibility and competency within continued ceiling cuts and related position/manpower restrictions. Another major objective is to eliminate the problem of having personnel limited in position assignment capability and to have the total cadre fully mobile, trained, qualified and proficiency-maintained for performing any and all type communications operating assignments. Further, it will

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

provide slotting associated with the long overdue and increasing necessity

for periodic headquarters assignment/tours of overseas Telecomm Socialist-

General personnel to permit:

a. Indoctrination in new and continued Agency/USG communications systems operational matters and technical changes.

b. Receive specialized technical training.

c. The reorientation of employees in program, functional, organization, administrative, and related O/C and Agency concepts and procedures, and

d. Permit "Americanization" of the employee and family whose assignments involve four (4) to five (5) consecutive tours (2 to 3 years each) resulting in 12 to 15 years without a U.S. assignment.

4. There are approximately 195 positions throughout the Agency which will require conversion (includes 97 GS-08's and 63 GS-09's specifically). However, O/C does not intend to convert all such positions at one time. It is planned for a general phasing over several years as the positions involve rotational assignments, become vacant as result of resignation/transfer/retirement, current employees complete proper training and/or general availability of trained personnel, etc. which will require a reasonable amount of time. Of course this time frame excludes the necessity for immediate conversion and/or assignment of an RF generalist resulting from critical operational support requirements and demands as the occasion may arise.

5. The overall average grade affect can not be computed at this time in that it is anticipated a number of the existing GS-09 positions may not require reallocation to GS-10 level. Such determinations will not be made until each individual component or station work load/program

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

and manpower requirements, including section and unit levels are studied by O/C and subsequently reviewed and evaluated by PMCD. However, under existing circumstance, it can be projected that the O/C Career Service will need 97 points alone to convert the GS-08's to GS-09's yet keeping in mind a number of these positions are located on other Agency component Staffing Complements (S/C), but the vast majority are listed on O/C's S/C and this single grade level change will cause for a reasonable increase in their average grade.

25X1A

6. The first phase of the conversions are proposed for OC/ [REDACTED] Data Communications Branch consisting of 14 positions resulting in three (3) GS-08 level positions requiring reallocation to GS-09 according to the established pattern. The remaining Branch positions can be converted without any effect on O/C's average grade pattern. This branch was selected initially in view of recent changes and application of new equipment, data circuit technology, signal carrier facilities and computer system mechanisms which involve and lean heavy toward RF type requirements.

7. The second group proposed for conversion is the Telecommunications Specialist-Crypto jobs at Office of ELINT (OEL) [REDACTED] - 25X1A total 9 positions with four (4) requiring reallocation from GS-08 level to GS-09 causing a slight increase in OEL's average grade. This activity is currently changing to include satellite communications facilities as the primary carrier technique as well as continue with some leased circuit arrangements plus radio teletype backup resulting in a majority of RF personnel requirements.

8. An analysis of the PMCD findings plus a general evaluation of the total concept with respect to the long range objective, appears valid


Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5



CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5  
and it is recommended PMCD give favorable consideration to the  
occupational realignment and job conversions.

9. This occupational (review) study also serves to reaffirm  
the current grade structure for journeyman and senior operating Tele-  
communications Specialist (Generalist) positions at GS-09 and GS-10 levels  
and has been concurred in by O/C management.

  
Position Management Officer

25X1A

Revised Telecommunications Specialist Title Definition

General Communications Series

GS-0392.00 - GS-0392.99

Code and Title of Positions Affected:

GS-0392.01 T Telecommunications Specialist (GS-10 and Below)

GS-0392.02 T Telecommunications Specialist Supervisor (GS-10 and Below)

Revised Title Definition:

Comprises positions the duties of which are to supervise or perform communications work consisting of the processing, control, incryption and decryption of security classified information and the transmission, receipt and servicing of messages either in combined or separate operations when the work requires skill or proficiency in the operation and maintenance of two or more types of communications equipment.

CONFIDENTIAL

1. POSITION DESCRIPTION <b>Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5</b>		1. SERVICE DESIGNATION EMPLOYEE		2. POSITION NUMBER		
3. ACTION A. RECORDED	POSITION TITLE Telecomm Specialist	SCHEDULE GS	OCCUPATION CODE 0392.01	GRADE 10	INITIALS JAB	DATE 13 OCT 1974
4. ORGANIZATIONAL TITLE OF POSITION (If any)	5. ORGANIZATIONAL LOCATION DD/A Office of Communications (GENERAL JOB SHEET)	6. CERTIFICATION 25X1A		C. OFFICE REPRESENTATIVE		
7. DESCRIPTION OF POSITION		B. SUPERVISOR				

I. DUTIES:

Under general supervision, serves as a Senior Telecomm Specialist responsible for functioning as: (A) Operator incharge of a small field communications center; and/or (B) Senior Operator of a functional or watch activity at a specified field station. In these capacities, is responsible for independently accomplishing the communications equipment operations, maintenance, control and message processing

25X1C  
25X1C  
Performs liaison with key directoriate executives, COS, COB, operational and project officials and/or [redacted] to provide technical advice, interpretation and assistance on communications matters in general.

Supervises and/or operates total station communications equipment and circuit facilities in the transmission, receipt and/or relay of traffic and other support communications, including: Radio Teletype (RTTY-one time tape); Automatic Cyptographic Equipment (KW-26, KW-7, KG-13, KG-34, KG-78, etc. combined with RF Circuit facilities); Mux, Modems, Secure Voice, Facsimile, Data, Video, Satellite, etc. circuit equipment; Automatic Switch systems/devices-Max, ACT, ARS; Teleprinters; and Fast Manual and Semi-Automatic radio telegraph equipment circuits (CW/OTP emergency and backup).

Responsible for selection, setup, orientation, and switching of antennas as well as tuning, adjusting and synchronizing signal exciters, transmitters, receivers and associated teleprinter equipment pertaining to overall system operations. In instances where local circuit carrier facilities are leased, conducts liaison with foreign company officials on technical circuit problems, quality, outages, etc.

Responsible for maintenance, service, and <sup>general repair 2/21/75</sup> overhaul of radio communications equipment and the service and general repair of crypto equipment, patch panels, transmission lines, electric power circuits, etc.

Responsible for the operation, maintenance and <sup>general repair 2/21/75</sup> overhaul of emergency power generating equipment.

Responsible for the performance of crypto duties, cable preparation, traffic control, message processing, routing, garbled and service message functions, preparation of traffic/systems/circuit reports and statistics, maintenance records, and serves as the Crypto Security Officer.

Plans and executes signal plans, communications operating contacts and related

matters in support of agent operations.

Responsible for the operation, service, and maintenance of Non-Official Cover Communications (NOCC) and Short Range Agent Communications (SRAC) equipment at the station.

Interprets requirements, sets up equipment and conducts special intercept and/or monitoring assignments.

Plans and operates D/F equipment/systems to support special target operations.

Plans for, sets up, tests, operates and maintains emergency CW and voice circuit facilities.

Responsible for the monitoring of special "Guard" frequencies in support of the Agency world emergency network.

Performs related duties as required.

## II. KNOWLEDGES REQUIRED BY THE JOB:

The position requires a thorough understanding of Agency, U.S.G. and commercial world communications networks/systems routes/procedures. Requires a comprehensive background and knowledge in a wide range of conventional, technical and specialized communications methods, procedures, equipment and operating techniques, such as radio receivers/transmitters, semi-automated and communications computers, satellite facilities secure voice, data, facsimile, video, signal plans, propagation, antennas, cryptographic systems, teletypewriters, message processing, traffic control, communications security, emergency power generating units, and corrective and preventive maintenance related to the various equipments.

Position requires skill in International Morse Code including ability to both transmit and receive.

NOTE--The position requires a working knowledge of approximately 15 separate occupational disciplines and the incumbent is expected to maintain proficiency in each, namely:

Radio Operation-Manual and Semi-Automatic	GS-0389
Communications Relay Equipment Operation	GS-0390
Teletypist	GS-0385
Cryptographic Equipment Operation	GS-0388
Communications Computer Operation	GS-0332
Cable Analyst	GS-0305
Systems/Circuit Tech Control	GS-0392
Comm Satellite Terminal Equip Operation	GS-0392
Comm Satellite Tracking Equip Operation	GS-0392
NOCC/SRAC Equipment Operation	GS-0392
Monitor/DF/Intercept Operation	GS-0392
Electronic Technician	GS-0856
Utility Equipment Technician	GS-1601

Cryptographic Security  
Records Analyst

GS-0393  
GS-0344

III. RESPONSIBILITY:

The position reports to a Telecommunications Officer and/or if he is assigned to a small station, he may report to COS or COB, etc.. As a senior Telecomm Specialist, supervision is broad and in view of the technical background, the incumbent is expected to carryout communications assignments and day to day operations with a minimum of guidance and to resolve most operating problems. The nature of work and timely circumstance, lends itself only to spot check and/or disclosure of an error at the receiving end after the fact. Therefore it remains with the incumbent to insure accuracy. There are Agency Communications directives, operating manuals, network guidelines, charts, cryptographic procedures, etc. available for reference purposes, however most of these must be committed to memory in order to meet the work volume and/or message processing time factors, priorities, etc. Equipment diagrams, service charts and manuals are available to aid in maintenance tasks.

IV. DIFFICULTY:

Communications operating activities are technical in nature and require the application of a wide variety of occupational disciplines and associated equipment procedural techniques. Further, the position is responsible for physical, personal and cryptographic security matters and the consequence of error is of substantial magnitude in these areas if improperly handled, applied, controlled or disposed of resulting in the exposure of Agency operations, revealing intelligence sources as well as could cause great embarrassment to the U.S. Failure to plan and operate even one piece of equipment properly or to inaccurately adjust, synchronize, maintain and test a device or module could prevent the station from communicating.

V. PERSONAL RELATIONSHIPS:

The position involves personal contact with key Agency and other U.S. Government officials including Office Heads, Division Chiefs, COS's, COB's, [REDACTED] etc. to discuss and interpret network procedures, explain message routing, define priorities/time factors between stations and/or provide similiar technical guidance on communications network support and channels throughout the world. Further, the position entails occasional contacts with local foreign government and commercial firms concerning national/local communications regulations/requirements, leased line/carrier service problems, etc.

VI. ENVIRONMENTAL DEMANDS:

[REDACTED]

Job assignments involve shift work (24 hour/7 day week operations) and/or in certain situations the individual may be on call in order to maintain a 24 hour/7 day week operating capability at such stations, resulting in irregular hours of work

at times. Work is performed in confined/restricted access areas, requires considerable walking/standing, must occasionally lift and carry equipment/testing devices, and work in a high noise level situation created by equipment operation, audible radio signals, etc. The position also involves working around high voltage associated with transmitters, antennas, power distribution panels, etc.

VII. OTHER:

The Agency field communications facilities and the individual operator personnel frequently function as the sole source of regular communications and must be capable of establishing and rendering complete communications service including independent radio systems operations from any point in the world through the Agency network. In certain foreign countries where local/national communications carrier facilities are available, reliable and of sufficient quality, they are utilized and leased as a signal carrier. However, Agency communications personnel are still required to maintain independent communications capability in the event of local signal carrier failure or station emergencies/crises.

POSITION DESCRIPTION		1. SERVICE DESIGNATION SCT		2. POSITION NUMBER	
3. ACTION: Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5		GRADE	INITIALS	DATE	
A. CD	Telecomm Specialist	GS	0392.01	09	WAB 18 OCT 1974
B. INITIATING OFFICE		G. CERTIFICATION		C. OFFICE REPRESENTATIVE	
4. ORGANIZATIONAL TITLE OF POSITION (If any)		A. EMPLOYEE		25X1A	
5. ORGANIZATIONAL LOCATION DD/A Office of Communications (GENERAL JOB SHEET)		B. SUPERVISOR		[REDACTED]	
7. DESCRIPTION OF POSITION					

I. DUTIES:

Under general supervision of a Telecomm Specialist Supervisor or a Telecomm Officer, serves as a full journeyman Telecomm Specialist responsible for operating a wide range of radio commo equipment and associated electro/mechanical and cryptographic devices; accomplishes crypto processing and traffic control; performs transmitter site attendant duties; performs equipment maintenance; and accomplishes related commo duties in support of staff, clandestine and special operations projects, including combined Agency/U.S.G. circuit operations and facilities as required.

Sets up, synchronizes and operates the full range of station/facility communications equipment and circuits in the transmission, receipt and relay of traffic and other support communications activities including: Radio Teletype (RTTY-one time tape); Automatic Cryptographic Equipment (KW-26, KW-7, KG-13, KG-34, KG-78, etc. combined with RF circuit facilities); Mux, Modems, Secure Voice, Facsimile, Data, Video, Satellite, etc. circuit equipment; Automatic Switch systems/devices-MAX, ACT, ARS; Teleprinters; and Fast Manual and Semi-Automatic radio telegraph equipment circuit (CW/OTP emergency and backup).

Selects, sets up, orients and switches antennas; tunes, adjusts and synchronizes signal exciters, transmitters, receivers and associated teleprinter equipment pertaining to overall system operations.

Maintains services and makes repairs on radio commo equipment and performs general repair and service of crypto equipment, patch panels, transmission lines, electric power circuits, etc.

Operates, maintains and repairs small emergency power generating equipment.

Performs crypto duties (machine, manual and/or clear text tape preparation), traffic control, message processing and routing, garbled and service message functions, preparation of traffic/systems/circuit reports and statistics, maintenance records, and control of cryptographic supplies.

Executes contacts and provides communications circuit operating support to agents in accordance with signal plans.

Operates, services and maintains Non-Official Cover Communications (NOCC) and Short Range Agent Communications (SRAC) equipment at the station.

Sets up equipment, runs tests, and conducts special intercept and/or monitoring assignments.

Operates various DF equipment/systems to support special target operations.

Operates, conducts tests and maintains emergency CW and voice circuit facilities.

Monitors special "Guard" frequencies in support of the Agency world emergency network.

Performs related duties as required.

## II. KNOWLEDGES REQUIRED BY THE JOB:

Position requires a good knowledge of a wide variety of technical communications procedures, equipment and operating techniques, such as, radio receivers/transmitters, semi-automated and communications computers, satellite facilities, secure voice, data, facsimile, video, signal plans, propagation, antennas, cryptographic systems, teletypewriters, message processing, traffic control, communications security, U.S.G./military and commercial procedures, emergency power generating units, and corrective and preventive maintenance related to the various equipments.

Position requires skill in International Morse Code including ability to both transmit and receive.

NOTE-The position requires a working knowledge of approximately 15 separate occupational disciplines and the incumbent is expected to maintain proficiency in each, namely:

Radio Operation-Manual and Semi-Automatic	GS-0389
Communications Relay Equipment Operation	GS-0390
Teletypist	GS-0385
Cryptographic Equipment Operation	GS-0388
Communications Computer Operation	GS-0332
Cable Analyst	GS-0305
Systems/Circuit Tech Control	GS-0392
Comm Satellite Terminal Equip. Operation	GS-0392
Comm Satellite Tracking Equip. Operation	GS-0392
NOCC/SRAC Equipment Operation	GS-0392
Monitor/DF/Intercept Operation	GS-0392
Electronic Technician	GS-0856
Utility Equipment Technician	GS-1601
Cryptographic Security	GS-0393
Records Analyst	GS-0344

## III. RESPONSIBILITY:

The position reports to a Telecommunication Supervisor or Officer. As a



journeyman Telecomm Specialist, assignments are made with only general instructions and the incumbent is expected to function with considerable independence in all phases of operating communications activities. The nature of work and timely circumstances lends itself primarily to spot check, therefore completed assignments are reviewed after the fact. There are operating manuals, network guidelines, charts, cryptographic procedures, etc. available for reference purposes, however most of these must be committed to memory in order to meet the work volume and/or message processing time factors, priorities, etc. Equipment diagrams, service charts and manuals are available to aid in maintenance tasks.

IV. DIFFICULTY:

The communications operating activities are quite broad and require the application of a large number of disciplines. The work involves a wide variety of equipment/systems/circuitry operations and associated network procedural interpretation and application. The position entails considerable responsibility for physical, personal and cryptographic security matters and the consequence of error is of substantial magnitude in these areas, particularly in view of cryptographic security which is applicable in all Agency message communications operations plus the critical area of providing support to sensitive special projects as well as the timely processing of traffic containing perishable information of an operational nature. Further, if the equipment/systems are not adjusted, synchronized, tested, serviced and maintained properly, the station and/or activity is unable to communicate.

PERSONAL RELATIONSHIPS:

25X1C The position involves personal contact with key Agency and other U.S. Government officials including Office Heads, Division Chiefs, Chiefs of Station/Bases, individuals [REDACTED] etc. to discuss and interpret network procedures, explain message routing, define priorities/time factors between stations and/or provide similar technical guidance on communications network support and channels throughout the world. Further, the position entails occasional contacts with local foreign government and commercial firms concerning national/local communications regulations/requirements, leased line/carrier service problems, etc.

VI. ENVIRONMENTAL DEMANDS:

25X1A The positions are located in Departmental, [REDACTED]

25X1A [REDACTED]

Job assignments involve shift work (24 hour/7 day week operations) and/or in certain situations the individual may be on call in order to maintain a 24 hour/7 day week operating capability at such stations, resulting in irregular hours of work at times. Work is performed in confined/restricted access areas, requires considerable walking/standing, must occasionally lift and carry equipment/testing devices, and work

in a high noise level situation created by equipment operation, audible radio signals, etc. The position also involves working around high voltage associated with transmitters, antennas, power distribution panels, etc.

VII. OTHER:

The Agency field communications facilities and the individual operator personnel frequently function as the sole source of regular communications and must be capable of establishing and rendering complete communications service including independent radio systems operations from any point in the world through the Agency network. In certain foreign countries where local/national communications carrier facilities are available, reliable and of sufficient quality, they are utilized and leased as a signal carrier. However, Agency communications personnel are still required to maintain independent communications capability in the event of local signal carrier failure or station emergencies/crises.

3. POSITION DESCRIPTION		1. SERVICE DESIGNATION SCT	2. POSITION NUMBER		
3. ACTION Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5		GRADE	INITIALS	DATE	
A. P. J.	Telecomm Specialist	GS	0392.01	07/03	1/18/80
B. INITIATING OFFICE					
4. ORGANIZATIONAL TITLE OF POSITION (If any)		6. CERTIFICATION			
ORGANIZATIONAL LOCATION DD/A		A. EMPLOYEE		C. OFFICE REPRESENTATIVE	
Office of Communications (GENERAL JOB SHEET)		B. SUPERVISOR		[REDACTED]	
DESCRIPTION OF POSITION					

25X1A

I. DUTIES:

Under close supervision of a Telecomm Officer or a higher grade Telecomm Spec serves as a Trainee and/or Junior Telecomm Spec responsible for accomplishing a variety of radio and associated electro/mechanical equipment operating and crypto assignments in the passing of Agency/U.S. Government traffic and other support communications.

Tunes, adjusts and operates various radio and associated electro mechanical and crypto devices in the transmission, receipt and relay of staff, clandestine and special projects Commo traffic (RTTY-OTT; Auto Crypto-KW-26, KW-7, KG-13, KG-34, KG-78; circuit equipment such as automatic systems devices, MAX, ACT, ARS, Mux, Modems, Secure Voice, Optical Scanners, data units, Video, Satellite control units, teleprinters, and fast manual and semi-automatic radio telegraph; CW-OTP emergency & backup, etc.).

Accomplish various equipment/system set up tasks such as orienting and switching antennas; adjusting and synchronizing signal devices, exciters, transmitters, receivers, teleprinters, satellite up and down links; patching equipment for overall systems ops; and related assignments.

Assists in the maintenance and repair of Commo equipment, patch panels, transmission lines, electric power facilities, etc.

Performs various transmitter site attendant tasks.

Performs cryptographic message processing, traffic control and statistical reporting duties.

Assists in supporting NOCC/SRAC equipment, and in executing and operating agent circuits and contacts.

Participates in operating equipment in support of special DFing target ops, etc.

Performs related duties as required.

(Refer to GS-09 Telecomm Specialist Position Description For The Additional Factor Details)

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5  
OC FIELD NOTICE NO. 16-77 29 March 1977

SUBJECT: Career Sub-Group Board Information

1. In November 1976, the Director of Communications tasked a member of Panel C and a member of Panel T to do a study of the desirability of combining Panels C & T. The resultant study recommended a primary plan involving the establishment of two sub-panels, one for Automated Operations Specialists and the other for Telecommunications Specialists. It also provided a secondary proposal, a single telecommunications specialty under a single panel. After reviewing these recommendations, the D/CO concluded that amalgamation is not in the best interest of the Office of Communications nor of the individuals involved.

2. The report also made certain other recommendations, a list of which is attached. Each such recommendation is annotated to indicate its disposition. Also attached is a summary of the results of the questionnaire distributed by the study team.

3. It is in the best interest of the Office of Communications to make the maximum and most appropriate utilization of the skills available in Panels C & T. This can be accomplished best if both panels are managed by the same career management facility. Accordingly, the D/CO directed that the following steps be undertaken as soon as administratively possible:

a. The career management of Panel C is to be transferred from [redacted] to CMD. This transfer will include reassignment of an appropriate number of positions to provide CMD with the necessary expertise.

b. That CMD organize a panel drawn from members of both Panels C & T to identify positions and personnel who can compete for such positions at the GS-12 and GS-13 levels.

c. This panel will also develop a detailed plan to eventually cover all positions which will permit the maximum competition for the identified positions at all grade levels. This panel will also develop a plan to provide for fair and equitable promotional opportunities for the personnel involved. This plan should be completed by September 1977 with the first assignments under the new plan to be made with the next rotational cycle.

CONFIDENTIAL

E3 IMPDET

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

ATTACHMENT

D.

Form  
8-66 163a

25X1A

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

d. Another panel of senior officers will be made available to meet with the careerists concerned in group meetings to answer any questions.

4. The foregoing will establish the principle of assignment competition as the avenue which will be used to permit OC management to better fulfill the aspirations of its employees and to better utilize the personnel available to it.



25X1A

Director of Communications

Attachments:  
As Stated

Distribution:  
A, A1, B, B1, 5

-2-

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5  
EQUIPMENT A LO CC FILED NOTICE NO. 16-77

RECOMMENDATIONS

Recommendation No. 1

This report should be published as submitted.

Comment

In view of the fact that the basic recommendation of the study group has not been accepted, the report will not be published. A copy of the report will be maintained by Chief, CMD and by Chief, [REDACTED] for inspection by anyone who wishes to.

25X1A

Recommendation No. 2

Details of any amalgamation option should be announced by the D/CO to an assemblage of C and T Panel personnel in the Headquarters auditorium.

Comment

The decision is being promulgated by this letter. A panel of senior officials will be convened to answer questions.

Recommendation No. 3

Remove programmer personnel from the Automated Specialist sub-specialty with C Panel, and place them as Communications Systems Programmers in a separate panel of their own.

Comment

Not approved at this time.

Recommendation No. 4

Change C Panel job description to Automated Operations Specialists, even if the status quo option is the final choice of management.

Comment

Not approved at this time.

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

Approved For Release 2001/08/02 : CIA-RDP81-00142R00040010004-5  
Recommendation No. 5

*Approved  
Newletter*

Publicize service rendered by Career Management in OC notices, brochures, or whatever internal OC media provides the widest exposure of information.

Comment

Approved. Chief, Communications Services is directed to provide the widest possible distribution of a description of CMD's mission, function, and services provided.

Recommendation No. 6

Provide returning personnel with a CMD designed questionnaire prior to their departure from a field station so they may register specific career counseling needs.

Comment

Approved with the stipulation that the questionnaire should be designed with the assistance of the Psychological Services Staff which has experts in questionnaire design techniques for data analysis.

Recommendation No. 7

Done

Make it standard procedure to show all returnee personnel their personnel file.

Comment

All returnees requesting to be shown their personnel file will have the opportunity to see it.

Recommendation No. 8

*use to  
+ most  
of managers  
counseling*

Provide more candid feedback to personnel seeking career guidance.

Comment

Steps are under way to accomplish this.

Recommendation No. 9

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

There should be worldwide publication of CCEL by employee identification number.

Comment

The implications of this recommendation will be studied and action taken on it separately.

Recommendation No. 10

Publish position vacancy lists monthly or at least quarterly.

Comment

Expected Position Vacancy Lists will be published as frequently as feasible within the limitations of the computer system. (Note: They are now being published quarterly.)

Recommendation No. 11

Assignment should be filled by volunteers, if possible.

Comment

Approved.

Recommendation No. 12

Create a staff for the purposes of career counseling and evaluation, exclusively.

Comment

Actions are under way to increase the input into career counseling and evaluation by Office of Personnel careerists assigned to OC. It is doubtful if ceiling restraints will ever permit us to have a staff exclusively for this purpose.

Recommendation No. 13

Acquire additional GS-10 slots to relieve the prevailing TCS GS-09 bottleneck situation and review slotting allocations in GS-11/13 level to allow for realistic vertical mobility in an amalgamation plan.

Comment

Action is under way on this recommendation.



Recommendation No.

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

Institute job description of "Master Communicator" for personnel in GS-10 level for all specialties.

Comment

The implications of this recommendation will be studied and action taken on it separately.

Recommendation No. 15

Recommend raising AOS (Panel C) journeyman level to GS-09.

Comment

The implications of this recommendation will be studied and action taken on it separately.

Recommendation No. 16

Explore ways of reducing the present basic training of TCS personnel as a way of filling overseas personnel requirements faster. Key training to assignments.

Comment

Approved. CMD will undertake a study to accomplish the intent of the recommendation.

Recommendation No. 17

Formulate a basic training course for AOS personnel with an emphasis on instruction on specific automated systems operation and a working knowledge of the new forms of transmission media handled by Technical Controllers.

Comment

Approved in principle. CMD will establish an appropriate basic automated systems training course for OC personnel.

Recommendation No. 18

In keeping with the times, reduce C.W. requirements for all communications personnel devoting some of the time saved to acquaint our personnel with the more sophisticated form of data communications.

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5  
Recommendation No. 18 (Continued)

Comment

Studies are under way to accomplish the intent of this recommendation.

Recommendation No. 19

Authorize foreign language training to employees and spouses prior to, or soon after, they arrive at an overseas post.

Comment

Such training is authorized.

Recommendation No. 20

Make it a prerequisite for both AOS/TCS to serve at least one tour in the other's area of specialization before attaining the grade of GS-13.

Comment

In view of the action taken disapproving the recommendation to establish two specialties, this recommendation is moot.

Recommendation No. 21

Recommend the following personnel to serve as future members of any task force concerned with amalgamation.

Comment

The names are not provided in compliance with the Privacy Act. The recommended members will be considered in the formulation of the task force noted in the forwarding letter.

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

Attachment 3 to OC FIELD NOTICE NO. 16-77

1. QUESTIONNAIRE STATISTICS PANEL C (EXCLUDING PANEL C PROGRAMMERS)

NUMBER OF COMPLETED QUESTIONNAIRES RETURNED . . .	149	(80%)
EXPRESSED WILLINGNESS TO GO OVERSEAS. . . . .	27	(18%)
EXPRESSED RELUCTANCE TO GO OVERSEAS . . . . .	102	(69%)
NEITHER WILLING NOR RELUCTANT/UNSURE ABOUT O/S. . .	19	(13%)
REASONS CITED FOR RELUCTANCE TO GO OVERSEAS:		
SCHOOLING . . . . .	57	(56%)
WIFE'S OR OWN DESIRE TO REMAIN IN AREA. . . . .	52	(51%)
HIGH COST OF LIVING OVERSEAS. . . . .	65	(64%)
UNDESIRABILITY OF OVERSEAS LOCATIONS. . . . .	47	(46%)
LOSS OF SPOUSE'S INCOME . . . . .	53	(52%)
MEDICAL PROBLEMS IN FAMILY. . . . .	35	(34%)
EXPRESSED WILLINGNESS FOR DOMESTIC REASSIGNMENT .	33	(23%)
RELUCTANT TO ACCEPT DOMESTIC REASSIGNMENT . . . .	85	(57%)
UNDECIDED ON DOMESTIC REASSIGNMENT. . . . .	31	(20%)
REASONS MOST FREQUENTLY CITED FOR RELUCTANCE:		
EXPENSE OF RELOCATION . . . . .	69	(81%)
INCONVENIENCES OF RELOCATING. . . . .	59	(69%)
CONCERN FOR CHILDREN SCHOOLING. . . . .	44	(52%)
CONCERN OVER LOSS OF SPOUSE'S INCOME. . . . .	43	(51%)
OWN OR WIFE'S DESIRE TO REMAIN IN AREA. . . . .	41	(48%)
MEDICAL PROBLEMS IN FAMILY. . . . .	21	(25%)
WOULD REFUSE O/S ASSIGNMENT UNLESS THERE IS AN OPPORTUNITY FOR CAREER ADVANCEMENT . . . . .	109	(73%)

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

CONFIDENTIAL

1. QUESTIONNAIRE STATISTICS PANEL C (Continued) Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

THOSE WHO FELT FAIR AND EQUITABLE EVALUATION NOT POSSIBLE IN AN AMALGAMATION . . . . .	113	(76%)
WOULD ACCEPT AN O/S ASSIGNMENT IF IT WOULD ENHANCE CAREER. . . . .	79	(54%)
VIEW AMALGAMATION AS A POSITIVE MOVE. . . . .	26	(18%)
VIEW AMALGAMATION AS A NEGATIVE MOVE. . . . .	53	(36%)
VIEW AMALGAMATION AS A MEANS OF INCREASING CAREER POSSIBILITIES . . . . .	9	(06%)
UNSURE ABOUT AMALGAMATION . . . . .	59	(40%)
THOSE WHO FELT THEY WOULD HAVE PROBLEMS ACQUIRING NECESSARY NEW SKILLS. . . . .	90	(60%)
THOSE WHO FELT THAT THEY COULD ACQUIRE NEW SKILLS WITH EASE . . . . .	46	(31%)
SUGGESTED ALTERNATIVES TO AMALGAMATION:		
STATUS QUO. . . . .	63	(42%)
FAVOR AMALGAMATION . . . . .	17	(11%)
EARLY RETIREMENT. . . . .	16	(11%)
SPECIALIZATION. . . . .	13	(09%)
IMPROVE CMD . . . . .	8	(05%)
ADDITIONAL PROMOTIONS . . . . .	6	(04%)
DID NOT RESPOND . . . . .	26	(17%)

2. SURVEY TEAM PRELIMINARY ANALYSIS OF QUESTIONNAIRE RESULTS

The response to the amalgamation questionnaire was very gratifying -- 80% responded. This is considered exceptionally

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

2. SURVEY TEAM PRELIMINARY ANALYSIS OF QUESTIONNAIRE RESULTS (Cont)

high and indicative of the great concern by Panel C personnel about amalgamation. The responses in the questionnaires did verify most of the evaluations made from the interviews. There appears to be very strong opposition to change. Basically, this opposition centered on four general areas:

a. ASSIGNMENTS

Economics, i.e., high cost of living abroad, and loss of spouse's income were cited as reasons for resistance to this form of change.

b. EVALUATIONS

A strong majority felt they had no chance of being fairly evaluated in an amalgamation plan. Rationale supporting this resistance was brought out in the interview period, i.e., there would be a 4 to 1 ratio of former T panelists involved in future evaluations.

c. CROSS-TRAINING

Resistance to this training centered about a large majority indicating a strong feeling of learning problems of radio skills at this period of their life. Many respondents expressed serious doubts as to the validity of acquisition of C.W. skills in this day and age.

d. VIEWS OF AMALGAMATION

A small amount of respondents viewed amalgamation as a positive move, twice as many expressed negative reactions and a large number indicated they were unsure.

3. IN SUMMARY: We view the following reasons to be primary to the resistance to change:

- a. Perceived personal and economic hardships.
- b. Perceived loss of professional status and equitable evaluation.

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

c. Lack of tangible rewards, i.e., promotion and recognition.

d. Perceived learning limitations.

In general, all the reasons cited above indicate a lack of employee confidence in a managerial system's ability to deliver.

4. The summary analysis presented above is taken from the original report to the D/CO. The questionnaire and conclusions are for the most part attributable to the two-man survey team. The following additional commentary provided by a member of the Psychological Services Staff is provided for your information:

a. Given the high percentage return on the questionnaire (nearly 80%), the trends reflected in response patterns to individual items may be regarded as quite representative of the attitudes and views of the C Careerist group;

b. Over 2 out of 3 C careerists indicate negative attitudes towards overseas assignments. Yet, when the overseas assignment is presented as a means of career enhancement, over 50% indicate they would accept such an assignment...these facts suggest that it would be in error to conclude that C careerists as a group are opposed to overseas assignments;

c. The fact that the percentage of C careerists uncertain as to how they perceive "amalgamation" is equal to or even slightly higher than the percentage who view it negatively suggests there are an important number of C careerists who, though unsure, are still reserving judgment in the matter;

d. Perhaps the most significant data element to emerge from the survey is the finding that over three out of four C careerists indicate they feel that, after "amalgamation" and cross-training, they would not receive fair and equitable performance evaluations.

25X9

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

Next 3 Page(s) In Document Exempt

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	DDA	6/20	[Signature]
2			
3	A/DDA	20 JUN 1978	[Signature]
4	DDA	21 JUN 1978	[Signature]
5			
6			
<input checked="" type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION
<input type="checkbox"/>		<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>		<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>		<input type="checkbox"/>	RETURN
<input type="checkbox"/>		<input type="checkbox"/>	SIGNATURE
Remarks:			
<i>As DCI's request.</i>			
<i>Original to o/c for action - 6/21 (by hand). (w/atk)</i>			
<i>Action - also DDA 78-2112</i>			
			DATE
			19 July
			SECRET

STATINTL



78-1784/1

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

STATINTL

19 JUN 1978  
STATINTL

*We sure have a perogator problem here  
not a real one. Pls prepare me to meet with the man*

June 14, 1978

DD/A  
File

Admiral Turner or Mr. Carlucci, personally  
Room 7E12  
HQ5 Bldg

DD/A Registry  
78-2462

Executive Registry  
78-1784

Sir:

We have read a number of papers published by you, on personnel matters. We heartily go along with you being the last word on the Consolidated Panel listings rather than leaving it to the heads of offices.

We would like to call your attention to the plight of some two hundred panel "C" members of the Office of Communications. The last five years, there have been very few or no promotions in this panel, even though this group has and has had more expertise in the field of automated communications than any other group in CIA.

It was this group that worked and nurtered MAX, ACT, DATACOM, ARS and CDS to maturity. In the case of DATACOM, after DATACOM was working and earning its keep, Communications Management removed all panel "C" members (after panel "C" trained panel "T") and replaced them with panel "T" and at the same time, upgraded all the slots. Recently, Communications Management completed the conversion of "C" slots in the few remaining overseas stations. Throughout the conversion, Commo Management's main stay against panel "C" was and is, "panel "C" is not mobile enough; therefore, panel "C" cannot compete with panel "T"."

Panel "C" members do not have a promotion track that the Director has called for in the "Notes From The Director" number 25, dated 7 June 1978. Commo Management has been questioned, on many occasions, in regards to handling of the careers of the panel "C" and why there have been no efforts to upgrade panel "C" on a par with panel "T"? There never has been a definitive answer on the first part of the question but on the second part, the answer given is "overstrength." It is suggested that Commo Management be questioned, by one in authority, how Commo Management achieved such a condition and why was the situation allowed to exist for a number of years? There are a number of old timers, with many ingrades, some that came onboard in 1950, that can provide some insight to the above questions, as well as suggestions to alleviate the problems.

Attached, please find a list of questions compiled by panel "C" and presented to Commo Management. After much hemming and hawing and even rewriting, by Commo Management, of the proffered questions, Commo Management finally agreed to address the questions in six to eight weeks. We question the "six to eight weeks", it is our opinion that Commo Management will fill all of the promotable slots with panel "T" members and they need six to eight weeks to finalize the efforts.

If you should require any historic information, we are at your service.

STATINTL

STATINTL

Approved For Release 2001/08/02 : CIA-RDP81-00142

Spokeperson

April 20, 1978

STATINTL

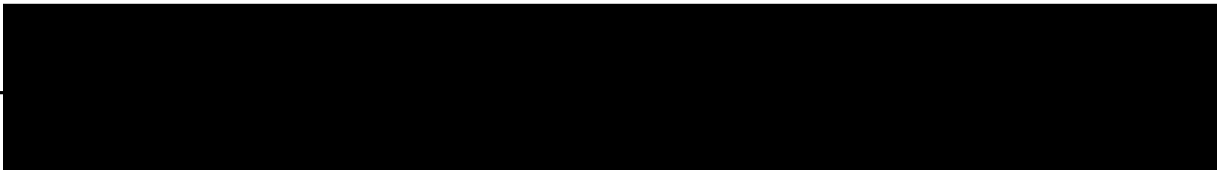
In response to the telephone conversation of 13 April 1978 between [REDACTED], the following is a list of questions most often asked by members of panel "C".

1. Why have we (panel C) continuously, over the last 10 years received differing outlook/viewpoints on the future of panel C when we were career counseled? Invariably, this supposedly professional advice differed, depending on one's location or assignment at the time, when given by overseas area headquarters (predominantly panel T), [REDACTED] (pre-STATINTL dominately panel C) and staff members associated with the office of the Director of Communications.

2. Why has panel C been gradually and somewhat discretely phased out, even though the D/CO at his last briefing to panel C in the headquarters auditorium intimated that commo could ill-afford the loss of 2-3 hundred panel C personnel and they still had and were making a valuable contribution to the office of communications? Did our director mean only those slots or positions that T panel did not wish to acquire such as the non-supervisory or non-promotable positions?

3. During this ongoing phase-out of panel C, what pretext was used with the agency WAGE and CLASSIFICATION board to justify the conversion of C panel slots to T panel? There was no requirement to send or receive morse code. What was the board given as an alternative future career for panel C, now slotted against panel T slots?

4. What special capabilities do T panel members have that would



5. Most C panel members waited patiently in line for many years for the promotable slots (9, 10, 11 & 12) to open so there would be a chance for promotion. During this period, they gave their all and were the stabilizing factor in OC. They served in both domestic and foreign assignments. Why, when these slots were vacated, were they converted to T panel without even the courtesy of a chance for C panel to compete?

6. When panel C members were offered the opportunity to switch panels, why were they not allowed to compete fairly in their new panel? After the first operators graduated from school in their newly acquired panel, memorandums were dispatched to field elements directing these stations/ areas to discount the fact that these people might have 5-15 years communications experience as panel C. T panel OICs and supervisors in the field equate a C panel member with 10 or more years experience, who switches panels, to a new radio operator who has just EOD'D. FYI: In answer to your recurring question, [REDACTED] "WHY DON'T THEY SWITCH", you haven't offered them anything. As a matter of fact you have taken away everything C panel had, a chance to compete, a future in OC, a pat on the back for a job well done, pride in OC and a chance to enhance their advancement in OC through the same means available to other NON-C panel members of OC. The only thing they have left is "PRIDE IN ONE'S SELF" and this can not be taken away

7. We are not against amalgamation, but we are against giving up everything we have worked so hard to attain. This includes uprooting our families and our homes just to open up a slot in headquarters for T panel. In the OC master plan, C panel was first forced into the position of almost permanent headquarters signal center residency and now the decision is to take this away also. Where do we go from here and how much longer will we be allowed to hang around and take our handouts? What has "T PANEL" set as the extinction date for PANEL C?

8. C panel has been largely responsible for the conversion, planning and installation of systems to keep agency communications in step with the new era of automation. Even today, the majority of this expertise lies within what is left of panel C. These new methods of communications, whether satellite or other media, are so complicated and complex they must be automated. Now, after waiting patiently for 10 years for a chance to advance (as payment for meeting this new challenge) this chance has been indiscriminantly snatched from our grasp by allowing T panel to come into the senior slots without having to compete for them. Were these people told to forget their previous experience and start at the bottom as C panel was told when they were invited to switch to T panel? No, they were not penalized. As a matter of fact, they were given promotable slots and T panel supervisors were trained by C panel operators in every facility. Why was T panel not given the same invitation/opportunity to start at the bottom?

9. In order to address a morale problem relating to lack of domestic assignments for T panel members, why must it be at the exclusive expense

C panel?

10. If it is the policy of the OC to fade out the C panel, why not declare an early out retirement for those eligible, regardless of GS grade? No one wants a future where no advancement is possible. Why was the early out policy limited to only GS-12 & 13?

11. What is the office of communications' policy present/future relating to C panel? Will a definitive policy be put in writing?

12. Why were the top three men on the CEL offered "maybe" promotions if they took training and went overseas (but not as a CTR) and filled a radio operators slot? How can this type offer be possible? Whose decision was this?

13. We have heard that various CMD people have said panel "C" is dead! NO promotions! Who made this decision? If we are a dead panel why are grades on the upper level still being made? If we are dead lets state so and take proper action and see where we stand. Morale is at the lowest regardless of what is said. Ask anyone who has no hope or chance of a promotion and is a good worker. Try the GS-8 or 9 level.

14. Why is an employee held in grade for years without a review of the problem and no assistance such as that provided minorities?

15. Why do we not use a point system to list personnel for consideration of promotion, training, assignment, etc? Achievements, education and awards would mean something then.

16. What is the total number of CT/C slots remaining? Request the slots be listed by grade and location.

17. Why does the D/CO make every effort to visit overseas posts for morale and other reasons and in the HQS area circulates a cassette tape of the State of the Office speech rather than delivering it in person?

18. Why has there been no panel C promotion in the last two years other than panel C programmers. Shouldn't programmers have their own career panel? That would leave openings for panel C promotion.

19. Why is OC trying to upgrade slots in the Cable Secretariat under the guise of "ADDED COMPLEXITIES"? Panel C never to my knowledge, was given the remotest consideration for upgrading with the advent of AUTOMATION or "ADDED COMPLEXITIES" that panel T and Cable Secretariat are presently receiving. Panels N and E also received more consideration and grades were upgraded due to added "SPECIALTIES, COMPLEXITIES AND UNIQUE APPLIQUES" that they assumed.

20. Taking into consideration the possibility that "C" panel has not had equitable and fair treatment within the OC during the last 5

years, what would OC use as legal justification for past actions  
if OC was forced to legally defend its position?

11 May 1978

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

TO : Panel C Personnel *M*

SUBJECT: List of Questions Submitted to the DD/CO

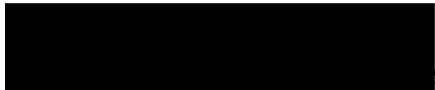
The DD/CO has submitted his version of the questions that were submitted to him through

STATINTL

The Committee of Correspondence requests that each member of Panel C compare the original list of questions with the DD/CO's version and indicate in writing (not necessary to sign) whether or not he is satisfied that the DD/CO's version is an accurate paraphrase.

It is requested that your responses be submitted to the CWO by Thursday, 18 May 1978. The Committee of Correspondence plans to respond to the DD/CO, Friday, 19 May 1978.

STATINTL

 *for*  
Communications Watch Office

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5



1. In counseling sessions, why do we seem to get differing opinions from counselors on the future of Panel C? The viewpoints of the counselors apparently depend on the counselor's position and background, i.e., Area Hqs. (Panel T); [REDACTED] (Panel C); Management (CMD).

STATINTL

2. Why is Panel C gradually and discretely being phased out, even though the D/CO stated that OC could ill-afford to lose the members of Panel C? Or did the D/CO mean that OC could not stand to lose the individuals who were encumbering the slots Panel T did not want, i.e., non-supervisory and non-promotable positions?

3. What pretext was used in discussions with PMCD to justify the conversion of Panel C slots to Panel T?

4. What special capabilities do Panel T members have that would enable them to do a better job in converted slots

STATINTL

5. Panel C members have waited throughout the years for available headroom at the GS-09 through GS-12 grade levels. Why were these positions converted to Panel T without giving the members of Panel C an opportunity to compete for those positions?

6. When many Panel C careerists converted to Panel T, why were they not allowed to compete fairly in their new career field? Apparently the past experience of these convertees was discounted by the Panel T management when evaluating these individuals for promotion.

7. What date has "Panel T" set for the abolition of Panel C?

8. Why are Panel T members assigned to the senior slots in the [REDACTED] without having to compete for those positions? Panel C'ers have worked hard acquiring the necessary expertise to operate the new automated systems and then they are not allowed to fill the positions of responsibility. Now Panel T members are brought in to fill the promotable slots. Why did they not have to start at the bottom?

STATINTL

9. In order to address a morale problem relating to lack of domestic assignments for Panel T members, why must it be at the exclusive expense of Panel C?

10. If it is the policy of OC to abolish Panel C, why not declare an early-out retirement for those eligible regardless of grade?

11. What is OC's policy for the future of Panel C? Will this policy be put in writing?

12. Why were the top three men on the CEL offered "maybe" promotions if they took training and went overseas as Panel C'ers filling Panel T positions? Who is responsible for this decision to make these offers?

13. Who made the decision to declare Panel C "dead" and that there would be no Panel C promotions? If Panel C is dead, why are grades at the upper levels still being made?

14. Why is an employee held in grade for many years without reviewing the causes of lack of promotion? Could assistance be provided such as is provided minorities?

15. Why don't we use a point system to determine those eligible for promotion, training, assignments, etc.? Points allotted to special achievements, education, etc., would make these factors more meaningful.

16. What is the total number of remaining Panel C positions? Is it possible to list these by grade and location?

17. Why does the D/CO make every effort to visit overseas posts for morale purposes and other reasons, but merely circulates a cassette tape of his State of the Office speech to the Headquarters area components?

18. Why have there been no promotions in Panel C the past two years other than in the Automation Specialist field? Shouldn't the Automation Specialists have their own career panel? If they did, there would be more available headroom for Panel C promotions.

19. Panels T, N and E have had upgradings due to added "specialties, complexities and unique appliques." Now upgradings are being considered for Panel I under the guise of "added complexities." Why has Panel C never been given the same consideration what with the "added complexities" that have taken place in the [REDACTED] over the past several years?

20. Considering the possibility that Panel C has not received equitable and fair treatment from OC during the past five years, what would OC use as its legal defense to justify its past actions?

STATINTL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

**ROUTING AND RECORD SHEET**

SUBJECT: (Optional) Background on Panel C

DD/A Registry  
78-0112/314

FROM: Deputy Director for Administration  
Rm 7D24

EXTENSION

NO. DD/A Registry  
DATE File Personnel 17-5

TO: (Officer designation, room number, and building)

DATE RECEIVED    FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	Deputy Director of Central Intelligence				<p>Summary: Attached is a background paper on the Office of Communications' Panel C. Also attached is a memorandum to be signed by the Director to [redacted] rejecting his request to retire under the Involuntary Retirement Option. [redacted] has had fair and equitable opportunities to receive career enhancing training in OC. He is one of a substantial number of Panel C careerists whose upward mobility has been hampered by failure to take advantage of those opportunities.</p>
2.					
3.	Director of Central Intelligence		STATINTL		
4.			STATINTL		
5.					
6.					
7.					
8.					
9.					

*If all boils down to a single truth -- it takes two to tango -- and [redacted] would not take training designed to alleviate the very situation of which he now complains! /s/Jack Blake*

*[redacted] would not take training designed to alleviate the very situation of which he now complains!*

STATINTL "It all boils down to a single truth--it takes two to tango--and [redacted] would not take training designed to alleviate the very situation of which he now complains! /s/Jack Blake"

11.	Distribution:				
12.	Orig RS - DCI 1 - DDCI 1 - ER				
13.	1 - DDA Subj 1 - DDA Chrono 1 - JFB Chrono				
14.	DDA:JFBlake:kmg (26 May 78)				
15.					

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

25 MAY 1978

**CONFIDENTIAL**

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

DD/A Registry

78-2112/3

Executive Registry

78-9173/2

MAY 1978

MEMORANDUM FOR: Director of Central Intelligence  
FROM : John F. Blake  
Deputy Director for Administration  
SUBJECT : Background on Panel C (U)

1. (C) Panel C is the acronym for the Cryptographic Sub-Specialty in the Office of Communications. The technical term is Telecommunications Specialist/Cryptographic (TCS/C). This panel has been undergoing gradual phase out by attrition since 1968. Upward mobility for Panel C employees has never ceased and in fact has been strongly encouraged since the original decision to phase out this specialty.

2. (C) Prior to 1959 the Agency required substantial numbers of full time cryptographers to manipulate the labor intensive manual and machine systems then in use. In 1959 we began converting to on-line automatic encryption/decryption methods, and within a few years, recognized that the cryptographic and radio operating specialties could eventually be merged with a major savings in total manpower needs. By 1968 the budgetary/procurement cycle for the on-line secure communications network had reached a point where the decision could be made to discontinue hiring people to perform primarily cryptographic duties. Our recruitment goal was then changed to hire only individuals capable of becoming Telecommunications Specialists possessing both radio and cryptographic skills. The judgment at that time was that a combination of cross training, career progression, transfers and normal attrition would provide reasonable career alternatives for the Cryptographic Specialists then on board.

3. (C) Since the 1968 decision the Office of Communications has carried on a continuing program for retraining and broadening Panel C careerists. A policy paper was issued in 1970 encouraging cross training into the Telecommunications Specialist group, Panel T. Subsequent letters have been written encouraging Panel C careerists to transfer to Panel T. These letters also advised that promotional opportunities in the Panel C specialty were and would be very limited. Special training courses have been offered frequently at the [REDACTED] providing modified Morse code requirements and

25X1A

25X1A

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

ES IMPDET CE BY SPGNER

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

extended training times. The most recent career enhancing cross training effort offered to Panel C careerists was the Office of Communications Cross Panel Assignment Program announced in early 1977. It waived all Morse requirements, and offered on a voluntary basis training in radio operation with assignment to selected overseas positions where Morse skills were not critical. All members of Panel C were interviewed for this program; to date eight have elected to participate.

4. (C) In 1974 the Position Management and Compensation Division, Office of Personnel, prepared a study report entitled "Telecommunications Specialist Occupational Realignment." This report recognized that all Panel C positions should eventually be converted to the Panel T specialty. The report also stated that all Panel C GS-08 journeyman positions would be upgraded to GS-09 based on newly acquired radio operating skills and availability for rotational assignments to positions requiring both skills. The Office of Communications and the Office of Personnel have been working together to implement this study report. For example, in 1968 the Panel C had 472 designated positions with 452 incumbents. Only 165 positions remain to be converted, and the number of Panel C careerists has dropped to 200. In summary then, almost two-thirds of the positions have been converted, and more than 50% of the Panel C careerists have changed from the Panel C category to another skill area.

5. (C) Some insight as to how the Office of Communications has been able to redirect the efforts of more than 250 careerists would be of interest.

a. Probably the most satisfying program has been the evolution of the Automation Specialist cadre. This is a group of programmers who were initially selected exclusively from Panel C to receive training in automated message switching techniques. Although other communications careerists were later accepted in this program, twenty Panel C careerists transferred into this group to form the vanguard of this highly important function. Most have had very successful careers, some having progressed to GS-14.

b. Seventy-six Panel C careerists accepted the opportunity to acquire additional training to qualify for transfer to Panel T. Of this group only seven have failed to earn at least one promotion.

c. Fifty Panel C careerists have transferred or progressed to other technical specialties within the

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

Office of Communications. These include Communications Security, Electronic Technicians, and promotion to senior officer level. These careerists are at the GS-09 through 15 levels today.

d. Forty Panel C careerists have transferred from the Office of Communications to other Agency components. We do not have specific figures or statistics on these individuals but we are personally aware that many are now serving at the middle management level or higher.

e. Forty Panel C careerists have resigned from the Agency. The balance of the attrition in this panel has been due to retirement.

6. (C) The effort to offer meaningful and challenging careers to a group of highly capable, loyal and dedicated employees, we believe, has been successful. No one has been forced to leave the Agency involuntarily by virtue of skill obsolescence, and every Panel C careerist has been offered the opportunity to receive training in new skill areas. The Office of Communications has successfully responded to changes in technology by adjusting the skills mix of its employees. Those who have elected to participate in career retraining and re-direction have done reasonably well although many obviously believe they could have done better under different circumstances. Those who have elected to stay with Panel C and not accept the challenge of new training have done so with the full awareness that limited career progression opportunities would exist for them. [redacted] is a valuable employee, but his argument for early retirement is without merit and should be refused.

25X1A

/s/John F. Blake

John F. Blake

Attachment:

Memo to [redacted] from DCI

Distribution:

Original - Addressee, w/att

1 - DDCI, w/att

1 - ER, w/att

2 - DDA, w/att

1 - D/CO

25X1A

AUT [redacted]

D/CO

25 MAY 1978

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

**CONFIDENTIAL**

OO/A Registry  
78-2112/4

30 MAY 1978

Executive Registry  
78-9173/3

25X1A

MEMORANDUM FOR: [REDACTED]

FROM : Stansfield Turner  
Director of Central Intelligence

SUBJECT : Request for Permission to Retire (U)

1. (U) Thank you for your letter of 19 May requesting permission to retire under the DDA Special Retirement Option. I have reviewed your situation and must inform you that I am unable to grant your request.

2. (U) The retirement option was opened to the Office of Communications for GS-12 and 13 personnel only for the period 1 January through 30 June 1978. I approved this program to relieve a grade level distortion and unsatisfactory promotional headroom situation then existing in your office. Due to understaffing it was not possible to extend the option to the lower grade levels. The Director of Communications has advised me that the relief he sought through the early retirement option has been achieved, and he does not plan to request an extension beyond the 30 June closing date.

3. (C) I have been briefed on the history of the OC Cryptographic Specialty Panel and am convinced that this group has been offered substantial opportunities to acquire new and broader skills to meet changing technical performance needs. During the period 1968 to 1978 more than one-third of this group has taken advantage of the various programs to improve their skills, opportunities and job mobility. A very substantial number of those remaining have continued to be highly productive and have been rewarded with promotions within their skill grouping. I am convinced that Panel C Cryptographic Specialists as a group have continued to perform a highly important and vital function for the Central Intelligence Agency. Without the faithful and professional support of this group the Agency mission would have suffered. Yet, in an overall sense I do believe that the changing technical posture in the Office of Communications was adequately predicted, personnel programs were appropriately modified, and career mobility and retraining programs were offered to those whose skill specialties were becoming obsolescent.

**CONFIDENTIAL**

**CONFIDENTIAL**

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5

4. (U) I am deeply appreciative of your many years of excellent service and would encourage you to continue the good work. Unfortunately, I cannot offer the involuntary retirement option on an individual basis. Until such time as the Agency dictates the implementation of this plan at your grade level and in your component it cannot be made available.

/s/ Stansfield Turner

STANSFIELD TURNER

**CONFIDENTIAL**

Approved For Release 2001/08/02 : CIA-RDP81-00142R000400110004-5



SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	EO/DDA	5/22	<i>[Signature]</i>
X			
3	A/DDA	23 MAY 1978	<i>[Signature]</i>
X			
2	DDA	23 MAY 1978	<i>[Signature]</i>
X			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Remarks:</b>			
<p><i>I told [redacted] Hr</i></p> <p><i>will have answer Tues AM</i></p> <p><i>May 23.</i></p> <p style="text-align: right;"><i>[Signature]</i></p> <p><i>Action - 25 May</i></p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
UNCLASSIFIED		CONFIDENTIAL	SECRET

STATINTL

The Director of Central Intelligence

Washington, D.C. 20505

78-2112/1

18 MAY 1978

Executive Registry  
78-9173/1

STATINTL

→ Hold for [redacted]

Jack BLAKE

1. PLS prepare actin
2. I'd also appreciate some background on the general problem - what's Parcel C? Is it going out? Is upward mobility stopped?

NO

STATINTL

2 letters

[redacted]

Background / How & why  
Internal upward mobility -  
opportunities available over time

Some have refused to work for self-improvement

Suspense - Friday -  
1) Emphasize economy  
2) Condense

DD/A Registry  
78-2112

May 19, 1978

MEMORANDUM FOR : Director, Central Intelligence Agency

Executive Registry  
78-9173

DD/A Registry  
File Personnel-175

STATINTL FROM : [REDACTED]  
Office of Communications  
[REDACTED] Signal Center Branch  
Headquarters Building, Room 1B27

SUBJECT : Request For Permission To Retire

I request that under the authorization granted the Office of Communications by the DDA on 1 January 1978, that I be given permission to retire under the Involuntary Retirement option, open through 30 June 1978.

I meet all the qualifications necessary, having completed 25 years service with more than 60 months served overseas.

Below I am stating the reasons I have elected to seek retirement, rather than continue on in my career panel. I believe that these chain of events makes it impossible for me to consider advancement in panel C.

There was a decision made 10 years ago by the Office of Communications to discontinue the hiring of communicators in panel C. Now, looking back over the past decade, it is apparent that the decision was made at that time to phase out panel C through attrition. We have now come to the point that this system of attrition has completely eroded the grade structure, so that the GS-08 journeyman level is fewer in number than that of the senior operator. With the moratorium on the hiring of operators over this 10 year period, and the decision still standing of non-hiring of panel C members in the future, I believe that panel C can no longer be considered a viable panel.

For the past 2 years, the Office of Communications has claimed that panel C is over-promoted in the GS-09 through GS-12 grades. Therefore there have been no promotions for the panel C communicator. We are now told that panel C is 68 people over-staffed. With no new input to the panel planned, I believe that upward mobility in panel C is out of the question. This was further brought to light this past year, when panel C Career Management Division (CMD) offered to the top two persons on the Consolidated Competitive Evaluation List (CCEL) a promotion, only if they would complete the courses of another panel, (Panel T), and qualify for promotion under panel T.

With the above belief that I definitely cannot be competitive within my career panel, and feel that a change of career panels at this stage of life would not benefit either the Agency nor myself, I respectfully request that I be granted permission to retire, as stated in the first paragraph above.

STATINTL [REDACTED]

DDA Registry  
File Pers-5

STATINTL

Re: Letter from [redacted] to DCI

STATINTL

[redacted]  
Executive Officer/DDA

DD/A 78-2462/3

31 July 78

STATINTL

[redacted]  
SA/DDCI

Delores:

Additional information  
pertinent to the [redacted] STATINTL  
letter to DCI.

[redacted] STATINTL  
EO/DDA

Att Questions Re Panel C  
cc OC Notice 40-78 w/att

STATINTL Distribution:  
Orig RS - [redacted] w/att  
RS - DDA Chrono  
✓ RS - DDA Subject w/att  
RS - RFZ Chrono

STATINTL

EO/DDA [redacted] se  
31 July 78