DDA MANAGEMENT CONFERENCE
18-20 March 1977

ATTENDANCE: Mr. Blake   Mr. Fitzwater
             Mr. Malanick
25X1A   ███████
25X1A   Mr. Janney
             ███████
                                                         25X1A
             Mr. Gambino
             Dr. Bohrer

Conference Introduction

Mr. Blake opened the conference by briefly reviewing its history. The first DDA conference under Mr. Blake's leadership was held in September 1974 and centered around the theme "Planning in the Directorate". Some three months later in December of 1974 the Seymour Hirsh article appeared in the New York Times and the Directorate was faced with a challenge that placed the problem of long range planning in the background. The barrage of attacks during the ensuing months prompted a theme of consolidation and protection of the institution for the 1975 conference. In April 1976 the conference reflected concerns of uncertainty. However, tangible results of instituting the senior rotation program produced a legacy for the future leadership of the Directorate. The current conference, March 1977, reflects a period of questioning. Mr. Blake admonished the Office Directors to be aware of the forces that are having an impact on the Agency and the Directorate and to have a posture of flexibility. He commented that the success of the Directorate is directly related to the professionalism with which jobs are done. He stressed the importance of teamwork and constant communications between and among the Office Directors in resolving problems. Cohesiveness is vital to the Directorate. (In reviewing the history of the conferences, Mr. Blake stated that in 1974 he elected for the first time to include certain senior members of his staff. He welcomed to this 1977 conference, the first

25X1A   female representative-███████████████

In concluding his introductory remarks Mr. Blake addressed the experiment referred to as "the conference of division chiefs" which took place several months ago. Briefly this conference included some 44 Division Chiefs from within the offices who discussed a variety of issues and problems. The agenda items were developed by a steering group selected from the Division Chiefs.

Presentational Means

     A great deal of interest has been generated recently in the area of methods and means by which Agency materials are presented both within and outside the Agency. This includes graphics, film, TV and the like. While an Agency task force has been convened to study this area, the DDA wanted to look at the Directorate capabilities and whether or not they are being used efficiently and effectively. Four offices are primarily concerned: 1) the Office of Communications; 2) Training; 3) Data Processing; and 4) Logistics. ████████ described the communications multimedia center and demonstrated the use of its products. The center produces professional quality video cassettes, training slides and briefing material used essentially for training overseas communications personnel to maintain, repair and/or learn about new pieces of equipment. This is clearly an efficient and cost-saving enterprise in that it reduces to an absolute minimum the need for extensive TDY to Headquarters (or other major Commo installations) to keep up to date on equipment. An important fact to keep in mind--highly trained and skilled personnel are required to turn out a quality product--script writers, artists, editors and cameramen, for example.

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     Mr. Fitzwater made the following generalized statements about the OTR capabilities. The problem of presenting materials has been a problem for a long time. There is a good deal of interest in the centralization of assets and capabilities; however, this is open to question. Insofar as the DDA is concerned, we seem to be doing a good job in the area of requirements and defining those requirements. Resources for the most part are fairly good and seem to satisfy immediate needs. In terms of accounting for what we do, there is a lack of consistency.

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     ████████ described the modest effort in ODP which is used essentially to provide training aids to computer personnel in learning new computer languages. The Office of Logistics has no TV production activity but, of course, does have a film developing capability, photographers, a graphics shop and a rather sophisticated model shop.

     After discussion on the subject of centralization versus decentralization the conclusion was reached that a DDA capability for its unique uses does make sense. Part of the rationale here derives from the fact that from an Agency point of view the DDI and DDS&T requirements for intelligence production definitely have the higher priority and there could be a problem in fitting DDA work into the schedule. As a general summary, it was agreed the Directorate has quite a bit of potential in presentational means but needs to capitalize on and make better use of its assets.

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██████████ was tasked with developing a quarterly video presentation on "What's New in the DDA". This video tape, lasting some 20-25 minutes, with 5-6 minutes devoted to administrative changes during the past quarter. It would be distributed overseas and to ████████ offices.

Terrorism

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██████████ reviewed the current state of terrorism in the world and the activities of the Terrorism Assessment Group. He noted that in 1976 hijacking and kidnapping as categories were down from the previous year but bombing and assassinations were up. Commercial businesses were being hit particularly hard. He noted that there seemed to be little use of sophisticated weapons with basic handguns the implements of the trade. There is increased political and economic action against safe-haven countries. There is a trend toward talking to terrorists in order to obtain the release of hostages. He spoke of the concern of Agency personnel at being identified as such and the possible threats that result. Progress

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importance, he asserted that a system for dealing with terrorism and terrorists is evolving with a move away from reacting to independent actions.

Division Chiefs' Conference

Mr. Blake opened comments on this topic by pointing out its experimental nature. The Division Chiefs were selected from throughout the Directorate and discussed a variety of topics and issues which they themselves generated. He noted that the results of the conference showed a trend toward negativism although this should have been expected given the nature of the conference. This negativism was reflected by the following: "too much reporting"; "no big problems but lots of smaller ones"; "not enough time to do a thorough job on completing the conference report". In general the critiques of the Division Chiefs reflected a favorable attitude toward the conference itself. The greatest value came from the contacts with peers--often for the first time. Although views were mixed, there was a general positive attitude among the participants toward having periodic conferences. The Office Directors by and large commented favorably on the reaction of their people to the conference.

The Division Chiefs had been asked to submit agenda items for inclusion in the DDA conference. Their items fell into three categories: 1) management; 2) personnel matters; and 3) other. All items were discussed at our conference, although for a variety of reasons some were set aside for further definition or further study. The management issues dealt with, among others, the unequal level of authority given to Division Chiefs in the different offices. (The Management and Assessment Staff was tasked to do a survey to determine what norms need to be established.) Long-range planning was discussed with agreement that this is not the time to develop such planning. Information to be fed upward to the DDA seemed manufactured and appears necessary whether or not the items are important. (Mr. Blake

wants Office Directors to be aware of this charge but emphasized his need to be informed particularly in view of new management of the Agency. Reporting requirements might well be increased in the coming months. Concerning the number of MAGS--Directorate and other--and whether they continue to serve a useful purpose prompted the suggestion that the current ADMAG Chairman and the past two ADMAG Chairmen be invited to visit a DDA staff meeting to discuss their role and their project. Those offices having internal MAG groups reported that they found them worthwhile.

The personnel items on the agenda included:

1) Questioning the evaluation descriptors and what they mean and how are they to be applied? Mr. Janney responded that his office is already engaged in a revision of these descriptors which should clarify the points raised by the Division Chiefs.

2) Where do we stand on LOI's since they seem to be applied in different ways? The DDA Career Management Officer was tasked to come up with a DDA instruction which will set guidelines for LOI's within the DDA.

3) Is the "Summer-Only" Program effective considering the time and costs involved? The overwhelming consensus among the Office Directors found that the program is indeed worthwhile and serves a useful purpose.

4) Interest in making PDP documents available down to the Division Chief level. The consensus among the Office Directors clearly supported that no further distribution of PDP material should be considered.

In concluding this discussion, Mr. Blake stated that in his opinion this was a most successful and rewarding experiment. The Division Chiefs of the offices hold a special managerial place in the organization in that they have close contact with the employees as well as the office managers. The full value of the conference he said depends on the followup actions in responding to issues raised and the need to keep the momentum going.

Personnel Matters

1. EEO statistics and minority hiring. Mr. Malanick presented EEO statistics and discussed those positive indications which show improvement in the DDA posture. He pointed to the overall management concern as witnessed by the establishment of an EEO staff within the DDA and new EEO programs such as AIM. On the negative side there is slow progress on hiring professionals. On balance, however, the offices are doing a better job but it remains essential that Office Directors interest themselves in EEO matters. (Mr. Blake suggested it might be well in the near future to have the Office Directors meet with Mr. Omega Ware, the Agency EEO officer and ███████████ the DDA EEO officer to discuss mutual problems.)

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2. <u>Personnel Panel</u>. ███████████ discussed the four functions of the personnel panel. Concerning its first responsibility, the panel has been quite successful in filling MG jobs for whom MG careerists are not available. In the functions of transferring officers between and among sub-groups requiring special talents or as an aid in career development; in placing career officers excess to their sub-group; and in aiding in the development of the best use of placement problems, the panel has been less successful. There was considerable discussion about rotation and the fact that employees in certain offices are not considered for, or if considered, are never selected for MG type assignments. This prompted a suggestion that ODP provide two names of individuals who are considered to have potential for MG assignments. These individuals will be provided the necessary training to qualify for broader assignments. It was suggested that an officer might well be assigned to the declassification group where he could be helpful in developing ideas on automation.

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███████ suggested that the personnel panel should place increased emphasis on the placement of excess career officers of which, in certain categories, Commo has a number.

3. <u>Senior Personnel Rotation</u>. Mr. Malanick stated that he has interviewed each one of the individuals in the rotation program as well as the current supervisors responsible for their assignments. Without exception those individuals are enthusiastic about the program and the opportunities which it provides. It is clear that this program should go a long way toward developing future broadly gauged managers for the Directorate. It is necessary that Directors and Deputy Directors take an active interest in this program. One problem that was discussed relates to the concern "out of sight, out of mind" since a relatively senior officer is taken from his sub-career group to serve elsewhere. Mr. Malanick stated that the problem appears more apparent than real since it did not come up in his interviews with the participants.

At present there are six senior officers engaged in the program. The number seems about right and should not be expanded. There is a heavy investment in time and effort and pursuing this with a smaller rather than a larger number appears most efficient. Reflections about the selection of personnel brought about agreement that prior to the selection of the next group a thorough review of candidates and assignments will be undertaken by the Personnel Board. In summary, the senior personnel rotation plan is off to a fine start and living up to expectations.

4. <u>Administrative Trainee Program</u>. This topic was prompted by the fact that there appears to be a need for an administrative trainee program to provide a background to DDA employees having potential for more broadly-gauged Directorate assignments. With a general reduction in the number of ceiling positions allocated to the Agency CT Program, it is unlikely that the DDA will be able to place a significant number of its people in the program. After airing the pros and cons it was the consensus of the

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Office Directors that a general DDA program perhaps along the lines of CT training, would make sense. There was agreement that selection would be made from those who had served within the DDA for some three years or more before being enrolled in the program. Tentative guidelines for the course would include: 1) coverage of the Agency in government; 2) the DDA in the Agency; 3) support to field stations; and include 4) work in other Directorates for perhaps 90 days each. It was agreed that the outline of the program should be written in clear language with considerable detail as to what is to be included. The Office of Training will not be involved in selecting candidates (as they are in the CT program) but will be responsible for developing and running the course.

5. SEMP. SEMP is an acronym for Senior Executive Management Proficiency program. This program serves to provide senior management in the Directorate with training programs that update knowledge of current management thinking. SEMP includes both internal senior management courses as well as external programs sponsored by colleges and universities or consulting firms. Mr. Fitzwater admonished the Office Directors to look very carefully at requests for enrollment in some courses. From the discussion it was clear that some fine tuning of SEMP policy is required.

25X1A ████████████ is to meet with a representative of each office within the next few weeks to address this policy issue. Although the program has been in effect only a short time, the statistics point to it as being successful.

IC Staff

The former Associate Deputy Director for Administration, Mr. John McMahon, spoke about the IC Staff and its relationships with the Agency and other members of the Intelligence Community. He discussed some of the current thinking concerning possible changes in organization within the Community. His informative talk was extremely well received.

Positive Indicators

At the Office Director Conference two years ago Mr. Blake directed that each office was to establish "positive indicators" which would give a qualitative assessment of how well an office is doing. The objective was stated as "devise systems and procedures to develop and establish a series of positive indicators against which program missions/functions

25X1A can be judged." ████████████ whose responsibility it is to follow this program, provided examples from selected offices which illustrate different approaches that could be taken in developing positive indicators. The Office of Personnel illustrated a traditional approach to effectiveness evaluation based on resource package organization. The Office plan would find by the end of Fiscal Year 1977 the accumulation of the necessary data upon which to evaluate the performance of certain personnel functions. The Office of Communications, on the other hand, set up what is in effect a blueprint to evaluate resource packages. It includes quantitative data which describes certain reports. Against this quantitative data the Office has developed a series of questions, the answers to which specify the quality and degree of effort. The Office of Data Processing is approaching the

positive indicators program through the development of a series of graphic charts which are output oriented. These graphs indicate the extent to which the Office has been successful in completing work assignments and depict the level of backlog. The Office of Training works on the theory that positive indicators are based on the relationship between the quality of the product and the quantity. They have developed a systems model for evaluating the development and conduct of training courses. A survey form is used specifically designed to accumulate subjective evaluations which, when converted to quantitative measures, provide a positive indicator.

Mr. Blake emphasized it is essential that each Office develop and continue to pay attention to positive indicators because it is increasingly important that an Office be able to evaluate how well it is doing its job.

Shotgun Topics

Several items were discussed for which limited discussion was necessary and which could be covered quickly.

1. DDA State-of-the-Directorate Address: Mr. Blake was encouraged to give an address as soon as possible. The timing was left in question depending on several factors, not the least of which is the demand on his time relating to having a new Director aboard.

2. Exchange: The DDA magazine Exchange has been in existence for one year. Several of the Office Directors indicated that it is widely read, serves a useful purpose, and is a good communications medium. ██████████ 25X1A commented that a questionnaire will be included in the next publication, the responses to which will give good insight as to whether or not the readers of the magazine feel it useful.

3. Managed Surplus: Mr. Blake indicated that he sees no evidence of a managed surplus exercise. He did point out, however, that there could well be reductions in personnel ceilings in the future. While there is no way to project just what these reductions might be, Directorate managers are cautioned to be alert to their ceilings and the necessity to remain within them.

4. DDA Planning Team Conferences: The DDA Planning Team Conference concept has been in effect approximately one year. Are these conferences worthwhile? While at least one Office Director expressed the view that they are not worth the investment, several others indicated that they are. With the passage of time and some more experience, guidelines for conferences will be more firm. A suggestion was made that the Planning Teams of the Offices cooperate in establishing such programs as SEMP to get them more involved with Office management. In relation to the agendas for upcoming Planning Team Conferences, Mr. Blake suggested

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Office Directors' Reports

Office of Finance - The General Accounting System (GAS) is the major new system within the Office. While the accounting system used prior to GAS was good, it required an extremely heavy human involvement. Now that the GAS system does not accept incorrect information from the start, it is not necessary to go back through accounts to try to find errors. So far the system looks very good.

Secondly, payroll is increasing in sophistication as witnessed by the number of deductions that are now included within the system.

Thirdly, progress has been made toward solving the problem of over-payment to NOCS. A system has been devised that requires a quarterly certification of NOC payments which a case officer must show and review with the NOC officer.

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████████ addressed Monetary Division, commenting that he hopes that that function will be reestablished in████ by September. He pointed to problems in South America in establishing monetary sources which serves as quite a challenge in recruitment.

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Lastly, ████████ stated that there is a clear upward trend toward elements of the Agency asking for qualified budget and finance officers. This is caused by the increasing workload that is placed upon divisions and offices by the Comptroller. This has brought about an interesting reversal, since not too long ago there was a surplus of B&F officers. There is now an actual shortage of personnel possessing the qualifications and experience required.

Office of Training - Mr. Fitzwater reported that the House Investigating Committee had been with the Office of Training from September through January. Basically, their investigation addressed the question of whether Agency training courses meet the needs of the Agency. In addition the EAG is interested in six broad areas toward determining whether training courses are meeting the needs of the Agency. Management training, information sciences and languages were among those broad areas under review. He commented that there is a backlog of communication skills requests, i.e., writing and speaking. He affirmed that the DDO seems to be pleased with the operational training that is provided by OTR.

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Office of Communications -████████ reported that he has both good news and bad news. The good news is summarized as follows:

████████████████████████████████████ Simply, the system provides additional channels by which to communicate via satellite.

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Telepouch service is now provided on a worldwide basis. He commented that the automated field terminal program is well on its way and an

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optical character reader has been installed in████with another planned in████ in the near future. A████ satellite is up in the Pacific

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which provides improved coverage. He announced the cable dissemination system is ready to start acceptance testing. A new tandem switch has been accepted which will provide improved service in the green, gray and secure voice complex. The multi-media center is working extremely well and to date has produced some 25 tapes to be forwarded overseas. He commented on the ███████████ system and its uses for ███████

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███████████ commented that the bad news relates to an EAG recommendation which the DDCI approved causing the transfer of the ███████████████ development effort to the Office of Technical Services.

Office of Personnel - Mr. Janney feels the Office of Personnel is going well and is at the moment in a maintenance posture. He addressed the problem of minority statistics, emphasizing the fact that the number of minority personnel available for hire is so small that it is extremely difficult for the Agency to improve its statistical base beyond what has been accomplished over the past few years. Mr. Janney commented on the interest shown by the EAG and Mr. Knoche in the overall area of personnel management. He pointed up the problem of responding to expressed perceptions about the Agency's personnel management without appearing to be defensive or over-reactive.

Office of Logistics - Mr. McDonald addressed the full platter of activities within the Office of Logistics. Within Logistics Services Division (LSD) problems of finding space within the Headquarters Building by next December to accommodate SAFE is a major one. Within Real Estate and Construction Division he commented that the uninterrupted power system (UPS) continues as a major requirement. The expansion of C-Vault to accommodate SAFE is a large effort and the installation of a 2,500 kilowatt generator is a major undertaking. Procurement Division, he says, is catching its breath after going through two year-end exercises, i.e., the end of the fiscal year plus the end of the transition quarter. He added that EAG has expressed interest in issues pertaining to accommodation procurement and the issue of the procurement delegations of authority. He stated that General Services Administration (GSA) representatives will be coming into the Agency to review ADP procurement. Concerning Supply Division, Mr. McDonald observed that only 41 positions under the aegis of Supply Division now exist overseas. This represents a decrease of ███████████ positions in recent years.

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Office of Data Processing - ███████ feels that ODP is in the best shape ever and paid tribute to the strong organization left him by Mr. Fitzwater. He is faced with the problems of people shortage and hardware. For example, hardware support to one of the new technical collection programs appears to be undersized and underpowered. ███████ **25X1A** reported that progress is continuing on SAFE. Each day, however, brings its share of problems both from a political and people/space point of view. ODP is faced generally with increasing demands by customers and the end is not in sight. ███████ also informed the group that the EAG and the DDCI have considerable interest in ADP and how it should be organized

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particularly, centralized versus decentralized. ███████ stated that   **25X1A**
the amount of work required in responding to EAG requirements as well as
comptroller-type requirements has forced an increase in the size of his
planning staff with a concomitant reduction from computer operations.

Office of Security - Mr. Gambino opened with a comment that seems to
apply to all the DDA Offices--there is more work to do than there are
people available to do it. He commented briefly on the two espionage
cases that are about to go to court and the difficulty in providing de-
classified material to be used in court against the defendants. He
commented on the increased amount of time and effort that is spent
working with the Office of General Counsel on a whole host of problem
areas. The Personal Protection Program overseas has increased significantly
and hopefully is paying off. Unfortunately, this requires extensive TDY's
which have an adverse effect on the Office. Mr. Gambino reported that
he is very pleased with the progress being made within the Office on
minority hiring. Minorities comprise 7.5 percent professionals in the
Office of Security. An interesting observation by Mr. Gambino suggests
that the "new breed" of employee is far more challenging and questioning
of security standards and practices.

Office of Medical Services - Dr. Bohrer commented on the problems of
a small Office facing increasingly heavy TDY requirements. He reported
that the Office is constantly trying to provide better service for more
employees and automation of certain tests and procedures makes this
possible.

Summary

Mr. Blake summarized the conference by again referring to past
conferences and the contributions they have made. He highlighted the 1976
conference that spawned the senior rotation plan. The current conference
recognizes the importance of the Division Chiefs' Conference and their
encouragement to be involved in Directorate problems and issues. The
forward looking approach toward establishing an administrative type CT
Program is a positive step. While stressing the favorable progress
that has been made among the offices in developing positive indicators,
he emphasized that it is vital to the Directorate that we continue to
develop ways and means to measure our own effectiveness. If we are
unsuccessful, we might consider ourselves intellectually bankrupt.
Finally, this conference was indeed productive with some very encouraging
and significant results developed through the cooperative and congenial
efforts of those attending. Mr. Blake thanked Mr. McMahon for taking time
from his busy schedule to join us for the second half of the conference.

AGENDA
DDA Management Conference
18-20 March 1977

18 March

25X1A ▮▮▮▮   Depart Headquarters   25X1A

                            Depart National Airport

1700-1800   Social Hour - ▮▮▮▮▮

1800   Dinner at Club

2000-2030   Conference Introduction   Mr. Blake

19 March   25X1A

0700-0830   Breakfast

0830-0930   Presentational Means   Messrs. Fitzwater,
                                                            (Panel Leader), ▮▮▮
                                                            ▮▮▮▮▮▮▮▮▮▮d
▮930-1000   Terrorism   ▮▮▮▮▮▮▮▮▮ 25X1A
                                                            ▮▮▮▮▮▮▮▮▮
1000-1015   Break   ▮▮▮▮▮▮▮▮▮

1015-1200   Division Chiefs Conference Matters ▮▮▮▮▮▮
                                                            Mr. Blake

              1015-1045 Background & General Conclusions

              1045-1200 Review & Discussion of Agenda
                        Items Submitted
                                                                          25X1A
1200-1330   Lunch

1330-1630   Personnel Matters   Mr. Malanick &
                            (Briefing and Discussion)   ▮▮▮▮▮▮▮▮▮▮

              a.   EEO Statistics/Minority Hiring

              b.   DDA Personnel Panel (Value and Future)

              c.   Senior Rotation Program

              d.   Administrative Trainee Program

              e.   SEMP

March (con't)

1630-1800	Free Time	25X1A
1800-1930	Dinner - ██████████	
1930-2100	IC Staff	Mr. McMahon

20 March

		25X1A
0700-0900	Breakfast	
0900-0930	Positive Indicators	████████████ & Mr. Blake

0930-1000   Shotgun Topics

    a.   State of Directorate Address

    b.   EXCHANGE (Evaluation After 1 Year)

    c.   Managed Surplus

    d.   DDA Planning Team Conferences (Accomplishments, Value)

1000-1100	State of the Office	Office Directors (5-10 Min. Each)
1100-1130	Wrap-Up	Mr. Blake
1130-1200	Admiral Turner - "Face the Nation"	
1200-1230	Lunch	
████████████████████		25X1A
1430	Arrive National Airport	

Presentational
Means

PRESENTATIONAL MEANS

WITHIN THE

DDA

DDA OFFICES SURVEYED :

- COMMO
- DATA PROC.
- LOGISTICS
- TRAINING

| 1 PREPARE | ▷ | 2 PRODUCE | ▷ | 3 PRESENT |

OVERVIEW OF THE PRESENTATIONAL MEANS PROCESS

1. PREPARE   2. PRODUCE   3.PRESENT

CONCEPT ORIGINATION	GRAPHICS	IMPLEMENTATION
		EVALUATION
MEDIA SELECTION	RECORDING AUDIO VIDEO FILM	IMPLEMENTATION
INSTRUCTIONAL DESIGN		EVALUATION
SCRIPT / STORYBOARD	PROCESSING EDITING MIXING	IMPLEMENTATION
APPROVALS		

(RECYCLE AS NECESSARY)

PRESENTATIONAL MEANS PRODUCTION PROCESS

STEP 1 - PREPARE

WHAT?

FOR WHOM?

UNDER WHAT CIRCUMSTANCES?

FOR WHAT PURPOSE?

TO BE USED HOW?

STEP 2 - PRODUCE

WHAT?

FOR WHOM?

UNDER WHAT CIRCUMSTANCES?

FOR WHAT PURPOSE?

WHAT MEDIUM?

TO WHAT QUALITY STANDARD?

STEP 3 - PRESENT

- HOW?

- HOW WELL?

- DID IT DO THE JOB?

- DOES IT NEED TO BE DONE AGAIN - - DIFFERENTLY?

- WAS IT PRESENTED IN A COST-EFFECTIVE FASHION?

1. PREPARE	▷	2. PRODUCE	▷	3. PRESENT
REQUIREMENTS		RESOURCES		ACCOUNTABILITY
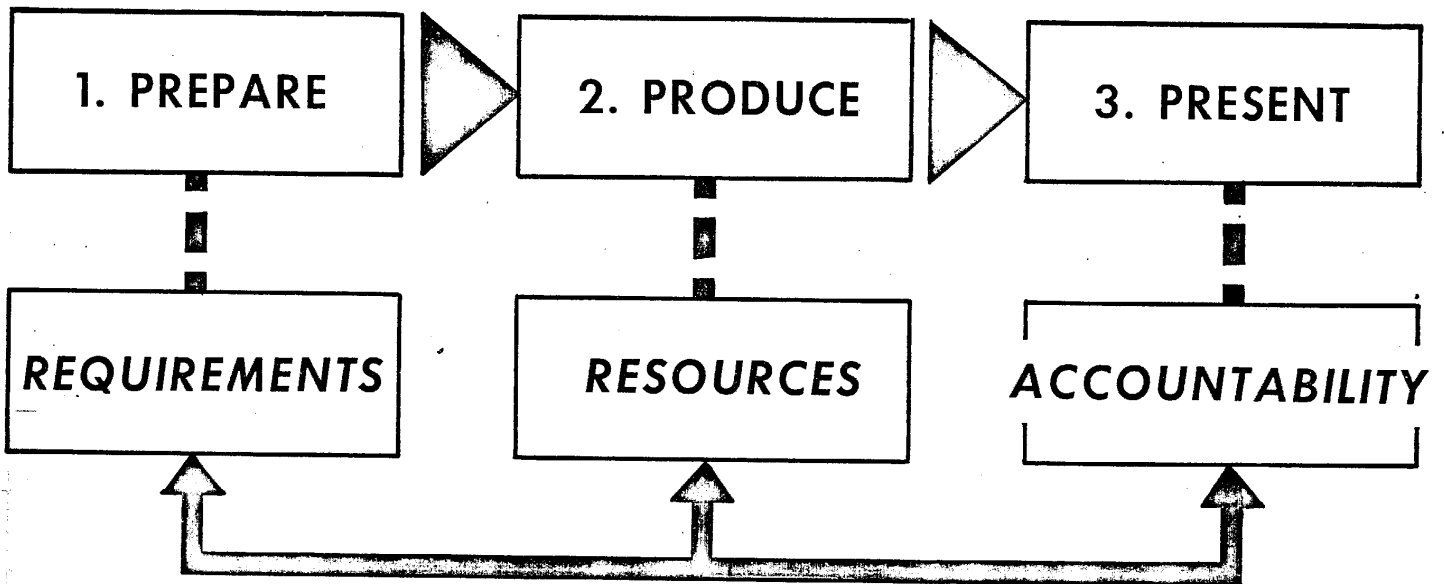
PRESENTATIONAL MEAN MANAGEMENT TRACK

REQUIREMENTS:

FUNCTION	DESIGN INSTRUCTION	PRODUCE MEDIA	PRESENT INSTRUCTION	PRESENT INFORMATION	EVALUATE INSTRUCTION/MEDIA
COMMO					
DATA PROC.					
LOGISTICS					
TRAINING					

REQUIREMENTS:

FUNCTION	DESIGN INSTRUCTION	PRODUCE MEDIA	PRESENT INSTRUCTION	PRESENT INFORMATION	EVALUATE INSTRUCTION/MEDIA
COMMO	●	●	○	●	●
DATA PROC.	●	●	●		
LOGISTICS		●			
TRAINING	●	●	●	●	●

RESOURCES:

OFFICE \ MEDIA	POSTERS, CHARTS, GRAPHS	OVERHEAD TRANSPARENCIES	STILL PHOTOS (PRINT)	35mm SLIDES	35mm FILMSTRIPS	VIDEOTAPES (COLOR)	VIDEOTAPES (B & W)	8mm FILM	16mm FILM	AUDIOTAPES	"MULTI-MEDIA*"
COMMO	●	●	●	●	●	●	●	●		●	●
DATA PROC.		●		●		●	●			●	
LOGISTICS	●	●	●	●	●			●	●	●	
TRAINING	●	●	●	●			●		●	●	●

*ANY COMBINATION, e.g. SOUND/SLIDE, ETC.

ACCOUNTABILITY:

OFFICE / FUNCTION	DETERMINE PRESENTATION GOAL	ANALYZE TASK / CONTENT	ANALYZE VIEWER / LEARNER	DESIGN PERFORMANCE OBJECTIVES	DETERMINE PERFORMANCE MEASURES	SELECT & ORGANIZE CONTENT	SELECT PRESENTATION METHOD(S)	TRYOUT PRESENTATION	EVALUATE PRESENTATION RESULTS	REVISE AS NECESSARY	PRESENT PRODUCT**
COMMO	●	●	●	●	●	●	●	●	●	●	●
DATA PROC.											
LOGISTICS											
TRAINING*	●	●	●	●	●	●	●	●	●	●	●

*FOR ALL NEW COURSES

**THIS CAN BE ON A CONTINUING OR A ONE-TIME BASIS

SUMMARY OF DDA

PRESENTATIONAL MEANS:

1. REQUIREMENTS – GENERALLY WELL DEFINED FOR ALL
OFFICES.

2. RESOURCES – OF GOOD TO EXCELLENT QUALITY AND
VARIETY, OR BEING UPGRADED TO THAT
LEVEL.

3. ACCOUNTABILITY – NOT CONSISTENT, UNIFORM PROCEDURES
& PROCESSES NEEDED FOR MAXIMUM
EFFICIENCY.

CONSIDERATIONS FOR IMPROVED PRESENTATIONAL MEANS WITHIN THE DDA:

1. INITIATE A CONTINUING DIALOG BETWEEN OFFICES.

2. STANDARDIZE ON METHODOLOGY AND EQUIPMENT (BOTH PRODUCTION & REPRODUCTION).

3. ESTABLISH PROCEDURES FOR POOLING OF EQUIPMENT & TALENT FOR HIGHER THAN "OFFICE-LEVEL" REQUIREMENTS.

RECOMMENDATION:

ESTABLISH A STANDING COMMITTEE, WITH MEMBERSHIP FROM EACH OF THE AFFECTED DDA OFFICES, TO MEET ON A REGULAR BASIS TO EXCHANGE IDEAS AND INFORMATION ON PROCEDURES AND TECHNIQUES RELATING TO "PREPARATION", "PRODUCTION" AND "PRESENTATION" OF INFORMATION AND INSTRUCTION.

Executive Registry
77-3602

8 MAR 1977

DD/A Registry
77-1321

MEMORANDUM FOR: Deputy Director for Administration
                 Deputy Director for Intelligence
                 Deputy Director for Operations
                 Deputy Director for Science & Technology

SUBJECT   :   Study of Television in CIA

        1.   I have asked the CIA Presentational Means Steering
Panel to undertake a study of television in CIA. My prin-
cipal interest is in the presentational applications of
television (i.e., training, briefing, and finished intelli-
gence). Because of the close relationship between television
and motion pictures for presentational purposes, the study
also should include motion picture applications.

        2.   The purpose of this study is to provide a survey of
Agency resources currently devoted to television and motion
pictures, the uses that are made of these resources, and
future plans for television and motion pictures. The study
also will look at options in terms of resources and the
direction and organization of the Agency's effort.

        3.   The information required for the initial phase of
this study is outlined below. I recognize that much of it
already has been prepared for other purposes. Each Director-
ate is requested to direct their response and any questions
to███████████████████ Chairman, Presentational Means
Steering Panel (room 7G00 Hqs., ext. 4042) by 31 March. Once
this requested information has been absorbed, the Panel will
consult further with the appropriate staffs and offices.

                 --Nomenclature, quantity, location and unit
                   cost of existing television and motion
                   picture equipment. Equipment at domestic
                   and foreign installations that can be used
                   for presentational purposes also should be
                   included.

STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: Study of Television in CIA

--Location, grade and duties of personnel
   presently engaged in television and motion
   picture production activities; indicate
   level of experience and training.

--Uses made of television and motion picture
   facilities to include a listing of produc-
   tions.

--Future plans and objectives for the use of
   television and motion pictures, including
   uses overseas.

--Budgeted and unbudgeted television and
   motion picture related equipment and
   personnel plans through FY 1979.

/s/ E. H. Knoche

                        E. H. Knoche
          Deputy Director of Central Intelligence

cc: Comptroller
      Members of the
         Steering Panel

Division Chief
Conference

DDA DIVISION CHIEFS' CONFERENCE
RECOMMENDATIONS FOR AGENDA ITEMS
FOR
DDA MANAGEMENT CONFERENCE
18 - 20 MARCH 1977

MANAGEMENT ISSUES

1.   Discuss the results of the DDA Division Chiefs' Conference.

2.   Discuss uniformity (or lack thereof) in delegation of authority to Division Chiefs. . . . examine decision-making process. . . decentralize.

3.   Address the need for long-range planning--

*   People impact issues with emphasis on space and communication capabilities

*   Information on budget info (preferably before submitted to OMB)

4.   Discuss future of computer applications in the DDA.

5.   Have MAGS outlived their usefulness?

6.   Discuss necessity for inter-Office coordination prior to making definitive decisions on specific problems (some decisions seem to be made without unanimous approval/knowledge).

7.   Discuss how to deal with overseas requirements with Cover and Commercial Staff in light of the conflict between the interests of the personnels' career development and CCS' insistence to protect personal cover at all costs.

PERSONNEL MANAGEMENT ISSUES

1.   Discuss revision of competitive evaluation descriptors.

2.   Discuss need for revision of Standards of Conduct and criteria as it applies to (a) applicants, and (b) employees on board.

3.   Discuss utility of LOI's. If useful, do they need to be universally applied?

Personnel Management Issues (Cont'd)

    4.   Discuss the effectiveness (including cost) of "summer-only" program.

    5.   Make PDP documents available for Division Chiefs' use for personnel under their cognizance.

OTHER ISSUES

    1.   Discuss utility of the MBO system in DDA.

    2.   Discuss creativity and control.

25X1A

DDA DIVISION CHIEFS'

CONFERENCE

REPORTS

25X1A

28 FEBRUARY, 1 and 2 MARCH 1977

3 March 1977

MEMORANDUM FOR: Deputy Director for Administration

FROM   : ██████████████ Chairman
                   DDA Division Chiefs' Conference   **25X1A**

SUBJECT   : Conference Report

                                                            25X1A

      1. The Divison Chiefs of the DDA met at ██████████ **25X1A**
████████████ from 28 February through 2 March 1977 for **25X1A**
the purposes of:

      a. Provide a forum for discussion, elaboration and solution of some common problem areas as perceived by Directorate Division Chiefs.

      b. Provide Division Chiefs a means of communicating with the DDA and ADDA in managerial, substantive and career matters.

      c. Provide line managers with an opportunity to develop and maintain contacts with their peers.

      2. As discussed in the attached memorandum, the Steering Group Committee identified the following general topical areas for discussion to provide the framework to meet objective a:

    I. People Management

(a)	DDA Personnel Handbook	TEAM A
(b)	Employee Concerns	TEAM B
(c)	Personnel Administration	TEAM C
(d)	Training	TEAM D
(e)	Personnel Planning	TEAM E

   II. Care and Feeding of Division Chiefs-ALL TEAMS

  III. Communication in the Directorate ALL TEAMS

   IV. Creativity and Control ALL TEAMS

SUBJECT: Conference Report

3.   Each team presented an oral report to the entire group at the conclusion of each discussion period. The attached conference report is composed of brief summaries of those twenty oral reports.

4.   The Steering Group plans to provide you with a comprehensive review of the entire conference at our scheduled 4 March meeting.

█████████████████████████████ 25X1A

Attachments: 25X1A
   (A)   Memorandum to all conferees from█████████████████
   (B)   Report Summary Booklet

22 February 1977

MEMORANDUM FOR: Fellow Conferees

SUBJECT : DDA Division Chiefs' Conference
███████████████████████
28 February, 1 and 2 March 1977   25X1A

    1.   Enclosed is the "Notebook" for the DDA Division
Chiefs' Conference, which defines our objectives and outlines
our activities for the few days that we'll be together. I
ask that you go through the notebook before the conference
to familiarize yourself with the planned activities. If you
have any questions, contact your Office representative on
the Steering Group or call me at 186-391-8531.

    2.   Among the papers in the notebook is a copy of the
concept paper approved by Mr. Blake that triggered action
leading to this conference. It was agreed very early in the
planning stage that the Steering Group would identify the
general areas for discussion among the Division Chiefs and
to arrange the agenda in such a way as to achieve the objec-
tives of the DDA and of the Division Chiefs. The basic
organization centers about the "teams," of which there are
five. Within these team groups, discussions will be held
toward more precisely identifying the problems of the
Directorate and of potential solutions or alternative courses
of action.

    3.   In structuring our teams, we wanted to assure a
Directorate mix by including at least one member from each
Office on the team. The subject of "Personnel Management"
has been broken into five major categories which will be
assigned individually to each of the five teams. The cate-
gories are identified in the notebook under "Team Assignments."
The discussion subjects "Communication in the Directorate"
and "Care and Feeding of Division Chiefs" will be addressed
by all teams. At registration, you will be asked to indicate
your preference for a team assignment on a "first come, first
served" basis. A Steering Group member has been assigned to
each team and will be responsible for the initial organization
of the teams and its activities.

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4.   In the course of its deliberations on conference organization and agenda, the Steering Group created diverse working papers. On the assumption that these will be of general interest to each of the Division Chiefs, these have been reproduced and are enclosed.

5.   Please note that two of the categories under the "Personnel Management" discussion topic make reference to specific documents--the DDA Personnel Management Handbook and the Attitudinal Survey ▮▮▮▮▮▮▮▮ It is suggested that you reacquaint yourself with the provisions of these documents before going to ▮▮▮▮▮.

25X1A

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6.   I also suggest that you refresh your knowledge and acquaintance of the organization and diverse functions of the Directorate. Toward that end, there is enclosed a copy of "Directorate of Administration" dated December 1976.

7.   On 4 March, the results of your deliberations and contributions to the conference will be reported to Mr. Blake and Mr. Malanick. The Steering Group will present them with the written reports prepared by each of the teams and will convey your recommendations of agenda items for the Office Directors' Conference which is scheduled to be held 18 - 20 March ▮▮▮▮▮▮▮▮▮▮

25X1A

8.   In the event that you wish to mail any material for your use at the conference, please send it to the following address:

25X1A

▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮   (HOLD FOR DIVISION - CHIEFS' CONFERENCE)

In order to assure delivery before the conference, the material must be delivered to the Headquarters Mail Room, GB-31, before 1300 on Friday, 25 February 1977.

25X1A

▮▮▮▮▮▮▮▮▮▮▮▮

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TEAM LIST OF CONFEREES

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I.   PERSONNEL MANAGEMENT

     TEAM A   DDA Personnel Handbook
          B   Employee Concerns
          C   Personnel Administration
          D   Training
          E   Personnel Planning

II. CARE AND FEEDING OF DIVISION CHIEFS

     TEAM A
          B
          C
          D
          E

III.. COMMUNICATION IN THE DIRECTORATE

     TEAM A
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IV. CREATIVITY AND CONTROL

     TEAM A
          B
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          E

25X1A

Next 1 Page(s) In Document Exempt

PERSONNEL MANAGEMENT

TEAM A

DDA PERSONNEL HANDBOOK

The consensus of the team was that the handbook does serve a useful purpose as a guideline and as a reference document when a procedural question arises. Some Offices use it at the Executive Office or Support (Personnel) level and seldom in the line divisions. Generally, all provisions of the handbook are covered in regulations, handbooks, and in notices, and instructions issued by each Office.

It was suggested that the handbook be shown to all employees, if not already done, so that they will be aware of the criteria and procedures in it.

PAGE 1

Suggestion: Put the initiative on employees to identify and help solve questions on their career development.

PAGE 2

Suggestion: Add a section for employees, to give them some criteria such as:

Be alert to programs and methods for improving your own performance and to facilitate the flow of work in your area. Be considerate of how your work impacts on others. Try to achieve a proper mix of job dedication and cooperation for the overall benefit. Seek information on training programs and advise your supervisor which ones you feel would improve your performance and potential. Assist in the preparation of your LOI.

These were not unanimous suggestions. Some felt that intelligent employees should not need, and may resent, such guidance, and that it might encourage others to be too aggressive.

PAGE 5

There was a lively and lengthy discussion of LOI's. MBO procedures call for each employee to have a major input into his own LOI. The handbook implies that it will be prepared for him.

DDA Personnel Handbook
Team A (Cont'd)

Page 5 (Cont'd)

LOI's should not be considered binding in all cases. If they are to be general, why do we need them? It was felt by some that they should not be required for professionals who know their function and look for ways to improve and expand them.

It was suggested that LOI's be required only when neces- sary or appropriate to guide and control certain employees and that supervisors make that determination.

The following was suggested as a final statement for all LOI's. It was not unanimous since the matter is covered in Executive Order 11905 and ████████

25X1A

"You should not be required to do anything which in your reasonable opinion is illegal, unethical, in violation of applicable regulations, or detrimental to the interests of the U. S. Government. If you are directed to do so, you shall report it immediately to the appropriate Agency authority."

PAGE 6   (Fitness Reports)

There was an animated discussion about the inconsistency and disparity among ratings on fitness reports. Some said they use the narrative for evaluation and ignore the letter ratings. For various reasons, raters are reluctant to use "Proficient" unless performance is only adequate.

It was suggested that fitness reports be revised to relate to the indication of performance listed on the blue instruction sheet and the evaluation criteria published by the Offices.

It was strongly recommended that the Competitive Evaluation Descriptors (category rankings from I to V) be clarified (Sections II and III are ambiguous) and made uni- form in the Directorate.

There was a gratuitous consensus that promotion panels do a good job. It was suggested that panel members should not be rotated each year.

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DDA Personnel Handbook
Team (Cont'd)

Page 6 (Cont'd)

There was a suggestion that QSI's be awarded for a one-time project even though it is not sustained for six months. It was noted that there is a disparity among supervisors in recommending QSI's.

PAGE 17

It was recommended that the AIM Program, and other applicable ones, be considered for inclusion in the Transfers and Assignment section.

PAGE 19 (paragraph F)

To encourage everyone to go to OGC for legal counseling seems rather broad. Shouldn't there be an intermittent avenue before inundating OGC with personal matters?

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TEAM B

EMPLOYEE CONCERNS

Team B discussed the utility of attitude surveys as a means of identifying employee concerns. There was a general consensus that this can be a useful and valid method, provided certain conditions are met, especially the following:

(1) There is serious top management interest in the effort, with implicit committment to take action in problem areas identified in the findings.

(2) Steps are taken to assure that the full range of issues of concern to employees is reflected in the questions asked.

(3) Anonymity is assured.

(4) Results are fed back to the component surveyed in ways that make the data useful.

(5) Follow-thru mechanisms are set up to explore, propose, and take action in areas suggested by the findings.

Specific skepticism was voiced about the utility of the recent Agency-wide survey of attitudes on personnel management issues, and the findings as reported in an all-employee bulletin. Since readers of that notice had no way of knowing how closely the overall findings reported there agreed with the findings of his particular component, it was contended that such reporting was not only not helpful, but could actually be quite misleading. Discussion on this point led to partial agreement that there was limited utility in presenting the overall findings in this way, but all agreed that further breakdowns of the data (by component, and possibly by categories of employees) were necessary to come to grips with the meanings and implications of the results.

Ways of handling the results from different Office and Directorate surveys in the past were described. Team participants who had had personal experience with the use of surveys in their components or career services gave reports which indicated that results were not always widely disseminated nor were follow-thru actions, if any, well known. Examples of the

Employee Concerns
Team B (Cont'd)

most effective use of surveys as a management tool and instru-
ment for change were cited in two instances (in other Directorates)
where the impact of changes made on the basis of survey
findings was measured by a second survey a year or so later.
This kind of before-and-after measurement has much to commend
it.

TEAM C

PERSONNEL ADMINISTRATION

QUESTION A on the hampering by length of time taken in re-
cruiting & processing of new employees:

DISCUSSION:

    Time in processing is of hampering length which sometimes
embarasses the future division supervisor because he feels that
he looks disorganized and unprofessional to the recruit; he
is unable to give the recruit firm information about if and
when he will be hired.

    A flow chart for EOD processing was presented which
showed the many processing steps involved. Only a few steps
required more than a day or two and few of those delays were
because of the applicant's delay.

    Our average length of processing time is 157 days for
professional applicants--faster than CSC processing for higher
grades.

    Some, to some considerable, delay is related to moving
a file from one building to another in its steps of pro-
cessing.

    Priority cases (such as sundry EEO categories) are pro-
cessed in considerably less time, which suggests two possi-
bilities: (1) Can we handle all cases as priorities? (2)
Do "priority" cases displace and slow down "routine" cases?

    We appear to lose the better applicants because of slow
processing.

    OP can help if the Divisions can forecast their needs
much sooner.

QUESTION B concerning an inordinate weight factor on formal
academic attainment versus experience in career progression.

DISCUSSION:

    One view is that a supervisor should know his prospective
promotee well enough to weigh one more heavily than the other.
No direct view that academics were more important was expressed.

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A suggestion that the developing assessment centers might aid in this problem was made.

With the current tight job market, we are able to hire people with advanced training. Thus there is a hazard that the job involved leaves that person under-employed and he may leave the Agency when the general job market loosens up.

No perspective was developed as to whether we lose in the long run by the departure of over-qualified employees. While we lose financially because of the processing and training investment in the employee, do we gain in some other manner when the employee leaves with good will?

QUESTION C on need for uniformity of grades for Senior Officials in the DDA with comparable titles and PMCD's ability to cope with this situation and with the grade creep.

Group C's views were mixed, probably related to the group's understanding of the complexities involved in comparing one job to another.

Factors include observing CSC guidelines versus a given employee's worth on the job, further complicated by what that employee might earn if employed outside the Agency. Two group participants reported trouble in retaining middle grade professionals lost to outsiders whereas we have a plethora of junior and senior professionals.

The factor analysis of a job under a to-be-implemented FES method will aid in job-grade uniformity.

But a separate problem arises when the middle grades are robbed to permit the promotions of seniors under current ceilings, these senior grade points seem to go to staffs rather than to line divisions. Questions concerning the value of so many staffs were raised.

The result is a situation of "fragmentation and excessive layering." Forces seem to exist to enable some Offices to get around some regulations.

TEAM D

TRAINING

1. Team D agreed that no benefits would accrue to assigning professional OTR Training Officers to DD/A components. Someone within the Offices should assume this responsibility, as is the case now.

2. Training discussed within the context of skills versus general management or mind expansion training: The latter is too often reactive, i.e., filling quotas. There is considerable unevenness in how training is managed in various components; however, most of the team agreed that the Directorate is in good shape vis-a-vis training. Many improvements desirable and possible, but responsibility for initiation and monitoring lies both with the line managers and the individual.

3. Considerable discussion of accountability in training, i.e., measuring results. Very little now in the management related course, e.g., Mid-Career, Senior Seminar, FEI. Many questions re how to measure benefits. No conclusion except that some accountability is required and that management should address this question. Not enough time was available to thoroughly articulate and define this problem.

4. Benefits of both internal and external career development are primarily in areas of improved communications. Experience gained from intra-governmental training valuable, but degree to which it should be used unprobed by the team.

5. Much needs to be done to improve selection of people for training, make the person fit the course. Not further developed.

6. The team had problems in defining information science; thus training in this discipline is ill-defined and may not be on target. OTR should examine the adequacy of information science training and make adjustments as necessary.

TEAM E

PERSONNEL PLANNING

A. SENIOR ROTATION PROGRAM
B. PDP DOCUMENT

A. Senior Rotation Program (for GS-15's)

The team agreed that the objectives of the program were worthy, and the experience of great potential value both to the employee rotated and to the Directorate/Agency. However, the program needs to be implemented with the following provisions:

(1) Voluntary basis: The officer to be rotated must genuinely wish the experience and volunteer for it.

(2) The assignment: The assignment should be within the officer's capability to fulfill, especially as regards any specialized technical expertise it may require.

(3) Career consequences: The timing and circumstances of such assignment could conceivably delay an officer's promotion, which he might otherwise receive.

Extending the Program to Include More Junior Officers

This seems to involve more complexities and possible difficulties than for the GS-15's.

(1) Fragmentation of career: Rotational assignment at an early stage of career could delay the officer's acquiring the job experience he may need to advance in his primary field of interest, and could delay his promotions.

(2) The assignment: This needs special selectivity, since at more junior levels the assignment may require a degree of technical expertise which the officer may not possess.

However, the team agreed on the importance of an officer's acquiring, as early in his career as possible, some

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Personnel Planning
Team E (Cont'd)

depth of knowledge about the work of other offices, and be-
lieved that the program should be extended to junior officers,
provided the above pit-falls could be avoided.

    B.   PDP Document

    The team members usually do not have the opportunity to
review this document. They believed it should routinely be
made available to all Division managers, though they were some-
what dismayed by its complexity.

CARE AND FEEDING OF DIVISION CHIEFS

TEAM A

CARE AND FEEDING OF DIVISION CHIEFS

Within the DDA there is not a uniform policy of authorities granted commensurate with the responsibilities of Division Chiefs. Some Division Chiefs can't approve small expenditures or authorize travel.

In some instances top management makes decisions and promises which affect Division Chiefs without prior consultation with them. This discussion made some members of the team wonder if they had similarly circumvented anyone under them in day-to-day managerial activity. As a consequence, this awareness should help them to be better managers.

On occasion top management may go directly to branches to get a project started, bypassing the Division Chief.

Staffs sometimes levy MBO type requirements on the working level without going through line divisions that have to supervise the implementation.

There is a deviation in policies as to authorities for reassigning personnel. One Division Chief can reassign and promote up to a certain grade level without the explicit approval of top management. In other instances, assignments and transfers of division personnel, particularly secretaries, are made without consultation with Division Chiefs.

Some Division Chiefs feel that there is an inordinate involvement with management processes, per se, because of career board, panel and miscellaneous personnel management activities.

In one office where there was too much bureaucratic involvement in the processing of travel orders, inordinate delays were reduced by eliminating five check points in the routing procedure.

The team found no problem in opportunities for expression and creativity on the part of Division Chiefs.

TEAM B

CARE AND FEEDING OF DIVISION CHIEFS

The Division Chief is pictured as the man in the middle--
between the Office Head (or in some Offices a Deputy Director)
and subordinate employees. As a result, the heat is on the
Division Chief--responsibility for getting the job done.
This is as it should be; that is, be supportive to Office Head
and employees, list or explain options, as necessary, and
make recommendations.

Exercising of judgment--decide when Division Chiefs make
the decision or when it is best or necessary to get Office
Head approval first. In any case, an Office Head should not
be surprised (or embarrased or unprepared) because of a deci-
sion. Loyalty to the superiors position in the Office mission
is considered important, rather than just personal loyalty
to the man in the position.

Management Styles:

Consensus--individuals tend to choose or pick-up traits
of others whom they admire or perhaps believe are effective
achievers, and they adapt these characteristics to their own
personality. Also, the nature of the work helps determine
role of the Division Chief.

It was believed that the element of risk should be an
aspect considered and taken by Division Chiefs in making deci-
sions. Actions should and must be taken even if error results
in some cases. Similarly, it is believed that opportunities
for expression and creativity do exist--suggestions are con-
sidered and encouraged. MBO's offer opportunity to achieve
desired Office goals.

Some bureaucratic constraints were noted in the area of
hiring and selection of employees. Legal requirements with
regard to obtaining prior approvals for liaison meetings/
discussions or contacts were also considered in this constraint
area. The factor of constraint was not considered entirely
bad or unreasonable.

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Care and Feeding of Division Chiefs
Team B (Cont'd)

    Policy guidance and feedbacks that job was being done
and useful were considered to be satisfactory.

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TEAM C

CARE AND FEEDING OF DIVISION CHIEFS

Division Chiefs do selective reporting. Don't upset the boss, but make sure he knows something before another office head brings it up at a morning meeting. Division Chiefs using creativity for CYA defense.

Instead of results, events of last two years require reporting before taking action. Bosses want no surprises. This is an Agency problem, not just one of Division Chiefs.

Too much time is spent in reporting, with too short deadlines. Is this a lack of confidence in Division Chiefs, or too many staffs and too many layers?

CONFIDENTIAL

TEAM D

CARE AND FEEDING OF DIVISION CHIEFS

A six-to-two vote favors the notion that Division Chiefs have authority commensurate with responsibility. (Discussion did not affirm this.)

Concern over "thou shalt not be scooped" philosophy of Office Directors. Could be dispelled by Deputy Director. Too much trivia reported and rehashed. Not enough substantive communication. Too much gossip.

Too much interposition of layers of command. Many seldom have direct communication with Office Director, Deputies, Staffs, Execs.

Reporting is too much CYA oriented.

TEAM E

CARE AND FEEDING OF DIVISION CHIEFS

Discussion:
    A. Role in DDA Management
    B. Bureaucratic Constraints
    C. Policy Guidance
    D. Are the Jobs Being Done Useful?

A.   In matters of basic DDA management, the team had no particular problems as regards basic policies, and did not express any great interest in participating in overall DDA management matters routinely. They did, however, have some serious complaints about surprise, ad hoc requirements being laid on them with short deadlines, when these requirements dealt with basic management matters of long-standing concern. Such demands, if very time-consuming, work a real hardship, distract the Division Chief from getting his primary job done, and can easily be perceived as capricious management.

Excessive reporting:

Regular reports requiring significant amounts of time in preparation can work a hardship. The Division Chief needs to know the real reason for the reports. The team did not regard an abnormal fear of being scooped as a valid basis for requiring a report.

Other distractions:

These are numerous. Perhaps the most deeply resented offender is the formal Award Suggestion, which comes to the Division Chief for evaluation. An inane suggestion, requiring no time or thought by the originator, can claim huge amounts of time by a Division Chief in preparing a formal reply. A good suggestion is another matter.

B.   The team generally had no particular difficulty with the basic ponderosities of the bureaucracy, and believed that the Agency had relatively little of this kind of problem.

Care and Feeding of Division Chiefs
Team E (Cont'd)

C.   No problems here generally, except for E. O. 11905 (above).

D.   Yes.   No need for feedback about that.

COMMUNICATION IN THE DIRECTORATE

TEAM A

COMMUNICATION IN THE DIRECTORATE

The group felt generally that we have good downward communication in the Directorate and Offices, via staff meetings and other avenues including the dissemination of written minutes.

There is generally an "open door" policy for communicating upward, in addition to weekly reports, monthly or quarterly meetings, input to staff meetings, etc. Some felt that there is a tendency at lower levels to report what the supervisor wants to hear. This is a management problem, and can be handled.

Some components have "State of the Office" conferences and workshops annually. One has monthly career service meetings with unit personnel. Some professionals have problems with this because of heavy demands on their time.

There are sometimes functional communications problems between Offices when one Office is tasked with a project or a service for another and sufficient follow-up is not maintained.

Occasionally there has been an apparent lack of sensitivity by top management in levying or accepting requirements with unrealistic deadlines. Such can result in other than an ideal product because insufficient time to perform the necessary staff work impacts on quality. Also, delays in the routing of crash requirements through channels to the action level contributes to the inordinate time constraints.

Inter-office communication is always timely, complete and effective in the matter of reporting security violations. In other areas, it can be improved.

NOTE: Occasionally, we have all gotten into trouble with our secretaries for forgetting to keep them informed re matters which may be germane to the operation.

TEAM B

COMMUNICATION IN THE DIRECTORATE

Consensus concluded that effectiveness of communication in the Directorate is good and is adequate for day-to-day needs. On occasion the level of communications is too much and sometimes in too much detail. At times concern arises relative to the tendencies of over communicating facts or occurrances to attain one-upmanship objectives. Issues leading to the above conclusions included:

Diminishing levels of face-to-face communication due to remote external location of components despite availability of secure communications systems.

MBO program process should provide for a more positive and uniform downward feedback of review results and determinations.

Communications vehicles and mediums in being are most beneficial and are listed as follows: Weekly staff meetings (Division and Office levels); Forums, rap sessions, publications (i.e., DDA Exchange, OL Newsletter, OMS Newsletter), State of Directorate talks, daily report items, DDA morning meetings, and bi-weekly briefings with Office Chiefs.

The question of the role of the Division Chief as an end product of information flow or a filter was also addressed. It was concluded that it was a judgmental determination and that a little of each was appropriate on a selective basis.

It was agreed that general communications mechanisms are adequate and available for subjects at hand and that we need only seek them out and use them. Several examples of these mechanisms include the communications involved in the processes of LOI's, Career counseling programs, fitness reports, personnel panel activity, Office and Division grievances,

Communications in the Directorate
Team B (Cont'd)

inter-Office orientations (i.e., Trends & Highlights), and
Office level orientation presentations and etc.

It was concluded that as an organization we tend to
both over and under communicate. The nature of top level
personality, style, and transciency often create requirements
for communications, flow addressing, new orientations, update
orientations, crisis situations, and the usual normal routine
issues. Under some of the above exceptions, short time frame
conditions and of those inherent crisis situations, the state-
ment and interpretation of the question is nebulous. The
central message is unclear and the reluctance to request re-
clarification and reasons for the question results in un-
certainly as to scale and quantity of communications informa-
tion actually desired. Accordingly, over reaction to cover
all conceivable impacting interpretations of the tasking re-
sult in communication of more than the required response. Such
over communications conditioning developed in continuing crisis
situations is believed to extend on into the normal routine
task areas of endeavor.

TEAM C

COMMUNICATION IN THE DIRECTORATE

The team views the following areas as areas of communication concern within the Directorate:

SEMP

We feel that this program should be broadened to include Staff Chiefs, especially those with managerial responsibilities.

MAG

Generally not too meaningful. Believe primary benefit derived may be to allow personnel the opportunity to "vent their splean." Lack of feedback is primary problem.

MBO

Allow Division Chiefs/action officers to control and track and make yearly impact statements.

LOI

Some participants found these to be a viable tool while others felt they should not be used for professional personnel.

GENERAL STATEMENT

Too many requirements for reporting upward and not enough feedback downward.

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TEAM D

COMMUNICATION IN THE DIRECTORATE

No serious communication problems in our Offices or Directorate. Wide variety of style in handling Office staff meetings, requiring inter-Office communication to go through front office, etc. However, all members of the team felt adequately informed, that their subordinates are adequately informed and that opportunity to communicate upwardly is adequate.

Several members voiced criticism of the DDA morning meeting as to the nature of the information disseminated-- namely too much "current events" reporting (maybe even trivia) and not enough "substantive" data. Over reporting on court cases. Criticism of the "one-upsmanship" attitude of Office Chiefs in requiring daily reporting by Division Chiefs was nearly universally expressed.

Recently, there seems to be a tendency to relax security precautions in talking about accomplishments.

Several team members wondered about too many written reports and whether they were read, but no change recommended.

MAG groups were viewed in a negative sense and believed to be of marginal utility because they do not consult with the proper resource people before they make recommendations.

The Division Chiefs' Conference was viewed as a good method of promoting inter-Office communication because of the educational value of Office updates and the opportunity to become acquainted and exchange information with Division Chiefs in other Offices. It also affords an opportunity for communicating ideas to DDA. Our team recommended addressing more substantive issues in succeeding conferences and possibly inviting Division Chiefs from other Directorates.

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TEAM E

COMMUNICATION IN THE DIRECTORATE

This conference itself was noted as a method of communication. Certain members of the group who are somewhat isolated in day-to-day dealings with other Offices in the Directorate found this type of communication especially effective.

It was the general consensus that inter-Office communication within the Directorate was good. Communication outside the Directorate was not so effective.

Certain members would find it helpful to be apprised of the Agency budget, external to DDA, when certain provisions of that budget are going to have an impact on their own Office or Division. The budget implication on the Division should be available to the Division Chief prior to the Agency budget going to OMB.

Communication upward in the Directorate is good; downward not so good. There seems to be a sheer quantity of sending reports upward--many of them with such a short deadline that the quality put into them suffers.

In some respects there is over-communication on insignificant or trivial items. An example of this is the necessity to have two or three items forwarded for the following morning meeting by the DDA with his Office Directors.

One member noted that unlike in previous years (he met directly with the DDA at least annually on his program), the one-to-one communication here is no longer the case.

The weekly Office report to the DDA is of value as perceived by the Division Chief. In this connection, one member of the group suggested there would be value in a weekly DDA report downward.

The DDA Exchange is considered of marginal value. It's dubious whether it is worth the effort and cost.

Communication in the Directorate
Team E (Cont'd)

Certain members of the group felt it would be worthwhile
for a Division Chief to meet with a Division or Office Chief
at one of their weekly or monthly meetings to explain his own
function and responsibility.

With resources being reduced, we no longer have the time
or capability to provide certain services. The result of
this is that we deal with one another in a less gracious man-
ner.

CREATIVITY AND CONTROL

TEAM A

CREATIVITY AND CONTROL

Many matters relating to creativity were discussed in preceding team meetings. In essence, effective management fosters and poor management stifles creativity. The following comments highlight some of the points which the team considered important.

Authority is a prime factor, and must be delegated downward to the level where the functional responsibility rests to encourage creative solutions. Policy responsibility, however, should not be delegated, and problems should be carefully defined by the upper levels of management in order to clearly identify intent and goal without dictating procedural constraints.

The team subscribed to the importance of any method including the non-cost varieties to provide opportunities for recognition and felt that in the non-cost area, recognition (for example a letter of appreciation) seems more likely to be generated by a non-parent Office where an individual is assigned for a specific project. Perhaps this was due to the negative impact on peers when special recognition arises within their own Office. Allowing appropriate exposure of working level personnel by affording them the opportunity of continuing visible participation in their projects as it generates interest at higher levels will fan creative desires. Allowing subordinates to sign memoranda when appropriate should also provide exposure and gratification.

With the emphasis on evaluation of personnel as an important management tool, the means to do this should be sharpened to assist the evaluaters. An example of a problem area in this regard is poorly written descriptors which cause the raters' discomfort.

The MBO concept, if applied with the view toward servicing the needs of each managerial level rather than focusing on the exercise itself, can assist creativity; otherwise it is counter-productive.

Creativity and Control
Team A (Cont'd)

    None of the team members were aware of any instance
when a creative effort produced reprisal or fear, and any
effort to develop a "think tank" approach should be open to
all personnel who can contribute, rather than just "officers."

    The team believed that Agency regulations and various
legislative restrictions were sufficient to preclude the need
for a separate "code of ethics."

TEAM B

CREATIVITY AND CONTROL

Group B raised the following points regarding creativity in light of the controls imposed upon the Agency. The discussion was prefaced by a quick review of the recommendations made by the two groups which studied this question recently.

One of the team members noted that the phenomenon of "instantaneous communications" in recent years has increased the opportunity for senior people to make decisions at lower levels than they ought to. Reference was made particularly to senior "workaholic" managers who typically are guilty of this practice. Along with this point, one of the participants noted that Division Chiefs and lower can take the risk faced with the instantaneous communications phenomenon, to capture the decision themselves rather than let it go up.

One of the participants commented that there is more demand today for a manager to be aware of all of the details of the activities of his organization than, say, five years ago. This is characteristic, the person said, of crisis management, a typical managerial behavioral style in the Agency.

In response to the question, "how is creativity expressed in your organization today as against five years ago," three of the participants stated that the climate was better; three felt that the climate was about the same; two commented that while the climate does not seem to be different in a psychological sense, nevertheless, there has been a contraction of resources which limits the ability of people to undertake new and innovative approaches to their work. In other words, people are too involved in doing routine work to have the time to be innovative.

In response to one of the recommendations about a "code of ethics," one of the participants noted that the Executive

Creativity and Control
Group B (Cont'd)

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Order 11905 and Headquarters Regulation ███ represent, to a
large degree, a useful set of ethical guidelines.

One of the participants stated that the Agency needs
new ways to reward people to be creative. He stated that
the Suggestion Awards Program is sometimes counter-productive
in that the individual benefits in a competitive way. He
suggested that people should be encouraged to surface new
ideas, expose these ideas to group thought, and that such an
effort would result in a better product than that presented
by the individual alone.

CREATIVITY AND CONTROL

While we did not have time to address the question of control versus creativity, one might conclude here that creativity has overcome control.

TEAM D

CREATIVITY AND CONTROL

Team D strongly endorsed the idea of delegating decision-making authority downward to a much greater extent because the drift upward has affected creativity.

The majority of the team believes there is a decreased "excitement" in working for the Agency, which has become a mature bureaucracy because of the constraints of orders, budget, limits, etc., but feel that if properly managed, this should stimulate creativity, i.e., challenge to get things done with fewer resources and in face of controls. A minority view was that controls will inhibit creativity.

Several members of the team feel the "crash requirements" approach to solving problems takes away the time the Division Chief needs to reflect and become more creative.

Improving personnel management has become a platitude, and will have little effect on creativity.

The team felt MBO, properly managed, will foster creativity, but will stifle creativity if improperly applied. One member believes MBO to be a good idea that has diminished in value because of being institutionalized.

Our team doubted the overall impact of most suggestion awards on creativity, but at least the effort was in the right direction.

TEAM E

CREATIVITY AND CONTROL

"Control," i.e., the sense of well-defined ground rules governing action, does not seem to be as much of a problem as is the current climate of uncertainty about what the ground rules are. This current climate features a degree of decision-making at such senior levels that Division Chiefs are frustrated at not feeling free to act upon their own responsibilities in many matters. The team initially had the impression that the Agency itself could be going beyond the intent of Executive Order 11905, etc., and imposing additional restrictions upon itself in its anxiety to avoid problems. The remarks of General Counsel Lapham were most helpful in understanding the absurd and bizarre extremes to which some legal actions against the Agency are actually being carried. General Counsel's remarks did a good deal to dispell the team's initial impression that the Agency was exaggerating the threats against it.

Nevertheless, the team still had the feeling that the Agency was overreacting in many instances involving Division Chiefs' basically routine activities.

MEMORANDUM FOR: See Distribution

FROM   :   John F. Blake
                    Deputy Director for Administration

SUBJECT   :   DDA Division Chiefs' Conference

25X1A

    1. ██████████████ and the Steering Group of your Division Chiefs' Conference briefed us concerning the results on Friday, 4 March, and on Saturday I read the complete report of proceedings.

    2. Note that I refer to "your Division Chiefs' Conference"--for indeed it was yours and not mine. Its organization, conduct, and product is tribute to the high organizational competency and thoughtful approach to problem-solving found in the fine people in this Directorate. My respect and gratitude extends to all who participated in this "noble experiment". Indeed, its very happening may be the answer to some of the points raised.

    3. Where to from here? First, copies are going to all Office Directors to be read before it is discussed as an agenda item at the Office Directors' Conference, 18-20 March. Secondly, the eight topics discussed, five personnel-related and three of a general nature, will be assigned for analysis, recommendation, and then follow-through to specific individuals. Those individuals will be encouraged to talk to Team Captains to obtain additional amplification of certain points. Thirdly, in one particular case, I will commit myself to action at this time. We will shortly reinstitute the long-neglected practice of asking each Division Chief to give us an annual briefing on their program. As we pursue this matter further, there undoubtedly will be other developments. We can, however, make an additional commitment. You will receive periodic feedback.

    4. It is an imperfect world at best. Endeavors such as this, however, can help to make it somewhat better. We will stay in touch.

25X1A

████████████████████

John F. Blake

Distribution:
  Orig - Ea Division Chief

Approved For Release 2000/05/16 : CIA-RDP81-00261R000200080006-0

Personal
Matters

Report
A Comparison of Attitudes
of Employees in the DDA
Career Service With Other
Agency Employees
(Employee Survey - Summer 1976)

1. Percentages, as such, are not used in this report because it is difficult to decide when a percentage deviation from the norm is significant. The "norm" in this instance refers to the Agency at large, i.e., the mean (average) percentage of employees answering "yes" to the question posed. All employees responding to the question regardless of background e.g. career service, age, education etc. make up the base sample serving as a reference. The percentage of 'yes' answers for each questionnaire item by employees of the DDA Career Service is changed into what is called a standard score. This standard score indicates the relative deviation of the DDA percentage figure from the mean percentage figure for the Agency based on a normal distribution. When a standard score is converted to a centile it establishes the point in a distribution above which and below which any given percent of cases fall. For the purpose of this report the centile describes the DDA's relative position in the Agency with respect to the item in question. A DDA centile score of 75 indicates that in only 25 times out of 100 would employees elsewhere in the Agency respond more favorably to the question than those in the DDA Career Service.

2. It should be remembered that actual measured differences represented by the centile range 40-60 for example, are not as great as the actual measured differences of the cnetiles ranges 1 to 21 and 79 to 99 because frequencies are much greater in the center of a normal distribution than they are at the extremes. The Civil Service Commission uses the following guide in interpreting centile information.

Centile   1-15 (significantly unfavorable)
"   15-30 (borderline unfavorable)
     30-70 (typical or average responses)
     70-85 (borderline favorable)
     85-99 (significantly favorable)

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Question	Centile
Are you given enough work to do?	90%
Are you given too much work to be able to do a good job?	61%
Do you think that, overall, your Career Service is fulfilling its responsibilities in the area of career management?	87%
Are you encouraged to develop your skills and abilities?	34%
Are you aware that your Career Service has Developmental Profiles which show the training and experience that are desirable for employees in certain occupational categories?	25%
Have you read the profile applicable to your job?	15%
Do you feel free to discuss your career interests or problems with a career counselor?	64%
Do you feel that your Career Service provides satisfactorily for employee career development needs?	81%

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CONFIDENTIAL

Question	Centile
Do you feel your Career Service has been helpful in providing assistance on matters related to your career as an Agency employee?	89%
Do you feel the Agency counseling services in the following areas are satisfactory in meeting employee needs?	
Career Development (career planning, training, assignments, etc.)	83%
On the Job Problems (supervisor, safety, materials, equipment, etc.)	91%
Problems Related to Agency Employment (cover, security, conflict of interests, etc.)	75%
Do you feel you would jeopardize your standing in your Career Service if you responded to a vacancy notice?	90%
Do you believe the Agency vacancy notice system works satisfactorily?	72%
Are you able to get the training you need to do your job well?	52%
Are your training needs given adequate attention by your supervisor?	27%

CONFIDENTIAL

Question	Centile
Do you understand your Career Service (Career Sub-Group) promotion system?	57%
Do you think that promotions are given fairly in your Career Service (Career Sub-Group)?	17%
Are you kept pretty well informed of how you are doing on the job?	32%
Are you aware of the criteria upon which your supervisor determines your fitness report rating?	43%
Has your LOI helped you to better understand your job?	31%
Do you understand your Career Service's comparative evaluation system?	85%
Do you know the criteria used to determine rankings on the competitive evaluation list (CEL) on which you are ranked?	87%

Are employees from racial minority groups generally treated better in your Career Service?   84%

Are female employees generally treated better in your Career Service?   75%

Do you think the system for handling discrimination complaints is effective?   85%

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Question	Centile
Do you believe better job opportunities on a fair, competitive basis have been denied you because of your race?	23%
Do you believe better job opportunities on a fair, competitive basis have been denied you because of your sex?	18%
Do you feel the Agency is making progress in providing equal employment opportunities for all employees?	83%
Have you looked through the Personnel Handbook for your Directorate?	17%
If so, is the Directorate Personnel Handbook a useful reference on questions about personnel matters?	20%
Do you feel the Agency has made improvements in personnel management methods and operations in the past 2 years?	90%
Is your pay fair for the job you do?	57%
Are you usually able to take annual leave when you need to?	74%

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CONFIDENTIAL

Question	Centile
Do you feel that the time taken to process your Association Plan insurance claims is reasonable?	78%
Do you understand what actions to take to protect your potential benefits should you incur an injury while on the job?	88%
Do you feel the Office of Personnel has done a good job in administering employee benefits?	90%
Do you feel that you are kept sufficiently up-to-date on changes affecting your benefits under these programs?	85%

Would you rate the following satisfactory at your job location?

Cleanliness satisfactory?	88%
Eating facilities satisfactory?	17%
Parking facilities satisfactory?	90%
Temperature satisfactory?	83%
Space satisfactory?	86%
Are you confident you know what a grievance is?	56%
Is there adequate opportunity for rotational assignments to other positions in your Career Service?	89%

6

Question	Centile
Do you feel that Agency morale has been negatively affected by external disclosures, e.g. Congressional Investigations?	33%
Do you think the Agency's ability to fulfill its function in the near future (1 - 2 years) will be seriously hampered as a result of the Congressional Investigations?	68%
In the long run (2 years and more) do you feel the investigations will have a beneficial effect on the Agency's operation?	43%
Have these external pressures (investigations, disclosures, etc.) had any significant negative influence on your ability to do your job?	10%
Do you feel the overall level of morale at this time in your component is high?	50%

7

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Next 8 Page(s) In Document Exempt

DDA 75-3718

18 AUG 1975

MEMORANDUM FOR: Head of MG Career Service
                  All DDA Office Directors
                  DDA Career Management Officer

SUBJECT   : DDA Personnel Panel

1.   At the present time the DDA Career Service has no particular problem in placing available DDA officers in vacancies within their own career sub-groups. Unfortunately, there is no effective way to select an officer from one career sub-group for assignment to another within the Administration Directorate.

2.   There is an immediate need for a mechanism to find the best officers in the DDA for MG jobs. This need will be even more necessary in time as increasing vacancies occur created by the lack of new additions to the MG Sub-Group. That same mechanism should be used to provide for inter-sub-group rotational tours, to place officers excess to one sub-group in another sub-group where they can be utilized properly, and to aid in placement problems existing in any sub-group.

3.   I am establishing a group to be known as the DDA Personnel Panel to be chaired by the DDA/CMO. Its members will be the Career Management Officers from each DDA office/ sub-group and from the MG Career sub-group. The latter will act as executive secretary.

4.   The choice in appointment of an Office Sub-Group Career Management Officer is the responsibility of each office Director. I do, however, want to give you some guide-lines for choosing such an individual. A Career Management

Officer should be a member of his own career sub-group or
an M career officer formerly of that sub-group. He should
have been a part of that sub-group long enough to be familiar
with most of the individuals concerned. He should be a rela-
tively senior officer - GS-15 or GS-16 - who, at least for
this function, will report directly to the Office Director
(Deputy Director) and must be most aware of the Office Director's
thoughts about his personnel and their careers. Although the
Office Director will concur in the minutes of each meeting of
the DDA Personnel Panel, his career management officer will
in essence be speaking for him at the panel meetings.

    5. Initially I am charging the DDA Personnel Panel with
the following responsibilities:

        a.   To fill those MG jobs for whom MG career
               officers are not available from within
               that Sub-Group.

        b.   To transfer officers between sub-groups
               on a routine basis to fill jobs requiring
               special talents or as an aid in career
               development.

        c.   To place DDA career officers excess to their
               Sub-Groups in available jobs throughout the
               Directorate best utilizing their talents.

        d.   To aid in developing the best use for place-
               ment problems.

    6. The panel will schedule meetings at least every two
weeks. These can be cancelled if necessary but it is hoped,
at least at first, cancellations will be held to a minimum.
Following each meeting the minutes will be forwarded to each
Office Director for concurrence.

    7. Although there will be an agenda it is hoped time will
be available in the early life of this panel for general discussions
so that the Career Management Officers may better know each other,
the DDA Offices, and some of the problems involving personnel.

STATINTL

          John F. Blake
          Deputy Director
              for
          Administration

10 March 1977

MEMORANDUM FOR: Chairman, DDA Personnel Panel

FROM   : ███████████████   STATINTL
                 Deputy Director of Training

SUBJECT   : Selection and Training of Professional
                 Personnel

    1. This is in response to your request for my comments
on the Panel's discussion of how to ensure high quality
professional personnel in the Directorate in order to provide
the best possible long-term Directorate leadership. This has
involved questions of how new professional employees are
brought into the Directorate and how they are trained or
broadened as part of their professional development.

    2. Our discussions in the Panel to date have reflected
a range of views. There is a Directorate point of view which
shows concern for the development of leadership in the
Directorate and its Offices as a whole and an open approach
as to how best to develop future leaders. The range of options
might include using the CT Program, establishing a new
Directorate training program, or rotating promising employees.
In contrast, on the Office or career subgroup level, primary
concern appears to be focused more on the shorter-term problem
of acquiring competent new professionals who are willing to
work their way upward in an Office by mastering increasingly
complex phases of a sub-career group or parent Office's
speciality. In its most salient form, this attitude is
opposed to using the CT Program as a source of new professionals
apparently on two grounds--that the broad exposure to the
Agency involved in CT training is not really necessary and
that it develops, at least in some cases, a sense of elitism
and/or dissatisfaction in serving in some of the more routine
jobs in the Office or subgroup. Put in colloquial terms,
"How are you going to keep them happy in an Office once they've
looked at the bright lights of operations?"

ADMINISTRATIVE - INTERNAL USE ONLY

3. This situation recalls the experience of the Support Directorate during the mid 1960s in using the Career Training Program as a major source of new professional employees for Support Generalists and the Support Services. From the Program's inception to the end of 1968, 123 CTs were acquired by the Directorate and were given the regular CT program of training courses and interim assignments, as well as a special Support Services Course. The course, which ran for eight weeks, was designed to prepare CTs for service in the support offices and for assignments as administrative officers in small and medium-sized ███████████████ The course was also seen as a way of motivating CTs toward a career in support work.

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4. The history of this program appears to have had mixed results. On the negative side, one outcome was a high attrition rate--23% as of the end of 1968 for CTs who entered the program from April 1966 through June 1968. The record is by no means completely clear, but there are allegations of resistance on the part of the Offices to accept these CTs or to provide jobs which the CTs regarded as commensurate with their capabilities. On the bright side, there are some indications that those who remained in the Program proved out extraordinarily well and have progressed in the manner in which the Program was originally designed. One example is the present group of MG GS-15s.

5. As the issue now stands before the DDA Personnel Panel, I believe the next step should be to have management set forth a program objective which is at once both clear and acceptable to the DDA Offices, as well as to the Directorate leadership. From this objective, the Panel might then be charged with developing recommendations for a program; you might wish to consider appointing a working group as the Panel, as a whole, is a bit unwieldy. ████████

STATINTL

2

DD/A 76-5575

15 NOV 1976

MEMORANDUM FOR: Director of Communications
                    Director of Data Processing
                    Director of Finance
                    Director of Logistics
                    Director of Medical Services
                    Director of Personnel
                    Director of Security
                    Director of Training

FROM   : John F. Blake
                Deputy Director for Administration

SUBJECT   : DDA Personnel Rotation Program

REFERENCE   : DDA Administrative Notice 76-6 dated
                27 May 1976

     1. Now that the Senior Personnel Rotation Program is under way and most of those chosen for rotation are in their new assignments, I want to establish a reporting system for monitoring the progress of each officer. I intend to use both personal interviews and written reports so that I will have first-hand information from those involved and have a permanent record for future guidance.

     2. The following schedule of interviews and reports will be followed:

         a. At the end of the third month in the new assignment both the rotatee and his supervisor separately will be interviewed by me or by the Associate Deputy Director for Administration.

         b. At the end of the ninth month similar interviews will take place.

         c. At the end of the 12th month a comprehensive report will be prepared by the Office Director

covering all aspects of the rotatee's performance, his relationship with those with whom he dealt, his progress in the position, and any thoughts on the program as it applies to the rotatee's situation.

    d. At the end of the 24th month a report similar to that in Paragraph c above will be provided.

    3. This reporting system will be in addition to fitness reports which will continue as scheduled.

    4. The Office of the DDA/CMO will schedule interviews based on original reporting dates. If you have any questions about this program, please contact that office.

/s/ John F. Blake

John F. Blake

cc: ADDA
      CMO/DDA

25X1A

PERSONNEL
27 May 1976

DDA PERSONNEL ROTATION PROGRAM

POLICY

It is the policy of the Directorate of Administration that employees be given the opportunity to develop and strengthen their experience in the broadest possible areas of administrative support. To assist in achieving this goal a limited Directorate rotational program is established to select highly qualified individuals for assignment to positions in Sub-Groups other than their own. As experience is gained in operating this program its extension is envisioned.

ELIGIBILITY

Staff personnel in grades GS-14 through GS-16 are eligible for nomination. Those nominated will have demonstrated the ability to assume positions encompassing broader responsibilities and covering wider administrative dimensions. Each employee selected should have exhibited excellent performance in his area of responsibility as indicated by the last two fitness reports.

POSITION IDENTIFICATION AND SELECTION PROCESS

To implement this policy each DDA Office Director (except D/MS) will identify at least one position at the GS-15/16 grade level which may be staffed by an officer from another DDA Sub-Group. He will also select at least two officers from his Sub-Group to be considered for rotation to another Sub-Group. Details on each position as to grade, type duties to be performed, recommended length of assignment, and the date assignee is needed will be prepared. For each officer nominated a current biographic profile, the last two fitness reports and a short resume of duties in his various assignments will be provided. This information will be forwarded to the DDA/CMO not later than 1 July 1976.

By 15 July 1976 the DDA/CMO will forward to each
Office Director information on positions identified and
officers nominated for rotation by the Sub-Groups.   Each
Office Director will submit by 2 August to the DDA/CMO his
recommendation for proposed assignment of officers to each
of the identified positions indicating a principal and an
alternate for each.

By 16 August 1976 the Senior Personnel Resources
Board will convene to select primary and alternate candidates
for each position.   The list of Board selectees will be
forwarded to the DDA for final approval; concurrently, the
reassignment date (usually within a six-month period) will
be established.

The program now being administered by the DDA Personnel
Panel to fill a limited number of MG positions for which no MG
officer is available is considered a supplemental plan and is
not to be used as an alternative to this program.

DURATION

Normally the assignment will be for a two-year period
and a letter of understanding will detail the agreement.   The
sponsoring office will maintain career responsibility for
its candidate.   This will include competitive ranking
evaluation so that the individual will receive appropriate
consideration for further development and advancement.   The
host office will prepare the employee's annual fitness report
and any other correspondence concerning performance in the
assignment.   The employee will be assigned to an established
position and will not be placed in the development complement.

EMPLOYEE COUNSELLING

The selected employee will be advised of assignment
duration and of the obligation to return to the parent office
upon completion of the prescribed tour.   The employee will be
advised that this voluntary assignment is a developmental
one designed to broaden his view of Agency requirements and
further develop his managerial skills.   It is the responsibility
of the sponsoring office to ensure that the employee receives
firm counselling on the purpose of the rotational assignment,
promotions, future assignments, and what is planned upon
return from the rotational assignment.

ANNOUNCEMENTS

     Each Office will ensure that all qualified employees
are considered for this voluntary program. Interested
employees should make known to their respective career Sub-
Groups their interest in being considered for participation
in the program. Inquiring employees will be counselled on
their eligibility for program participation. Employees are
reminded, however, that only a few positions are being
identified and, therefore, only the most highly qualified
will be selected to participate.

POSITIONS

     Although Offices may identify more than one position
for Senior Personnel Resource Board consideration each
(including O/DDA but with the exception of OMS) will host one
officer during the initial phase of the program.
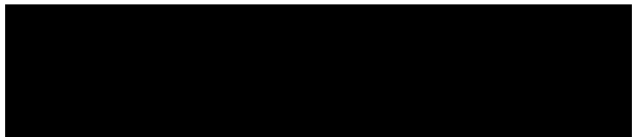
                        John F. Blake
                        Deputy Director
                            for   STATINTL
                        Administration

SEMP

Senior Executive

MANAGEMENT
PROFICIENCY

Program

Directorate for Administration

SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAM

Directorate for Administration

The Directorate for Administration endorses the policy of a program for maintenance of management proficiency by its senior executives.

The Senior Executive Management Proficiency (SEMP) program recognizes that, as in the case of other professions, the practice of Federal executive management is not static. Management policies of the Government -- Congress, GAO, OMB -- are subject to constant revision, modification, amendment, and evolution. The environment -- political, social, economic -- in which the executive manager operates is forever shifting. Students of the behavioral, information, and management sciences flood us with new theories. Technology offers an unlimited store of options to improve efficiency and effectiveness. These myriad changes are a challenge to the executive manager.

In a small organization, such as our DDA, maintenance of management proficiency is essential. In recognition of this need, I have directed the establishment of the SEMP program.

SEMP participants - DDA Office Directors and Deputy Directors, and DDA Division Chiefs and Deputy Division Chiefs.

SEMP criteria and standards -

Required minimum attendance for one week each calendar year at a seminar, symposium, course, etc., listed in this booklet.
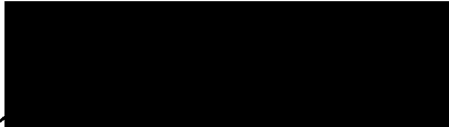
Suggested attendance or participation in events and activities of professional societies, particularly those that are management oriented.

The offerings listed in this booklet include external courses for which enrollment can be arranged directly through OTR, internal OTR courses for which the Directorate has a quota, and courses for which the individual must compete through the Training Selection Board.

CONFIDENTIAL

Applications and other administrative action for SEMP program courses will be handled under normal, existing procedures. Questions may be referred to CMO/DDA who is responsible for Directorate coordination of SEMP.

25X1A

John F. Blake
Deputy Director
for
Administration

September 1976

2
CONFIDENTIAL

SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAMS

FOR DDA OFFICE DIRECTORS AND DEPUTY DIRECTORS

1. Executive programs for developing a management philosophy appropriate to present day CIA requirements and operational support.

   Levinson Seminar on Leadership - (Office of Training)

   The Seminar is devoted to the psychological aspects of organizational leadership and has two objectives: to teach executives the fundamental principles of human behavior and to give them practice in applying these principles to business realities.

   5 days - ███████████████████, GS-16 and above   25X1A

   Computer Courses for Executives - (International Business
       Machines Corporation)

   There are several IBM courses designed for policy and functional level executives who have a need to better understand computers and the related and relevant technological aspects of their organization's data processing resource.

   5 days - Poughkeepsie, New York

   No tuition involved.

   Labor Relations Symposium for Executives - (Civil Service
       (Commission)

   Designed to provide a thorough introduction for public managers and executives dealing in labor-management relations with particular reference to current issues of impact in public sector collective bargaining.

   3 days - Washington, D. C. - Cost: $200

   GS-16 and above

<u>Seminar in Career Management</u> - (Columbia University)

Objectives are to maintain the motivation and relevant technical competence of experienced managers and senior professionals; to foster conditions in which senior managers can work effectively with less experienced but technically capable managers and professionals.

5 days - Arden House, Harriman, New York

Cost: $850

2. Management by Objectives and administrative policies for implementation in the DDA.

<u>Management by Objectives</u> - (Civil Service Commission)

MBO provides a means for improving organizational effectiveness and assures more direct measurement of inputs and outputs. Determining the achievement of results in key areas of effectiveness is one of the tangible results of this program.

5 days - Washington, D. C. - Cost: $275

<u>Analyzing Managerial Key Results Areas and Formulating Objectives</u> - (Civil Service Commission)

This seminar is a practical, "hands-on" learning experience in which participants can practice several key techniques and methods needed to help make MBO a truly effective management system.

3 days - Washington, D. C. - Cost: $140

3. Development of the Office Head at the time of appointment.

<u>Managing Organization Development</u> - (Civil Service (Commission)

Executives in any organization have the big role in the accomplishment of their organization's objectives. Organization development is a systems approach to assist in the accomplishment of these objectives.

3-1/2 days - Washington, D. C. - Cost: $225

Developing Subordinates: The Role of Executive
   Coaching - (Civil Service Commission)

   This seminar helps executives identify and
practice the skills necessary for successful coaching
of subordinates.

   3 days - Washington, D. C. - Cost: $225

   GS-16 and above

Executive Leadership Seminar - (Civil Service
   Commission)

   This seminar will present executives with an
opportunity to explore some of the recent developments
and research findings about leadership in formal and
informal organizations.

   3-1/2 days - Washington, D. C. - Cost: $250

   GS-16 and above

Managerial Effectiveness Seminar - (Civil Service
   Commission)

   The program confronts teams of four to eight
members with a wide variety of problems to solve;
the problems generally relate to methods of achieving
managerial effectiveness through the recognition and
use of styles.

   6 days, residential - various locations

   Cost: $475, including accommodations

   GS-16 and above

Executive Assessment Center - (USDA Graduate School)

   Provides an opportunity for public employees within
Government agencies to receive an extensive report of
their strengths and weaknesses in a number of important
management skills, and provides an opportunity for
an organization to identify supervisory, middle manage-
ment or executive skills among its own personnel.

   3 days - Washington, D. C. - Cost: $455

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Organization Development Seminar - (Civil Service
  Commission)

   This seminar will help clarify the meaning of
O.D. and point out when it can be useful to Govern-
ment executives. It will survey the broad field of
O.D. techniques, describe what each has to offer, and
show how each can be related to a total O.D. effort.
The emphasis will be on its practical utility to
Government executives.

   3 days - Washington, D. C. - Cost: $225

   GS-16 and above

Management of Managers - (University of Michigan)

   Objectives are to develop and refine the effec-
tiveness of the manager of other managers in the
areas of communication, management skills, leader-
ship styles, techniques of maximizing profit and
productivity, in order to contribute to executive
success.

   6 days - Ann Arbor - Cost: $625

4. Training Selection Board - Conferences and Seminars
   at The Brookings Institution

Conferences on Business in Contemporary Society

   The purpose of these conferences is to provide
an educational experience which will sharpen the
sensitivity of participants to the ways in which
major corporations operate at the executive level,
and the responsibilities and motivations of top
managers. Also touched on are business-government
relationships and the role of business in our
national life.

   5 days (Each conference visits one or two
major corporate headquarters cities.)

   Cost: $550 - GS-16 and above.

Conferences for Science Executives on Issues in Science and Technology

These conferences are conducted for senior officers with scientific training who are working as research scientists, administrators of scientific activities, or as engineers engaged in scientific programs.

5 days - Williamsburg, Virginia - Cost: $600

GS-16 and above.

Conferences for Senior Executives on Public Policy Issues

These conferences are conducted for Federal management and program officers. The conferences will assist senior career executives to meet their leadership responsibilities by providing opportunities for stimulating study and discussion of major issues of public policy.

2 weeks - Williamsburg, Virginia - Cost: $1,100

GS-16 and above.

SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAMS

FOR DDA DIVISION CHIEFS AND DEPUTY CHIEFS

1. Awareness of personnel practices of CIA and other
    Government agencies.

    Equal Employment Opportunity Seminar - (Office of
       Training)

         Two-day seminar which emphasizes the role of
    Agency supervisors in implementing Agency policies
    on EEO. It assists supervisory personnel in under-
    standing policies and requirements set forth by
    the Federal EEO Program.

         2 days - Chamber of Commerce Building

    Career Counseling Course - (Office of Training)

         The objective of the course is to enhance the
    capability of those individuals who are responsi-
    ble for providing career guidance to Agency
    employees.

         3-1/2 days - ███████████████████   25X1A

2. Management by Objectives and administrative policies
    for implementation in the DDA

    Management by Objectives - (Office of Training)

         This course will cover the evolution and theory
    of MBO and will include an analysis of the applica-
    tion of MBO within CIA.

         3 days - Chamber of Commerce Building

3. Awareness of EEO objectives.

   The Manager's Role in Equal Employment Opportunity -
      (Civil Service Commission)

      Designed to delineate the precise EEO responsi-
   bilities of managers and to provide them with concrete
   ways to develop and implement a personal EEO plan
   (formerly affirmative action plan).

      3 days - Washington, D. C. - Cost: $160

   Practical Approaches to Affirmative Action Compliance -
      (American Management Association)

      Designed for persons newly assigned the responsi-
   bility for administering their organization's Affirma-
   tive Action Plan.   Format is designed to present
   practical case applications, concepts, techniques,
   skills and practice sessions, including question-and-
   answer periods and small group discussions.

      3 days - New York/Chicago, etc. - Cost: $410

4. Executive programs for developing a management
   philosophy appropriate to present day CIA require-
   ments and operational support.

   Management Seminar - (Office of Training)

      Objective is to improve the managerial effective-
   ness of participants through candid dialogues with
   senior Agency managers, presentations on current
   management theory, management simulation exercises,
   practices in management problem-solving, improved
   communication and understanding among Agency middle
   managers, and management case studies.

      2 weeks - Chamber of Commerce Building █████   25X1A

      GS-13 - GS-15

Labor Disputes and Their Resolutions - (Civil Service
   Commission)

   Prepares the management team for labor disputes
and other militant actions through development of a
labor relations policy that stresses strike preven-
tion and contingency plans and the resolution of
disputes. The course analyzes factors leading to
job actions and other disruptions of the work
environment.

   3 days - Washington, D. C. - Cost: $250

Senior Seminar - (Office of Training)

   Offers general training for senior officers on
intelligence related subjects. The organization and
content of the Seminar are on a level with the State
Department's Senior Seminar in Foreign Policy, the
senior military schools, and the Federal Executive
Institute.

   9 weeks - ███████████████████████ (1 week);
Chamber of Commerce Building, including a field
trip of 3 days (7-1/2 weeks); ████████████████
███████ (1/2 week).

25X1A
25X1A
25X1A

   GS-16 and above, and promising GS-15's

5. Development of executive at the time of appointment
   to the position or at time of entrance to the
   Executive Career Service.

   Middle Management Assessment Center - (USDA Graduate
      School)

   Provides an opportunity for public employees
within Government agencies to receive an extensive
report of their strengths and weaknesses in a number
of important management skills, and provides an
opportunity for an organization to identify super-
visory, middle management or executive skills among
its own personnel.

   3 days - Washington, D. C. - Cost: $455

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Decision Making for Managers - (Civil Service Commission)

This course explores the theory and techniques of decision-making. The emphasis throughout will be on the practical applications for the Government manager.

3-1/2 days - Residential Seminar - Cost: $250

New Frontiers of Management - (University of Michigan)

To prepare participants to deal with current and future developments in management, particularly the various dimensions and implications of change in today's and tomorrow's organizations.

1 week - Ann Arbor - Cost: $495

6. Training Selection Board Programs

Executive Leadership and Management Program - (Federal Executive Institute)

This program is designed to serve the needs of Federal executives at the critical time of transition into executive-level responsibilities. The curriculum provides for individual assessment and goal setting; study of executive roles; identification of Government-wide and agency perspectives in organization, management, and programs; and identification of resources for continued executive development and accomplishment.

3 weeks - Charlottesville, Virginia - Cost: $1,300

Executives within 18 months after their initial entry into a position at GS-16 or above.

Conferences and Seminars - (The Brookings Institution)

Conferences on Business in Contemporary Society

The purpose of these conferences is to provide an educational experience which will sharpen the sensitivity of participants to the ways in which major corporations operate at the executive level, and the responsibilities and motivations of top managers. Also touched on are business-government relationships and the role of business in our national life.

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5 days - Each conference visits one or
two major corporate headquarters cities.
Cost: $550

GS-16 or above.

Conferences for Science Executives on Issues in Science and Technology

These conferences are conducted for senior
officers with scientific training who are
working as research scientists, administrators
of scientific activities, or as engineers en-
gaged in scientific programs.

5 days - Williamsburg, Virginia - Cost: $600

GS-16 and above.

Conferences for Senior Executives on Public Policy Issues

These conferences are conducted for Federal
management and program officers. The conferences
will assist senior career executives to meet
their leadership responsibilities by providing
opportunities for stimulating study and discus-
sion of major issues of public policy.

2 weeks - Williamsburg, Virginia - Cost:
$1,100

GS-16 and above.

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NOTE: These schedules are subject to change. Please consult
        with your training officer or the Chief, Records and
        External Programs Group, Office of Training (Ext. 3396),
        before making a final selection and submitting your
        application.

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