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PM-M-224

IMAGERY ANALYSIS SERVICE

PRODUCTION BOARD MEETING

Friday, 11 January 1974 - 1400

MEMBERS PRESENT

25X1A

[Redacted]

25X1D

COMIREX

[Redacted]

NIO

25X1A

[Redacted] stated that [Redacted] of OSR has been appointed Assistant NIO.

25X1A

NEW BUSINESS

25X1A  
25X1

[Redacted] received a phone call from [Redacted] regarding the material IAS [Redacted] for comment. OWI and OSR want copies of these also as they are interested in [Redacted] [Redacted] sees no problem in their getting these.

25X1A  
25X1A

25X1

OLD BUSINESS

25X1A

[Redacted] received a call from [Redacted] with suggestions regarding Objective Means of Measurements.

25X1A

MAGID PAPER

A paper, Study of the Relationship Between Production and Service Units in the DD/I, was recently prepared for the DD/I by MAGID. The study resulted in MAGID presenting six "principal recommendations" and five "further suggestions" for the DD/I's consideration. The IAS Production Board discussed each of these. MAGID's recommendations and suggestions in italics followed by the Board's comments are:

25X1

25X1

[Redacted]

[Redacted]

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### Principal Recommendations

1. *The DD/I and ADD/I, in meetings and discussions with management and operating personnel, should stress that everyone's contribution to the DD/I product is important. Specific reference to service and staff support will bolster service unit morale and prompt reconsideration of condescending attitudes in the production offices.*

This is certainly a valid point since much of the outstanding or more unique contributions of IAS usually goes unrecognized at the directorate level. When such contributions are noted they are usually ascribed to the Production Officer.

2. *Letters of instruction to production analysts should clearly specify their responsibility to support staff projects and to use fully the available assistance from service units. Similarly, service unit personnel should be rated against clearly stated responsibilities to provide timely and responsive service.*

The need for analysts to fully use all the services available has become more critical and obvious because of the reduction in Agency personnel which makes it necessary for the analysts to use their own time more effectively. Letters of instruction would be one area to insure attention is given to the matter.

3. *The DD/I quarterly schedules of production and research, prepared in the ODD/I Executive Staff, could be a more useful tool in promoting cooperation between production offices and service units. More frequent issuance and wider dissemination would be helpful. Services should be encouraged to use these schedules to search for opportunities to offer assistance to offices/analysts.*

25X1A  is currently using production office schedules in an effort to point out to those offices where IAS can provide them with additional assistance. He is doing this through a newly formed production group composed of the deputy chiefs of Agency production offices.

4. *Division and branch chiefs in both production and service units should discuss regularly the problems and progress of their substantive relationships. Such conferences could provide the opportunity for discussing production office plans which might entail service support, as well as service organization plans that could offer new opportunities for production office use. The two should plan together or at least with the full knowledge of the plans and developments of each other.*

IAS divisions are currently attempting to get such a program underway with their requesters.

5. *Substantial contributions by service units to Directorate production should be acknowledged. Commendations should be encouraged. Credit lines could be included at the front of publications to acknowledge exceptional service and staff support.*

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The Board agrees that support received from IAS and other service organizations should occasionally be acknowledged in production office reports especially if that contribution is unique or particularly noteworthy. This could be accomplished through a credit line.

6. *Services and staffs must do a better job of advertising their wares. One-page contact directories, such as that soon to be issued by [ ] should be compiled, widely disseminated and regularly revised by IAS, CRS, IRS, and OBGI. (Production offices should also consider such a directory to facilitate contact.) Consideration should be given to the issuance of a brief handbook outlining available Agency service.*

Our consumers have been provided with IAS and division organization charts that include names and extension numbers. Directories and handbooks in addition to the many already distributed throughout CIA soon become lost or forgotten. Constant personal contact on the part of several personnel is required to assure the services are effectively utilized.

#### Further Suggestions

1. *DD/I supervisors at all levels and in all components must be made aware of the problems and consequences of stereotyped thinking about service personnel--that such people are less ambitious or not as well-trained, for example--and should be encouraged to take appropriate measures to attack the problem in their own offices.*

This suggestion is essentially the same as Recommendation 1.

2. *A sanitized version of the Planning Staff statistics on comparative slots, grade structures, educational levels, supervisor characteristics, etc., provided to the MAGID Task Team should be made more generally available to all DD/I supervisors. This data would help to dispel false assumptions about the relative standing of DD/I offices and could be used, with discretion, to give new employees and those considering job changes a clear picture of the opportunities available within DD/I.*

The Board agreed that this suggestion would essentially be a paper exercise, especially since such statistics are not static and opportunities do not usually exist for selection by a new employee.

3. *Candid information about such matters as job location, space allocation, parking privileges, and training opportunities should be disseminated throughout DD/I to counter the notion that service units are short-changed on fringe benefits. A possible vehicle would be a revised and more frequently issued DD/I newsletter.*

This suggestion has marginal value and would be another paper exercise. Also, the DD/I Newsletter is designed for overseas personnel and does not lend itself to a dual role.

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4. *At least once every five years, each analyst should be required to participate in a one-day refamiliarization course regarding available Agency services.*

Such a program might have some value though nothing replaces personal contact with requesting offices.

5. *Given new production guidelines and the redistribution of tasks within production offices, there may be need for new partnership arrangements between areas of the world (e.g., Sub-Sahara Africa) are to be monitored effectively and an adequate information base maintained. The DD/I Planning Staff should be asked to examine this question and provide its conclusions to ODD/I and to MAGID.*

This is a recognized and useful way of doing business. CIA has approached many problems and subjects in such a manner--sometimes formally with organization changes but more often informally. New concepts, such as the NIO's should do even more to further such relationships.

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