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11 MAR 1974

MEMORANDUM FOR: Deputy Director of Security (P&M)
SUBJECT : Office of Security Reorganization Goals

1. Pursuant to your verbal request of 7 March 1974, transcript of the 19 July 1973 meeting in the auditorium on the Reorganization of the Office of Security has been reviewed, and pertinent references to specific goals of the reorganization have been extracted.

2. All references to goals are contained in [REDACTED] 25X1A portion of the presentation and concern themselves with the Career Board. They are briefly summarized as follows:

a. The composition of the Career Board is to be altered to bring the membership as far down the chain of command as feasible. *- done*

b. Steps are to be taken to improve communications between the Career Board and members of the Career Service.

c. All personnel will be informed as to the policies and procedures of the Board.

d. Career Board efforts will be directed more toward career management of personnel than in the past.

e. Support to the Board will be increased through the use of others in the Career Service, not members of the Board, to assist the Board with its work.

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3. Copies of pages 5 through 10 of the transcript, which contain the full text of [REDACTED] remarks, are attached.

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[REDACTED]

25X1A

Acting Chief
Plans, Programs Branch

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Now without further ado, I would like to introduce [REDACTED] to you, who will present our plans for the Career Board, for career panels, and for the Management Advisory Group. Thank you.

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[REDACTED] Oz, thank you very much.

Before taking up the subject at hand I'd like to sort of add a personal note. I've been away from the Office for the past two years. This is the first time I've had a chance to talk to a group of this size since I've been back. First I'd like to say I'm happy to be back. Second, this has been my career service for the past 20 years, a little over, and so I feel like I'm returning home. This particular career service is very important to me personally and so I appreciate the opportunity, really, to talk about the career service. There's only one small problem. I dictated my notes to my secretary, Relda, and she promptly volunteered to stay up and answer the phones, so I hope I can get these points across.

First of all, on our career service, the Career Board -- we've had roughly the same type of operation for a number of years and it's been a good system. But with changes in concepts and changes in organization that Oz has announced, it will require a change in membership in the Board and it will cause a change in policies and procedures of the Board. This is an effort to accomplish this particular

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change, not for just change itself, but for career service improvement. And before setting out to make these changes we tried to set some goals in making the change. With these goals in mind we proceeded with the changes.

Now the goals we used --

1

First of all we

Career Board

attempted to bring the membership of the new Career Board as far down the chain of command as was feasible. We hope to bring the Board closer to the career of personnel that it serves.

2

Second, we hope to improve communications between the Board and the members of the

career service. Actually we've been trying to do this in many different areas -- more recently we've started distributing Minutes of the Thursday

Staff Meetings to all personnel, including those in the field. And this is just one indication of the effort to improve communications throughout

3

the Office. Third, we set a goal of informing personnel as to the policies and procedures of the Career Board.

4

Fourth, we hope to direct the Career Board efforts more toward the career management of personnel than the Board has done it in the past.

5

Finally, we hope to furnish the Career Board more support through the use of personnel in the career service, other than those on the Career Board, to assist the Board with its work.

Now with these goals in mind, we set forth a plan, and I'm going to go over this plan with you now. First of all I'd like to deal with the membership of the Board.

Rudy, could you give me that #1 Chart again?

The membership of the new Board will be as follows.

First of all, it will be chaired by the Deputy Director of Security. The membership of the Board will then be the Deputy Director, PTOS, who is

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[REDACTED]
The Deputy Director for Policy and Management will serve on the Board.

25X1A

The Deputy Director for Personnel Security and Investigations, [REDACTED]

25X1A

and Policy and Management is [REDACTED] Stan will serve on the Board or,

25X1A

in his absence, [REDACTED] Also added to the Board will be the Chief,

25X1A

Physical Security Division, [REDACTED] Chief, Technical Division,

25X1A

[REDACTED] the Chief, Plans, Programs and Administration Division,

[REDACTED] Bob will have sort of a dual role. He will serve on the Board, he will furnish staff support to the Board -- at least for the time being, since he is a M&S careerist, he will be a non-voting member of

the Board. The Chief, Clearance Division, [REDACTED] will serve on the

Board, and the Chief, Security Support Division, [REDACTED] will 25X1A serve on the Board.

Lights, please.

Those are the individuals that will actually serve on the Career Board itself. There will be many more participating in Career Board actions.

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Communications

Second, I spoke of a goal of communications.

We've set aside about five different items, five different ways we hope to improve communications, and I'd like to outline them to you. First of all, we want to brief all career service personnel on the Board, its mission and how it operates. We plan to do this (in) notices, briefings, discussions at Division and Field Office meetings, and annual meetings when necessary. We plan to make this a special topic, at least on an annual basis. Second, we plan periodic reports from the Career Board to members of the career service on the Career Board activities. The timing hasn't been set -- we're thinking, roughly, of every six months. Third, we hope to have more direct contact between the Board and the individual being considered for assignment. We'll do it in all cases. In the case of senior schools, the Board will talk to the individuals, the candidates for the schools. We probably will also do the same in connection with special assignments. Fourth, we plan to have more direct contact between the Board and personnel returning from overseas. We hope to talk to each of these individuals. We think we can get a better idea of the job to be filled by talking to these people on their return. Finally, in the area of communications, we want to make the Board available to meet with personnel on career concepts. We propose to make the Board available to personnel wishing to suggest changes in career concepts. We hope to have a more open Board, more communications by doing this.

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Now, in connection with our third goal, we have a feeling that personnel in the career service are not really aware of the policies and procedures that guide the Board. And we hope to establish procedures whereby personnel will be advised of the policies and procedures and will be advised in changes in policies and procedures which may guide the Board in its deliberation. This too will be done through notices or briefings. But the concept is to let the people know the policies being followed by the Board.

In the fourth area, we hope to have the Board paying more attention to career management. In this connection we plan to establish panels by grades to advise the Board and assist the Board in promotion, assignments, career development of personnel. Under this program the panel would be chaired by a member of the Board but the membership of the panel would be drawn from outside the Board -- Division Chief's level, Branch Chief's level, and so on. In this connection we hope to place a lot of pressure on the supervisor to become really a first line career management officer, and that supervisor's performance will be judged on how well he does this particular job. Finally, in the way of change, we hope to make the Career Board responsive to needs for change. In this connection we're planning to establish a Management Advisory Group, not unlike the one that's in the Agency. Members of this

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group will come from various levels within the Office, and we hope this group will assist the Board in making special studies regarding Board activities and career management. We envision the MAG Group having entree to the Board, to the Director of Security. We hope they will be used as a source of information to indicate that there is a need in changing our career concepts.

Well, briefly, that's sort of the plan as it goes.

Simply stated in summary, the goal was to get the Board closer to the personnel it serves and to get the personnel it serves closer to the Board. Probably more important, we hope to make this Board an instrument that serves not only management, but serves the career service. I've outlined the way we propose to do it, and if this (achieves) the results we want, fine -- if not, we'll change it. Nothing is set in concrete, as Oz likes to say these days.

I might end up by saying a couple of words on change. First of all, most of you that know me know that I feel a change is a good thing. And I (foresee) changes in policies and procedures of the Career Board in the coming years. Basically it's our goal in the Career Board, or it will be our goal, to have all career service personnel be given an opportunity to make the contribution to these changes so that they will not be change for change itself but change for a better career service for the Office of Security.

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SIGNED

[REDACTED]
Acting Chief
Plans, Programs Branch

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Office of Security Reorganization Goals

FROM:	EXTENSION	NO.
25X1A [REDACTED] <i>EWU</i>	5311	
AC/PPB		DATE
		8 March 1974

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

1.		11 MAR 1974	<i>[Signature]</i>	<p>2 to 3 — 2y1. Background for our next General get together</p>
C/PP&AD				
2.		11 MAR 1974	<i>[Signature]</i>	
DD/P&M				
3.				
DD/S				
4.				
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15.				

*Ac/PPB
 Per our recent conversation believe you are going to pull together all promises made memo for me.*