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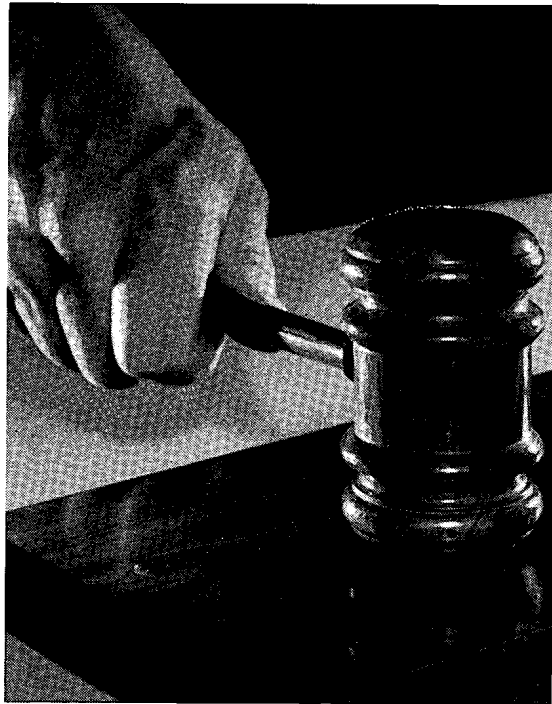
may 1980

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exchange



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Laws should be like clothes. They should be made to fit the people they are meant to serve.

Clarence Darrow

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A quarterly publication for the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest.

NATIONAL SECURITY INFORMATION

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WARNING NOTICE  
Intelligence Sources and Methods Involved

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# staff



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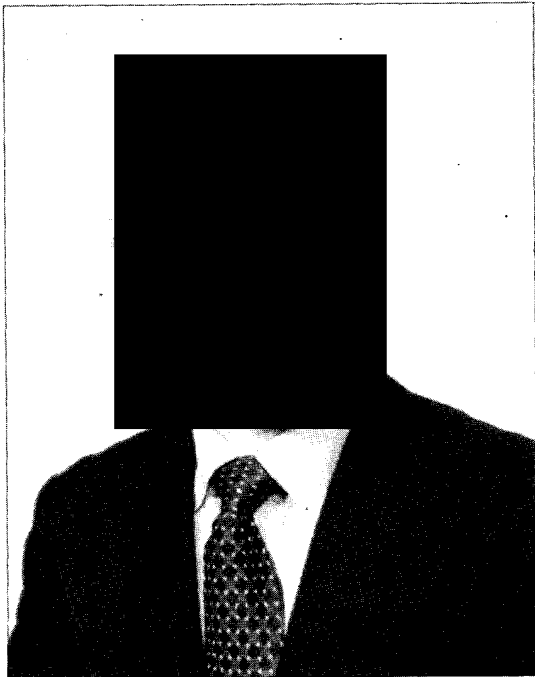
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# comment

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It is a pleasure to have the opportunity to tell you about the CIA's legislative program for this session of Congress. This is indeed an exciting and busy time for all of us in the Office of Legislative Counsel (OLC). One can almost daily find one or more of our legislative initiatives the subject of major news coverage. These initiatives represent programs or issues which will shape or significantly affect our Agency. The DCI and DDCI have spent much of their time and effort over the past year supporting these initiatives as part of their commitment to ensure that our country has a strong, effective, and responsive Intelligence Community operating within policy and legal guidelines. (U)

## OLC

Before we discuss our promising legislative opportunities, I would like to describe

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Frederick P. Hitz  
Legislative Counsel

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briefly OLC. I am very proud of our people and what they are accomplishing. There are three major components of OLC. The Liaison and Congressional Support Division handles most of the day-to-day contact with members and committees of Congress and their staffs. The Legislation Division keeps track of all proposed legislation introduced in the Congress and analyzes, in coordination with other components, its potential impact upon the Intelligence Community and Agency. Our Management Support Staff is the "backbone" of the Office, providing in addition to administrative support to the Office, Congressional briefing schedules, calendars, and briefing books, and acquiring clearances for Congressional staff personnel. (U)

It is often said that the staff of a Congressman determines how effective he is. I believe the same could be said about the Agency's dealings with Congress. With the reform of the Congressional seniority system and the diminution in the power of committee chairmen, the Congress has become more difficult to move to consensus. Never-

theless, our people have one of the highest batting averages in town. In order to deal successfully with Congress, we require a highly motivated and exceptionally competent staff, which we have. Given the countless number of last minute changes, a good sense of humor is also helpful. It is hard work, but I think everyone finds OLC an enjoyable place to work. (U)

#### **Pending Legislation**

What you are probably most interested in, however, is what is the current state of legislation impacting upon the Agency. The easiest way to understand this is to quickly review the major issues we are wrestling with. (U)

#### **Issues**

*Hughes-Ryan.* This is a legislative shorthand for a 1974 law which prohibits the expenditure of funds by the CIA for other than intelligence operations abroad unless the President finds each such operation

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important to national security, and a description of scope of it is reported in a timely fashion to the appropriate Congressional committees we must report to and when we must report the operation. (U)

#### **Number of Committees**

*Existing Law.* We have since 1974 reported activities covered by Hughes-Ryan to up to eight Congressional committees (four House and four Senate), which means up to 200 Members of Congress and 30-40 staff personnel.

*Pending Legislation.* The weight of support appears to be in favor of reducing our reporting requirements to only two committees (the House and Senate Intelligence Committees). We have urged this and strongly support all legislative initiatives to achieve this goal. However, we will have to continue to brief the House and Senate Appropriations Committees when we seek releases of funds held in the Agency reserve. (U)

#### **Notification**

*Existing Law.* There is a major controversy underway over whether under the current law we must report to Congress all activities which are not solely to obtain intelligence prior to their initiation. Our position is a firm "No"—that the law does not require this. Rather than debating the somewhat ambiguous language in the law, we would prefer that attention be focused on what has been our practice because we feel this sets the tone of our relationship with Congress. For the past three years, we have consistently given the Congress prior notification of all activities reportable under Hughes-Ryan. The committees have stated that they are satisfied with our handling of this issue.

*Pending Legislation.* At this writing, all bills except one require that we give Congress prior notice of all activities covered by Hughes-Ryan. The President feels very strongly that prior notification should not be

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statutorily required in all cases. In those rare instances when lives would be endangered or foreign intelligence services would refuse to cooperate if aware that their assistance was being explained to Congressional committees, we must have the flexibility to withhold reporting or to be somewhat less than candid on the scope and details of a particular activity. All we are asking is that Congress codify what is now existing practice which it claims to be pleased with—"timely notification." It is important to recognize that we are not challenging the right of Congress to know, but only asking for flexibility on the more minor issue of when. This is likely to be the most difficult of all issues on which to reach a mutually satisfactory compromise.

*Identities.* Simply stated, we wish to stop the unauthorized disclosures of information which identify individuals who are secretly engaged or assisting in foreign intelligence activities. At one time there seemed to be a general consensus among the citizens of our

country that to publish the names of persons secretly engaged in such activities was a breach of trust, served no useful purpose to our country, or could place the named individual in physical jeopardy. This consensus seems to have eroded, however, and we have been forced to move in the direction of criminalizing such unauthorized disclosures, that is, making any such disclosures a criminal act punishable by imprisonment.

*Existing Law.* It is now very difficult to prosecute persons who make unauthorized disclosures of this type of information. Existing statutes, even to the extent they are applicable, require what is in our opinion an unreasonable burden of proof by the government. We are required to make public exactly how we have been hurt and the degree to which we have been hurt by these disclosures. In addition, in the absence of a statute that articulates what it is we wish to protect, proposed prosecutions under existing law encounter constitutional hurdles which are often difficult to overcome.



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*Pending Legislation.* The thrust of most of the proposed legislation will allow the government to prosecute persons who have been or who are Agency employees and who knowingly disclose the identities of persons who are not publicly or officially identified as Agency employees. These proposals do not, however, apply to persons who have never been or are not now Agency employees. We are not satisfied with this exclusion and are attempting to extend the scope of the bills which have been introduced to those persons who receive such unauthorized disclosures and who, in turn, publish or otherwise disseminate them. Our legislative proposal, which encountered opposition from certain Members of Congress and the Department of Justice, covered this point. The Department of Justice objected because of its concerns that it might violate the First Amendment by abridging the freedom of speech or the press. We are working with various Members of Congress, Congress-

sional committees, and the Department of Justice to overcome this hurdle.

*Freedom of Information Act.* The issue here is how to limit or exclude from the search and review requirements of the Freedom of Information Act (FOIA), the totality of Intelligence Community records. More specifically, we would like to at least eliminate from search and review those files containing information designated by the DCI as containing intelligence sources and methods, details of operations, information concerning foreign intelligence activities.

*Existing Law.* Under existing law, supported by our success in litigation, there are exemptions we can use to withhold from release information concerning intelligence sources and methods and certain other categories of information. We must still, however, conduct the search required by the law and review each document, on a line by line basis, which is responsive to the FOIA request.

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*Pending Legislation.* The legislation which we favor would exempt from search files designated by the DCI. The relief in terms of man-hours expended in searching files and records is welcome, but it is secondary to the perception of improved protection that foreign intelligence services who cooperate with us will feel has been gained for their own information. Many of these services have remained a little skeptical, even after receiving briefings in which we have explained and demonstrated to them that we do not release information given to us in confidence. Many realize that the FOIA still requires a search of files and records, which could contain information they have provided to us, and that there is a possibility that a court could require us to release their information. Hopefully, we will soon be able to state that we are not even required to look at files containing information they have provided to us. The only substantive change we are attempting to make in legislation that has been introduced is to include all of the Intelligence Community, not just the CIA, within the scope of this exemption. (U)

#### **Legislative Pathway**

The difficult part for our Office is to guide our legislative proposals to enactment or to predict the path these individual issues will follow through subcommittees, committees, conferences, and so forth. We try to estimate what Members of Congress or what public or private groups will oppose our proposals, why they will do so, and what we need to do to counter their opposition. The answers to these questions change almost every day, as do many of the questions themselves. Our overall position is very clear. The President, the DCI, and the Agency want to have all major issues included in the "National Intelligence Act of 1980," better known as "Charters." The Charters legislation is a comprehensive package which carefully balances operational flexibility and restrictions. The problem is that we have only a limited number of legislative days remaining in this session of Congress, and we are attempting to get through a bill which is long, complex, and controversial. It may be impossible to get a full Charters bill passed this year.

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However, some of the principal issues contained in Charters could be acted upon separately. Some are already moving over the legislative hurdles. (U)

#### **Conclusion**

Will we get everything we want? Probably not, but that is the nature of the democratic process. I am optimistic and firmly convinced, however, due to the commitment by the DCI and DDCI and the increased sophistication we have acquired in "working the Hill" that we are in a better position than ever to determine our own future. (U)

This legislative year is short, so we will know fairly quickly if we have gained our objectives. I have no doubt that all of the issues discussed above will make the headlines. Since you now know what our major objectives are, you can keep score along with us. We all have an equal stake in the outcome. (U)

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# feature

THE LANGUAGE INCENTIVE PROGRAM (U)

OTR

On 1 October 1979, the Agency embarked on a new effort that is expected to reverse the continuing loss of foreign language capabilities among Agency employees. The completely revised Language Incentive Program (LIP) has several features that make it attractive for Agency employees. (U)

One primary feature of the program is that each Agency component must identify positions that require a specific language capability. These identifications have been referred to as the Unit Language Requirements (ULRs). Following identification of these positions, the new program authorizes payments to individuals who are assigned to the positions and possess the requisite language skills. During the first five months of the program, more than 500 Agency employees have been declared eligible and are receiving a Language Use Award of an additional \$50 in each biweekly paycheck. The payment

provides compensation for their use of a foreign language in the position they occupy. (C)

Other features of the program scheduled to become effective in FY-81 are the Language Achievement and Language Maintenance Awards. Language Achievement and Maintenance Awards will be paid to nominated individuals who upgrade or maintain their skills in designated incentive languages. Schedules for achievement and maintenance award payments and information on eligibility are contained in [redacted] dated 6 September 1979. (U)

It is still too soon to tell whether the LIP can reverse the steady decline of language competence in the Agency. A meaningful review of its impact, as compared with prior years, will be completed at the end of FY-80. The Agency suffered a net loss of 16 percent of its minimum professional proficiency level or higher speakers between 1974 and 1979. There are indications that this persistent problem is being reversed with adoption of

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the new program. The following are some of the positive signs: Part-time language training, both in terms of numbers of employees and languages taught, has increased; proficiency testing has increased over 60 percent; overseas oral testing requirements have increased; and the Language School has had to develop taped tests to be sent to employees overseas and returned to Headquarters for scoring. These factors indicate renewed Agency personnel interest and activity in the use, achievement, and maintenance of foreign languages. (C)

The Agency has been most responsive to the recommendations of the President's Commission on Foreign Language and International Studies. The Agency's reemphasis of the importance of developing foreign language ability by its creation of an active program to increase the quantity and quality of language skills appears to mark a turning point in addressing the Agency's foreign language problem. (U)

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WHAT'S AN SSP? (U)

[REDACTED] CMO-DDA

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In April 1978, the DDCI directed the Head of each Career Service in the Agency to establish a senior secretarial panel for the career management, development, competitive evaluation, ranking, promotion, and assignment of secretarial personnel in grades GS-08 and above within the career service. In compliance with the DDCI memorandum, the Administration Directorate established such a panel effective 15 May 1978. The DDA Career Management Officer,

[REDACTED]

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[REDACTED] Chairman, DDA Senior Secretarial Panel (U)

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this Panel. Panel members will serve for two years, and membership will be rotated between all eight DDA Sub-groups to assure equitable representation. The SSP had several preliminary meetings to establish its criteria and, with the assistance of the sub-groups, identified those GS-08 and above secretarial positions in the DDA which should come under the purview of this new Panel. (C)

Our SSP criteria was approved, published, and disseminated to each DDA senior secretary and sub-group on 20 November 1978. In early December 1978, the SSP went to [REDACTED] for two days for the initial evaluation of all DDA senior secretaries. Since then, we have evaluated our senior secretaries semiannually in accordance with the Uniform Promotion Schedule.

The DDA has 43 senior secretarial positions GS-08 and above, three of which are GS-08 positions overseas.

Although career management of these senior secretaries is administered at the Directorate level, the secretaries continue to carry their respective career designations; for example, secretaries assigned to OS retain the "MS" service designation until reassigned to another sub-group. (U)

When senior secretarial vacancies occur in the Directorate, the sub-group having the vacancy will notify the Executive Secretary of the Panel, and a vacancy notice will be disseminated Directorate-wide (or in some cases, Agency-wide). Subsequent to the closing date of the vacancy notice, the SSP will meet and select the three most suitable candidates from those who applied and forward the names to the sub-group having the vacancy. After the sub-group has interviewed the three candidates, a final selection is made. Since the establishment of this new Panel, the DDA has had 16 senior secretarial

DD/A Don I. Wortman and former secretary  
[REDACTED]

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vacancies. Of these vacancies, 10 secretaries have been selected from within the DDA, and six have been selected from other directorates. (U)

In an effort to have our senior secretaries meet their Panel and the Panel meet the senior secretaries, the DDA SSP hosted a "Meet Your Panel" luncheon on 5 December 1979 in the Executive Dining Room. DD/A Don Wortman addressed the group and joined us for lunch. After lunch, [REDACTED] made a presentation on the purpose and background of the Panel, followed by a lively question-and-answer session. It was unanimously agreed that the luncheon was a rewarding experience for all and an overdue recognition of the valuable contribution our senior secretaries make to the Directorate. (U)

#### EMPLOYEES AVAILABLE FOR REASSIGNMENT (EAR) (U)

Staff Personnel Division—OPPPM

Have you ever seen (Employees Available for Reassignment) *E.A.R.*? Perhaps better put—have you ever heard of *E.A.R.*? It is probably the least known publication put out by the Office of Personnel Policy, Planning, and Management (OPPPM). Some 150 copies of each issue are distributed periodically to Office Heads, their personnel and administrative officers, and to others in the management echelon. It has been published since 1976 when the concept was approved by the then Executive Advisory Group, and is an adjunct to the counseling/job brokering function carried out by the Professional Placement Branch (PPB) of the Staff Personnel Division in OPPPM. (U)

The OPPPM counseling function is but one facet of the placement effort in the Agency. Once an individual enters on duty, an array

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of services becomes available to assist in ensuring that the right person has the right job. These services include supervisory consultation, career management/personnel officer counseling, career service panel and board deliberations, the vacancy notice system, and OPPPM counseling. The PPB function in this area is essentially one of job brokering for employees with professional or technical skills/education/experience and is eminently compatible with the Branch's responsibilities for keeping track of "what's going on" in the placement area. PPB officers approve most "in service" personnel actions for the D/PPPM and thus are aware of where people are moving. By reviewing recruitment guides, applicant file listings, advance staffing plans, and vacancy notices, they ascertain what kinds of people are needed, what is entering the pipeline, and how the organization and its requirements are changing. Thus, when by file review, interview, and testing (if appropriate) they determine what an employee being counseled has to offer, they can usually "shop" the individual to offices that have a need. (U)

"Shopping," however, takes time. Were an individual possessed of wide-ranging qualifications and interests, as much as a year might elapse as the personnel folder wends its way from component to component. Obviously this is not often the case, but checking all possibilities in a given situation can take time, and ensuring that all potentially profitable avenues have been travelled is difficult indeed. The solution: *E.A.R.* (U)

*E.A.R.* is a "Situations Wanted" listing. Just as the Vacancy Notice System lists positions available by Description and Qualifications Required, *E.A.R.* lists people available by Description and Qualifications Offered. Anyone who is seriously looking for a professional or technical position and who has parent component permission may write a brief resumé and have his or her qualifications and interests made available to every Agency component simultaneously. PPB asks that an *E.A.R.* advertiser be professionally or technically qualified by education or experience (or be in the process of becoming qualified by virtue of an ongoing

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educational program), that the individual agrees to a listing of at least six months (so that the current issue remains current unless a placement takes place), and that the individual be one of PPB's counseling clients (PPB does not accept ads that it can't verify in terms of qualifications and real interest). It should also be noted that *E.A.R.* is not available to those seeking clerical or secretarial assignments; the reason—the Vacancy Notice System is far more effective for this relatively more homogenous population. Advertisements in *E.A.R.* are anonymous; PPB puts the interested parties in touch and attempts to “broker” reassignment if offers are made and accepted. (U)

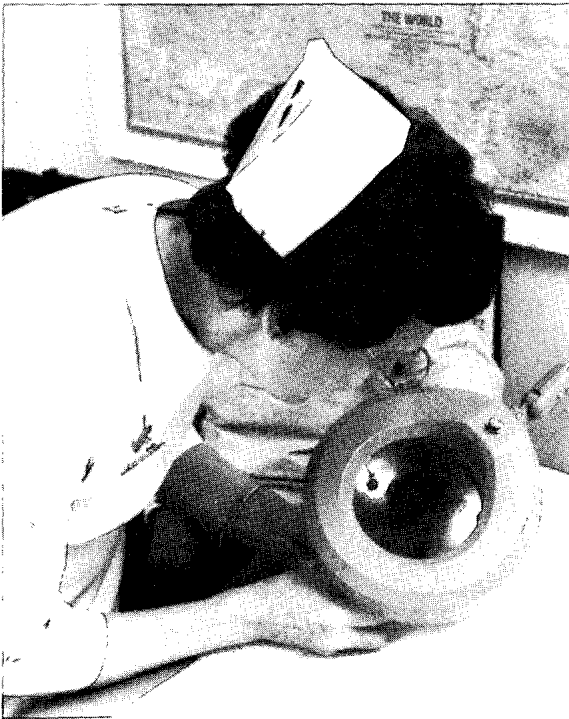
*E.A.R.* has a more limited circulation and appeals to a much smaller audience—managers looking for candidates for their positions—than does the Vacancy Notice System, which produces advertisements for positions for which there is demand from an employee population which is relatively mobile and which is seeking self-betterment. However, *E.A.R.* achieves the same goals for

managers as does the Vacancy Notice System—without writing the Vacancy Notices! A few moments with *E.A.R.* might just reveal a well qualified individual who is making an effort toward self-betterment by composing an advertisement for potential employers. A glimmer of interest on the part of the manager and further information or an interview is just a phone call away. (U)

*E.A.R.* is not the final answer to most effective utilization of our personnel assets. However, PPB feels that it is a useful part of the overall placement effort, one that deserves more attention by employees who are seriously seeking alternative job situations and certainly by managers who have positions to fill. (U)

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# services



## OMS SATELLITES (U)

[REDACTED] RN, OMS  
[REDACTED] RN, OMS

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In addition to the familiar dispensaries operated by OMS at Headquarters and in Rosslyn, OMS also maintains satellite dispensaries in the [REDACTED] and at NPIC. (U)

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### [REDACTED] Dispensary

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Occupational health services are provided for 500 employees in the [REDACTED] on a part-time, 30-hour-per-week basis. The services offered are an extension of those available to employees who work in the Headquarters Building. They include:

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- Immunizations for employees traveling overseas on official business;

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- Emergency treatment of illness or on-the-job injury;
- Issuance of the appropriate claim forms when necessary;
- Health guidance and counseling;
- Information on current preventive health care in the form of articles, handouts, and journals;
- Treatments requested by private physicians which have the approval of an in-house physician;
- Assistance in detecting and solving safety and environmental problems;
- Maintenance of confidential employee health records;

Service officer (U)

Federal Protective 25X1A

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- Routine sick call;
- Maintenance of first aid kits which are distributed to certain areas of the building;
- Appropriate referrals;
- Influenza immunizations on an annual basis;
- Special programs offered by OMS;
- Medical liaison for the employee when necessary; and
- Courses in cardiopulmonary resuscitation (CPR). (U)

X1A Because of the part-time nature of the nursing coverage at [REDACTED] it was necessary to establish an emergency medical plan. Several actions resulted. First, a new telephone number was installed in the health facility, extension [REDACTED] which operates just as the extension [REDACTED] emergency number

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does in the Headquarters Building. Second, an intercom was installed to provide communication between the health facility and the guard station on the second floor. Third, CPR classes were initiated in April 1978 in an effort to familiarize employees with lifesaving techniques. The few incidents of an emergency nature which have occurred over the past two years have been handled successfully. (U)

Several changes have been made since the nursing position was first filled in the fall of 1977. The original health facility was small, measuring only 12x18 feet. After months of working in so confined an area, it was apparent that this arrangement was not conducive to the proper delivery and adequate administration of health care services. The types of illnesses that were being treated (migraine headache, nausea, etc.) and the types of services rendered (gamma globulin injections, personal counseling, etc.) demanded privacy. Through the combined effort of OMS, OL, and the Architectural Design Staff, the health facility was enlarged

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and can now accommodate several patients with varying needs simultaneously. (U)

*NPIC Dispensary*

The NPIC dispensary was established in

[REDACTED]  
dispensary provides emergency care and treatment of minor injuries and illnesses, as well as medical advice and counseling to personnel. The nurse determines whether patients should be treated on site or referred to either an Agency physician or to a U.S. Public Health facility in the immediate area. In nonemergency cases when the infirmity is not job related, patients are referred to their personal physician. Other nursing duties include maintenance of medical records and submission of proper forms for all line-of-duty injuries. Employees who are subject to eyestrain through use of light tables and working with graphics are periodically administered eye examinations to guard

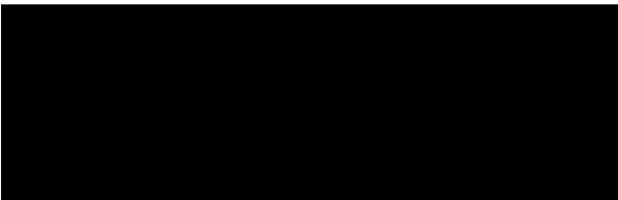
against the development of serious eye problems, and they are referred for further examination or treatment if necessary. (U)

As is the case with the staff of other Occupational Health Service facilities, the NPIC nurse also conducts teaching and training programs with topics such as CPR, blood pressure, and self-administered breast examinations. In January 1972, the blood-mobile program, operated by the American Red Cross, was started at this dispensary. This program has proven quite successful, with 50 to 75 participants at each quarterly session. (U)

In a typical day, the NPIC dispensary sees an average of 30 patients for treatment. Fortunately, most of these cases are minor. In more serious cases, such as those involving chest pain, the nurse calls the NPIC Security Officer to arrange for ambulance service [REDACTED] also takes initial action on emergencies which occur during off-duty hours. (U)

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The atmosphere of both these satellite health facilities is casual and informal, yet professional. Specified times for specified services are not necessary. Employees are encouraged to take full advantage of the health services available when it is most convenient for them. The primary goal of these facilities is to provide the employee with effective and meaningful solutions for immediate health care requirements via the best possible nursing care. (U)

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TECHNICAL LIBRARY (U)

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Do you need a basic computer programming manual, in-house documentation on how to write a cable using a terminal, or a copy of an ancient ODP *Tech Note*? Norma may have the material you need; visit GA3918 or call ██████████ the Technical Library of the Customer Services Staff, ODP and ask for her. (U)

The Technical Library stocks over 400 different IBM manuals, 60 manuals written in-house such as SCRIPTW and SEDIT, and documentation from approximately 40 vendors on computer software packages. It also contains over 300 reference textbooks on computer-related subjects available on a loan basis. The Tech Library makes this unique service available to anyone in the Agency who is dealing with computers, from the beginner to the expert. The Librarian tries to keep a step ahead of the user in the fast-moving data processing field, keeping in

stock the "most wanted" manuals. Vendors routinely supply documents free of charge with the initial purchase of software or hardware; however, subsequent documents updating the software or hardware are likely to be very costly. (For example, the supplemental newsletters for Release 6 of the three basic VM manuals cost \$11.50.) Copies of in-house documentation are made available through the duplication and binding services of the Printing and Photography Division, OL. Requests for other materials, such as textbooks, are accepted by the Librarian, and purchases are made through normal Agency acquisition procedures. (U)

The Tech Librarian distributes the ODP *Tech Notes*, which announce changes in the computing system, new software package documentation, or revisions of manuals which may affect the user. She keeps a distribution list of over 600 individuals for automatic receipt of the *Tech Notes*. You may call to be placed on this distribution list. (U).

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The Technical Library cooperates closely with, but does not duplicate the services of, the main CIA Library and other Agency libraries. The Technical Librarian maintains liaison with the ODP Training Staff and knowledgeable systems engineers and analysts who recommend and review texts for incorporation in the library and notify the Librarian of updates or revisions of documentation. The Librarian always welcomes suggestions from you for new textbooks or documents which may be helpful to the general computer user. (U)

There are some limitations on service from the Technical Library which should be mentioned. Cost of some documentation is, of course, one limitation. Among others are the occasional lack of lead time in ordering manuals and the slowness of vendors in shipping manuals. Although a listing of



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Technical Librarian [redacted] receiving phone request (U)

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subscriptions of periodicals received in ODP is kept on file, the Library can house only a limited number of periodicals, such as the Auerbach Reports and IDC reports. One of the future goals is to improve this situation and eventually keep computer periodicals. Some government regulations are also on file such as Federal Information Processing Standards (FIPS PUBS). (U)

At last count, there were almost 2,900 users on the VM system alone; the size of this user group makes it impossible to mail to individuals everything they might like to have. However, the Technical Library is open from 0800 to 1400 daily, and if you visit room GA3918 between those hours, you may be able to immediately pick up or order the documentation. Alternatively, a user may call [REDACTED] to order documents which then may be picked up at the user's convenience. (U)

The Technical Library in Customer Services believes its function is to give the best possible service to anyone using computers and that nothing is more important to those

users than obtaining the latest documentation available. If it is available somewhere, we will find it for you. Nothing pleases the Librarian more than to hear a customer say, "This is just what I needed" or "I didn't know this existed" or "This is the best collection of computer references around." The ultimate plan is to build a database of every manual available by number, subject, and title so that a terminal user could look at the list, choose what he or she needs, and have it mailed by an Automatic Mailing System. However, since this is in the planning stage at present, we will continue to try to help our customers as much as we can through the present system. (U)

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Storage facilities for available technical publications (U)

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# the directorate

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WITH TIME TO SPARE, GO BY AIR (U)

Technical Security Division, OS

Even among the Agency's amazing variety of support personnel, the Technical Security Officers' unique mission sets them apart. Their search for hostile audio devices—"bugs" to most of us—often finds them decked out in coveralls, inching their way through long forgotten crawl spaces in the wee hours of the night in every corner of the globe. And, the reward of actually finding a bug is very rare indeed. (U)

Given working conditions that most people would find trying at best, Security Techs have come to savor their moments of peace, quiet, and comfort away from the job. But the Tech Officer's job also involves travel—endless, unavoidable travel. And that brings us to some of their decidedly remarkable recollections of far-flung travels in years past. (U)

[REDACTED]

never show). But every frequent voyager comes back with at least one story, and most are about the airlines and air travel. "With Time to Spare, Go by Air." (U)

One storyteller recalled the infant Middle Eastern airline that purchased its plane from the French, and for economic reasons could no longer keep up the payments. Consequently, the plane could never land in France. Lacking credit at virtually every known airport, its purser had to keep a satchel of money in the cabin loaded with local currencies—cash for the necessary gasoline and services at each landing. (U)

"I don't know how they are now," another traveler recounted, "but back in the sixties,

[REDACTED]

There was literally no schedule, and no one knew when they'd land or take off. You'd just show up at the airport with some lunch and

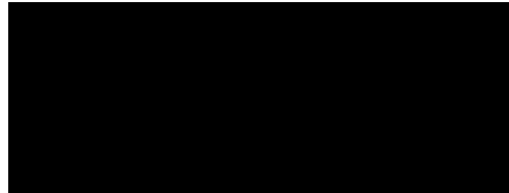
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wait. Then, if you were lucky, you'd arrive in [redacted] before sundown, for the runway had no lights so planes couldn't land after dark." (U)

Another Technical Officer related this tale. A plane belonging to Brand X airline was on the tarmac beside the beautiful Mediterranean Sea with all the passengers aboard and seated. But alas, the cockpit was empty. After a long wait, the pilot finally appeared. Boarding the plane from the rear, he made a grand entrance. Prim and proper, with starched khakis and a jaunty crush in his headgear, he patted the stewardess deftly and made his way to the cabin. She responded with a smile, headed toward the galley, and opened a bottle of beer. Emerging, she sauntered up the aisle and entered the cabin to present the bottle to the captain. Whereupon, he quaffed the brew while ticking off the preflight checklist. (U)

"On one of my flights up the coast," cited another, "the pilot announced, 'Down on the left we have the [redacted] Some few



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Then there was the time a pilot reported [redacted] could be viewed in the distance. Remarking that he himself had never seen it so clearly, he proceeded to fly over and circle it several times. (U)

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A pair of Security Officers leaving [redacted] years ago swore that they were comfortably seated in the airport VIP lounge, a good hour before flight time, when the [redacted] employee who was assisting them came bursting in. During a sprint to the gate that would have done credit to O. J. Simpson, they learned that since almost all the passengers had arrived early, the pilot had decided to leave. (U)

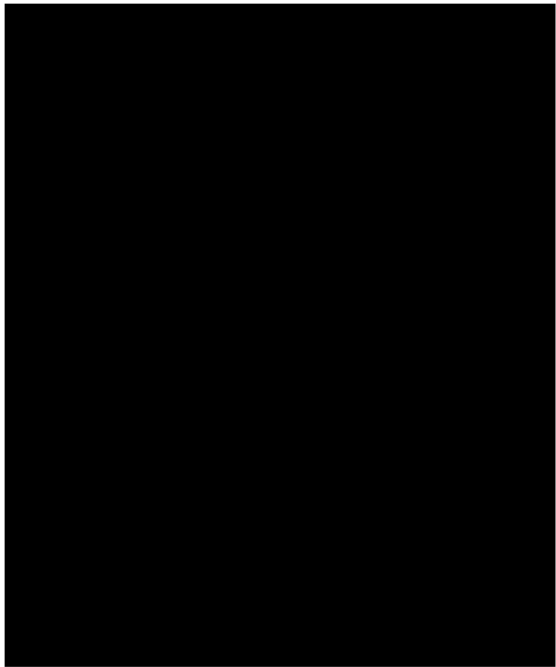
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Finally (lest the airplanes catch all the flak), a Security Tech recalled the time he left a Chinese restaurant [redacted] only to find no cabs. In fact, the only car in sight was the Chinese Ambassador's limousine. Hoping to get some advice, the Security Officer explained his problem to the driver. "Get in," was the terse reply. Our man was driven to his hotel in style, paid an average fare plus tip, and bid his rescuer goodnight. (U)



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Approved For Release 2001/09/07 : CIA-RDP86-00114R000100110002-6

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Webster defines payroll as "a list of employees to be paid, with the amount due."— a simple enough definition for what has become a very complex job. The payroll clerk, once seen as a "fella perched high on his stool with green eyeshade, quill pen, and cuff guards" is now a technician analyzing reams of computer reports and monitoring the flow of data to and from a highly automated "system." Ledger sheets have given way to microfiche, microfilm, and electronic transmission. Machinery has changed; entitlements and services have increased; policies and procedures have been updated to keep pace with new laws. Through all this "progress," however, the product remains the same—your check and mine. Of course, to those of us who look out anxiously every two weeks for that bank deposit notice, our concern is not with the small miracle that has taken place, but rather that the amount deposited is right and, once

in a while, enough to meet the cry of our creditors. However, indeed a small miracle has taken place, and maybe some insight into the "process" and the "system" might help us to appreciate our salary more—however fleetingly we may hold on to it. (U)

Every two weeks, like clockwork, throughout the entire Agency, here at Headquarters and in the field, time and attendance clerks begin the process by accumulating and recording your daily hours of work and leave. They get your overtime approved and have you initial and acknowledge leave to be charged. They sort the time and attendance cards into a prearranged order and forward them to Compensation Division (CD). At the field, while the steps may be different, the basic process is the same. This is a rather massive operation since it is conservatively estimated that there are in excess of 300 time and attendance clerks in the Agency. Time and attendance cards are measured in linear feet—6¼ linear feet of individual 3 x 8 machine input cards every two weeks. (U)

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This bulge of paper reaches CD a short eight days prior to the date you are due payment. Understandably, schedules are tight and margins for error negligible. The payroll technician first reviews every T&A card received to ensure they are formatted correctly. Those that are in error must be corrected. The entire time block allowed this process is 2½ workdays. The T&A cards are passed to ODP for keying into the automated system, again with a minimal allotment of time. This keying process is, in fact, only the tip of the iceberg of involvement of the technicians in ODP in the Agency's biweekly payroll. They write the programs which process pay entitlements, they process the T&A data and produce the necessary computer tapes and reports, and generally contribute to the success of the Agency's payroll effort. (U)

While the automated system computes your pay due and leave charges/balances, this process is manually verified through summary checks and balances performed by CD. Ideally, by the end of five days of

interaction between the payroll technician and the system, entitlements have been determined. On the Monday before your "date paid," machine tapes of electronic check deposits are delivered to the Treasury Department. Early the next day, Tuesday, checks are delivered to CD for final processing prior to mailing or releasing on the Wednesday before your "date paid"—Thursday. This finely tuned and somewhat precariously balanced process becomes truly interesting to watch during the not infrequent periods of stress and strain, such as the blizzard of '79, yearend W-2 tax reporting, the annual legislative pay increase and Congress' penchant for keeping all of us on the edge of our seats awaiting overdue appropriation action and continuing resolutions. And yet, we have never missed a payday—a very miraculous process indeed! (U)

In between pay processing, while you may think the pay technician is huddled in the corner catching his breath for the next cycle to begin, he is actually making the myriad of

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adjustments to the basic payroll file structure to ensure your instructions on Savings Bonds, deductions to the Credit Union, tax status, etc., are all current and ready for the next paycheck. (U)

Payroll systems throughout the government, and the Agency system in particular, are faced with new requirements on a seemingly daily basis; procedures and systems are being modified to keep pace with the various changes mandated by law or situations which are unique to the Agency. We have been able to keep pace but only with some strain and the use of the sophisticated capability of the computer. (U)

**What's New in Payroll!**

Some recent items which have had major impact on the system and, for some of you, have impacted on your financial entitlements are:

- **Mobility Incentive Pay**—An incentive to ensure the needed mobility among per-

sonnel who are subject to frequent relocations;

- **Language Use Award**—Additional compensation for employees with needed foreign language skills;
- **Physicians Comparability Allowance**—An effort to provide a semblance of equity between public and private pay sectors;
- **Senior Intelligence Service Pay**—Salary ranges, performance, and other entitlements for senior Agency managers and executives;
- **Electronic Time and Attendance (T&A) Reporting**—Channels T&A data directly to the computer to allow the payroll system to compute payroll entitlements. This system is in operation for overseas personnel being paid by Headquarters every two weeks; and
- **Electronic Funds Transfer (EFT) of Salary Payments**—A system for making check-

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less salary deposits. Salary data is provided to the Department of Treasury for electronic transmission to financial institutions. EFT must be used by all overt employees assigned to CONUS who are paid on a biweekly basis and whose salaries are deposited to financial institutions that can accept EFT. (U)

If, in spite of the miracles we wrought, you believe the computer has gobbled up some of your hard earned dollars, someone has charged you leave improperly, or your salary check has disappeared in Friday morning's trash—first check with your personnel, administrative, or budget and finance office. They will be able to answer most questions or guide you to the resolution of the problem without referral to the payroll office. However, if that fails, call us. (U)

Have you noticed the recent changes to the editorial staff of *Exchange*? (U)

In October 1979, the Information Services Staff (ISS) designated a Senior Editor, Mr. [REDACTED] Welcome aboard, Jim. (U)

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In January 1980, OP was moved into the DCI area and was renamed the Office of Personnel Policy, Planning, and Management. [REDACTED] has been a Senior Editor since the original edition of the *DDA Exchange*. He requested that we print one last article in this issue. Many thanks, Kent, for your fine efforts. (U)

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With this issue, [REDACTED] replaced [REDACTED] as the OL Senior Editor. Our thanks to Charlie and welcome to [REDACTED] (U)

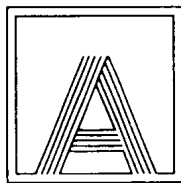
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