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15 SEP 1983

MEMORANDUM FOR: Inspector General

FROM: 25X1

SUBJECT: Preliminary Thoughts on Follow-Up to the EOD
                   Processing Inspection

Our follow-up survey need not be as exhaustive as the
original inspection. This time around, we'll give much less
attention to the mechanics of how the system works (or where it
fails to work), and will focus on the simpler question of whether
it's working better. Based on the DDCI's 13 May guidance
(attached), the answer to this question will be measured by the
statistical data of the processing components, the experience of
the hiring components, and the impressions of our most recent EOD
employees.

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Although the formal kick-off for this survey is a couple of
weeks away, I'd like to give notice as soon as possible to the
EOD processing components and the Executive Director that we'll
be levying some information requests on them. In fact, the full
scope of our work on this project won't be clear until we get
some of this data. I've drafted a couple of memoranda (attached)
which you may wish to use to announce the follow-up inspection.

An item-by-item review of actions taken on the seven
original recommendations approved by the DDCI will be an obvious
requirement, but may not be very informative. That is, the sum
total of these actions (no matter how positive) won't necessarily   25X1
add up to the answer that the DDCI is looking for. Our files
indicate the following results to date:

-- recommendations 2, 3, 4, 5 and 7 have been   25X1
   implemented, and we will try to measure what their
   effects have been.   25X1

-- regarding recommendations 6a and b, I'm aware that
   you and [   ] have engaged in earnest and painful
   dialogue with [   ] In the context of the
   overall EOD process, this recommendation may be moot
   if PSD can sustain its current delivery of PATB read-
   outs in less than two weeks. Any technical and legal
   issues of PATB testing could also be separated out
   for later consideration.

-- action on recommendation one was assigned to the
   Executive Director. He is also responsible (per the
   attached DDCI memo) for progress reports on all other

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recommendations and a status report from the Career
Trainee Task Force. Our files indicate no response
to date from the EXDIR on any of these.

At a more general level, I would hope that this follow-up
won't be too tightly bound by the thrust of the original inspec-
tion report. The question, after all, is not whether they've
adhered to our previous prescriptions, but whether they've found
a way to make the system work. With any luck, we may even be
offered some new and interesting solutions for our EOD problems,
and we should be open to these possibilities. In fact, I'd like
to challenge our inspectees to come up with their own alternative
suggestions and solutions--although it's a bit late in the game.

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I see no difficulty at this point in meeting the DDCI's
deadline of 1 January for this follow-up report. We plan to
exercise great care in evaluating the statistical performance
data provided by the processing components. These data may
differ considerably from those used in the original inspection
due to Agency ceiling limitations and other conditions that have
prevailed in the last half of FY 1983.

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Although [ ] won't be disengaged from her OGI inspection
duties for another week or so, it would be helpful if we could
meet with you and [ ] sometime soon to sort out our initial
line of march on this project. This will allow me to begin task-
ing the processing components and scheduling some early
interviews.

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MEMORANDUM FOR: Inspector General

FROM: Deputy Director of Central Intelligence

SUBJECT: Decisions on IG Survey on Entry-On-Duty Processing

1. Attached are the DCI's and my decisions on your recommendations on the Agency's entry-on-duty processing system. You will note that we have deferred action on Recommendations 9 a and b until 1 January 1984. The Office of Personnel believes that recent innovations, some of which were based on your suggestions, will make the system substantially more efficient. We are willing to wait until the end of the year to see if these changes have had the desired results.

2. At that time, however, I would like you to take another brief look at EOD processing to assist us in making a final decision. You should focus on the following:

a. Time in Process: Has the average time in process for clerical and professional applicants (including CTs) significantly declined? If not, what are the most significant factors still causing delays? Are recruiters contacting promising applicants promptly, and is the material on these applicants reaching interested components quickly? To what extent are delays still caused by an overloaded polygraph schedule, background investigations, or PATB processing?

b. Image: What has OP done to improve its dealings with applicants, specifically to control correspondence and other errors? What has OP learned from its new questionnaire for recently hired employees, and how is it following up on questionnaire results? Are new employees satisfied with their communications with the Agency prior to EOD?

c. Hiring Components: Do hiring components sense a change for the better? Do they find that they are able to get better people on board in less time?

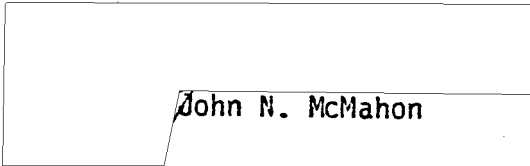SECRET   25X1

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3. I have also asked the Executive Director to provide a progress report on actions completed on the remaining recommendations as well as a status report from the Career Trainee Task Force. He will route these through you so they can be incorporated with your findings.

4. Given the extensive time and effort invested in what has become an extended dialogue on our recruitment and, in particular, our EOD process, I would hope to see substantial progress by the end of the year.

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John N. McMahon

Attachment:
    IG Survey

cc: Executive Director w/o att

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