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DD/A 81-0747

9 APR 1981

MEMORANDUM FOR: Director of Communications
 Director of Data Processing
 Director of Finance
 Director of Information Services
 Director of Logistics
 Director of Medical Services
 Director of Security
 Director of Training & Education

FROM: taff, DDA

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SUBJECT: Directorate Planning Process

1. Those activities and elements which constituted the Directorate Planning Process including strategic, operational and conversational objectives, action plans, narrative reports, and quarterly management conferences are hereby temporarily discontinued. There also is no reporting requirement at the directorate level on your second quarter 1981 Directorate Planning Process activity.

2. You should continue to pursue whatever office-level planning activity you feel best serves your needs.

3. We will report any information on the status of the Agency Long-Range Planning activity when we receive it. You will also be given ample notice when and if a replacement planning process at the directorate level is generated.

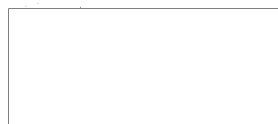
4. If you have any questions or comments, please call me on

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cc: Office Planning Officers

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OVERVIEW OF DDA 5-YEAR PLAN

19 JANUARY 1982

- o FORMER DIRECTORATE PLANNING PROCESS:
 - OBJECTIVES:
 - STRATEGIC
 - OPERATIONAL
 - CONVERSATIONAL
 - ACTION PLANS
 - NARRATIVE REPORTS
 - QUARTERLY MANAGEMENT CONFERENCES
- o SUSPENDED 1 APRIL 1981

o CURRENT SYSTEM EFFECTIVE 1 OCTOBER 1981

--TIMING

- . SHORT DEADLINE (2 NOV 81 CALL - 1 DEC 81 DUE DATE)
- . PRIME FACTOR - MEET 1984 PROGRAM CALL
- . NOW THRU 1 OCT 82 - TRANSITIONAL
- . REVISE 1 OCT 82

--MAIN CONCERN FOR O/DDA MANAGEMENT TEAM:

- . SIMPLIFY PROCEDURES
 - . REDUCE ADMIN. OVERHEAD
 - . GET PLANNING TO FOCUS ON PROGRAMMING RESOURCES
 - . STRETCH MANAGEMENT ATTENTION FROM SHORT-TERM PROJECT ORIENTATION TO LONG-TERM TRENDS
- A. PERSONNEL
 - B. SECURITY
 - C. IMPROVE THE REPUTATION OF DIRECTORATE

--GUIDELINES FOR QUARTERLY MEETINGS

- . 1-1 1/2 HOURS
- . INTRO - OFFICE DIRECTOR
- . RESPONSIBLE OFFICER PRESENT OBJECTIVE
- . DISCUSS PROGRESS AND PROBLEMS
- . TIE-IN WITH DDA GOALS
- . PRESENT AGENDA 3 WORKING DAYS PRIOR TO CONFERENCE
- . NO PRE-MEETING SUBMISSIONS
- . ACTIONS ITEMS - DURING MEETING - FOLLOW-UP
BY DDA PLANS OFFICER
- . MEMO FOR RECORD - DDA/PLANS OFFICER
- . SHOULD NOT BE GRIPE SESSION
- . SHOULD NOT BE COURT OF SPECIAL APPEALS
- . CAN BE "INFO ONLY" INTRO OF NEW INITIATIVES

*Some be very good & well organized
not so well*

--GENERAL OBSERVATIONS

- . OVERALL VERY GOOD
- . OVERALL SUPPORT DDA GOALS
- . NEED MORE TIME:
 - A. STRETCH PARAMETERS FROM SHORT/
MID-TERM TO LONG-TERM
 - B. SWITCH EMPHASIS FROM PROJECT
ORIENTATION TO MISSION ORIENTATION

Short Brief scheduled prior to each Review

Attachment B

GOALS

1. Personnel is the single most important resource of the Directorate. Consequently, our primary goal is to create a work environment wherein our people are encouraged to develop as individuals and are given opportunity to attain their fullest potential. We must manage an effective career development system which is multi-faceted, maximizing the potential of the employee as well as his/her contribution to the Organization. Each Office shall establish a dynamic personnel management process which provides effective career management for all employees. This process will respond to the changing needs of the Agency and the intelligence profession; develop programs which meet component needs; and establish realistic succession planning for senior management positions. EEO, affirmative action programs, and training shall be incorporated into this goal.

2. In conjunction with our primary goal and of equal importance, each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. Our objective is to stop the deterioration in security attitudes which have eroded the effectiveness of our mission over the past decade. In addition, we must rekindle an esprit de corps, a teamwork approach, and a deep sense of pride in self and mission accomplishment to sustain our personnel, not only throughout their Agency careers, but also during their post employment years.

3. Maximize the effective utilization of existing facilities and space while taking appropriate action for additional needs. Each manager shall give special attention (over and above the general scope of Logistics' responsibility) to the cleanliness and safety of the working environment. There shall be a clear recognition of the interdependence of health and safety on our productivity. The working environment shall be managed and maintained in such a manner that it is conducive to improve morale and that it enhances the efficiency of our activities.

4. All Directorate activities shall be conducted in an efficient manner with emphasis upon streamlining records holdings, reducing waste, avoiding duplication of efforts, using cost-savings techniques, and maximum utilization of existing resources. To accomplish this, we must anticipate and

aggressively pursue developing requirements and formulate improved mechanisms for inter- and intra-Directorate coordination.

5. Make preparations for supporting unanticipated world-wide intelligence demands and requirements caused by a surge in collection and/or analysis efforts.

6. The Directorate will pay appropriate attention to utilizing R&D programs to exploit "state-of-the art" capabilities and to ensure that Directorate support is second to none. We must also ensure proper planning for the recapitalization of resources so that the Directorate will fulfill projected missions and functions in a modern and efficient manner.

7. Establish Disaster/Emergency Planning which focuses attention on contingency planning and develops mechanisms and procedures which will maintain essential support capabilities under adverse conditions. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

8. The Directorate's mission in providing services of common concern in a prompt and efficient manner must be emphasized. Directorate support activities must be responsive, innovative, and timely. Our support endeavors will enhance, not impede, the efficiency of Agency operations and assist the accomplishment of its mission.

9. Eliminate those areas of duplication which occur in providing services of common concern. Particular attention should be paid to services provided to our Agency by other government organizations. In addition, identify those areas which could be performed more efficiently by contracting to the commercial market.

Attachment C

ASSUMPTIONS

1. During the next five years, it is likely that the Agency will experience a continued growth in requirements. As a result, the Directorate may expect increased demands for expanding services. We may expect the resource base of the Directorate to increase; however, there must be continued emphasis on cost effectiveness and efficiency.

2. Anticipated requirements which may call for expanded administrative support are: increase in the Agency's population, expansion of [REDACTED]

[REDACTED]
Community activities, and increased utilization of information handling systems.

3. While we may experience some minor adjustments within our current Directorate structure to adapt to changing and/or expanding requirements, there will not be any major reorganizations.

4. A surge capability for quick responses to unanticipated intelligence demands will be needed and it will require a support structure which is equally flexible.

5. Covert action operations will receive increased emphasis from the policy makers; an effective capability in this area will be developed which will require significant support from the Directorate of Administration working closely with the Directorate of Operations. In addition, we will be required to support quick-reaction, anti-terrorism capabilities.

6. As new technical collection systems continue to be developed, the Directorate will be called upon to support additional general contracting activities, ground stations, and logistics systems.

7. Activities in support of a new building on the Headquarters compound will continue.

8. The emphasis on increased analytical capabilities (languages, country expertise, amalgamation of multiple-source

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data) will continue and will require additional administrative support in terms of training, physical plant, equipment, etc.

9. The Agency will adopt a multi-year, target-oriented program approach as a budgetary strategy. Support resources will be incorporated into a total program concept.