

Page Denied

Next 3 Page(s) In Document Denied

CONFIDENTIAL

EXCOM 82-7052
22 December 1982

MEMORANDUM FOR: Executive Committee Members

SUBJECT: Minutes of 9 December 1982 Executive Committee Meeting: Long-Range Planning, Phase IV: Support Capabilities

1. The Executive Committee met on 9 December 1982 to review the DDA's long-range planning paper on support capabilities. Mr. [redacted] (ExDir) chaired the session; participants included Messrs. 25X1
McMahon (DDCI); Stein (DDO); Hineman (DDS&T); Fitzwater (DDA); Gates (DDI); Taylor (IG); Glerum (D/OP); and Childs (Comptroller). (AIUO)

2. Mr. Fitzwater noted the additions on security and training to the original DDA paper and introduced [redacted] to 25X1
highlight the paper. [redacted] outlined the methodology used 25X1
and noted the paper focused on providing support capabilities for two alternative Agency populations: [redacted] He 25X1
stressed the need for a much more sophisticated support structure in the years ahead. Continued emphasis should be placed on the communications recapitalization program, computer security, central ADP services, increasing training requirements, automated support systems and growing space requirements. [redacted] 25X1

3. [redacted] summarized his reactions to the paper. He 25X1
did not see the requirements to keep up with new initiatives and to rebuild the DDA support infrastructure as either/or propositions. He found a heavy emphasis on automation in the paper but noted the lack of any qualitative discussion regarding how automation will contribute to enhanced productivity. He reiterated the conclusion from an earlier session that a separate scientific computing facility would not be required. [redacted] 25X1
concurring with the suggested increase in computer graphics and the need to address new means for data archiving for storage and backup. He saw nothing dramatic in the communications portion of the paper other than the acknowledged need to follow through on the recapitalization program. [redacted] 25X1

4. [redacted] thought the training section overemphasized automation. He suggested the need for management training, focusing on techniques for generalists who manage specialists. He also noted the need to broaden the focus on the secretarial/clerical work force to include possibilities for cross training and restructuring of existing job categories. Mr. [redacted] thought the security section was good in the polygraph, countermeasures, and overseas support areas. He suggested developing a stronger employee security awareness program. He 25X1

plots

OTE

25X1
DDI
EXEC
REG
25X1

CL BY [redacted]
DECL OADR

found nothing innovative in the finance section. In the logistics area, [redacted] applauded the concept of an interservices support agreement with the Air Force. He supported OMS's suggestions for focusing on the impact of increased use of computer terminals on employees' well being. He also noted the possibility of including a gym in the new building. [redacted] thought the OIS portion of the planning paper overemphasized artificial intelligence; he also qualified the concept of an "uninterrupted exchange of data." [redacted] suggested that an employee population of about [redacted] would probably be reasonable for planning purposes for the coming decade. [redacted]

OK
25X1
OMS

5. [redacted] observed that the future themes contained some interesting and not unfamiliar ideas, including giving employees unclassified work to do while awaiting clearances, the mobile crisis center, formalizing the operations support assistant positions, and exchanges with State. He found the paper weak in outlining the strengths and weaknesses of the DDA. He suggested addressing what the directorate needed to do to attract and retain employees. Overseas service and rotational assignments should be considered. The DDA should also develop a strategy for developing support capabilities in nontechnical areas, including social and psychological areas. He also noted the need to focus on the impact of the national programs on administrative support. [redacted]

25X1
SSA?

6. Mr. Stein observed that the DDA paper seemed to overemphasize automation. His main concerns were the need for more people and funds and the seriousness of the security threat. He saw maintaining appropriate compartmentation as a serious problem. Mr. Hineman saw the DDA paper stressing closing the support gap rather than looking ahead--a natural result of the reductions in recent years. He believed more people were needed to work on computer security and the polygraph program. He was concerned about getting the right kinds of people in these areas and suggested more DDA/DDS&T exchanges might help. He also thought that the DDA should establish priorities among its rebuilding needs. [redacted] noted that when the Deputies were asked to provide their space requirements, the resulting list exceeded the space that the [redacted] Building will make available. Mr. Hineman precipitated a discussion of the training that will be required for the secretaries/clericals. Mr. McMahon opined that the skill mix will change considerably, with more secretaries/clericals functioning more as intelligence assistants. [redacted]

25X1
25X1
OTC
25X1

7. Mr. Gates was concerned that the DDA paper had been written in isolation from the personnel paper. He pointed out that while other directorate planning papers focused on how to accomplish their missions, the DDA and Office of Personnel should force the other directorates to focus on people concerns. He suggested that the DDA should be thinking about nonfinancial incentives to attract and retain people. Examples included physical fitness facilities, an aggressive health care program,

OMS
CA

CONFIDENTIAL

legal counseling, and better use of existing space. Mr. Gates thought the Office of Security needed to be revitalized. More attention should be paid to personnel security. Considerable thought will be required regarding maintaining security standards in the midst of the evolving social mores of current and future applicants. Mr. Gates thought in general the DDA paper lacked imagination for dealing with the Agency's problems in the coming decade. [redacted] 25X1

8. Mr. Glerum acknowledged the resource dilemma of choosing between rebuilding the Agency's dwindling infrastructure and pursuing new initiatives. He supported the program outlined for operational support assistants. He cautioned that categorizing the Agency as a Foreign Service agency could have negative as well as positive effects. He advocated that OMS do more psychological assessments, particularly for people going overseas. [redacted] 25X1

9. Mr. Taylor regretted that the planning paper appeared to call for more money and more people as the answers to all problems. He pointed out that the paper did not discuss the important relationships between support entities and other components. Large charter issues, such as the advisability of decentralized versus centralized computer support, were also missing. As another example, he questioned whether ORD was providing adequate R&D support in the security area. [redacted] 25X1 noted that the information handling specialist who will be added to his Planning Staff will focus on the centralized ADP support issue and strive to anticipate developments rather than react to them. Mr. Taylor thought some serious thinking was warranted on what a central support capability should be. [redacted] 25X1 noted the possibility of dividing the DDA into two groups of activities, one people related and one oriented toward "things." [redacted] 25X1

10. Mr. Childs praised the many good ideas reflected in the planning paper. He was not persuaded that automation would become as pervasive within the next decade as the paper indicated. He suggested including some ideas on management training, particularly in the area of managing specialists. Mr. Hineman noted a reluctance to obtain outside training. Mr. [redacted] speculated this was a legacy from the recent budget cuts in training. [redacted] 25X1 25X1

11. Mr. McMahon thought the discussion had fostered some good ideas worth pursuing. He agreed that the Office of Security needed to think more about the impact of changing societal values on the Agency's security standards. He urged more attention be paid to physical security in the wake of the growing terrorist threat. He encouraged increased availability of medical services for employees. He recommended that the Office of Training prepare for the expected change in the mix of skills among employees. He also emphasized that increasing the number of polygraph operators could not wait until 1984. Finally, he said

CONFIDENTIAL

CONFIDENTIAL

that he would like to see more on how to reinstitute a broader Agency focus to the Career Trainee program. [redacted]

25X1

12. [redacted] advised that the Planning Staff would summarize the planning process and develop a draft guidance document for components. It will also evaluate the process. [redacted] then adjourned the meeting. [redacted]

25X1

Mr. [redacted] 25X1

25X1

Distribution:

- DDCI (Subject File)
- ExDir
- DDI
- DDO
- DDA
- DDS&T
- Comptroller
- IG
- D/Personnel
- Planning Staff
- EXCOM Minutes
- ER

CONFIDENTIAL

EXCOM 82-7061
13 December 1982

MEMORANDUM FOR: Executive Committee Members

FROM: [REDACTED]

Executive Assistant to the DDCI

25X1

SUBJECT: Minutes of 2 December 1982 Executive Committee Meeting: Long-Range Planning, Phase IV, Support Capabilities

1. The Executive Committee met on 2 December 1982 to review the Phase IV long-range planning papers on personnel requirements and research and development support capabilities. [REDACTED] 25X1 chaired the session; participants included Messrs. McMahon (DDCI); Hineman (DDS&T); Fitzwater (DDA); Stein (DDO); Gates (DDI); Taylor (IG); Childs (Comptroller); and Glerum (D/Personnel). (AIUO)

2. Personnel Planning. [REDACTED] reviewed events in the 25X1 planning cycle to date and outlined the next steps. He highlighted papers submitted by the Comptroller and the General Counsel for this phase of the planning process. He noted that the personnel planning paper was a catalog of present and future problems and the solutions suggested were tantamount to continuing existing practices with slightly more resources. Highlighting the paper, Mr. Glerum stated that more personnel officers would be required for the components, recruiting and retaining high quality employees would become increasingly challenging, and offsets would be required to counter Government service becoming less attractive. In response to [REDACTED] 25X1 questions, he acknowledged that suggested solutions to the latter included improved benefits and a special pay scale for hard-to-get high technology specialists. He also noted that productivity measurement programs would only be applicable in some areas. [REDACTED] 25X1

3. Mr. Gates stated that he was disappointed with the lack of alternatives presented in the paper. He observed that Congress probably would be more inclined to have CIA benefits conform to those in the rest of the Government rather than to improve CIA's benefit package. He noted the lack of any differentiation among the problem sets facing the five career services. He questioned the gains to be realized from productivity measurement. Mr. Gates suggested a number of significant issues on the horizon that should be addressed in the Agency's personnel planning process: the changing character of secretarial/clerical work in the wake of increasing office automation, including SAFE and CRAFT; the impact of slowed promotion rates leaving many GS-15s with dim prospects for career

SECRET

OL BY [REDACTED]

25X1

advancement; the need to develop incentives other than money to retain and motivate employees; the implications of an increased percentage of specialists with narrow ranges of expertise; and the impact of changing societal values on the work ethic of newer employees. [redacted]

25X1

4. Mr. Stein said that he had similar concerns. He believed that many of the problems could be solved if they could be broken down into their directorate parts. He acknowledged that the "one-Agency concept" was valid in many areas to ensure equity, but in others it could compound the problems of working in a large bureaucracy and dilute the career satisfaction that was more easily attained in smaller units. Mr. Hineman concurred with the latter point. He objected to the negative tone of the planning paper, noting that people worked at CIA because of their interest in their work and loyalty to the organization, not just for money and benefits. Mr. Fitzwater thought the problems identified in the paper as well as those noted by Mr. Gates were valid. He observed that the environment the paper projected for the future was already here. [redacted]

25X1

5. Mr. Taylor concurred with the concept of employees being less inclined to spend entire careers at the Agency as "portable" benefits became more common (e.g. Medicare, IRAs). He suggested that dual career families should be considered a potential asset, not a problem. Given the relatively small percentage of employees serving overseas, Mr. Taylor thought concerns about attracting employees to overseas service were overblown. He noted that much of the Agency's significant work is performed by contractors, and the Agency has been unimaginative in tapping this skilled pool of people. He suggested the possibility of establishing wholly owned subsidiaries to do specialized tasks. [redacted]

25X1

6. Mr. McMahon said that the discussion had been very constructive. He agreed that the secretarial issue merited attention and suggested the IMS conversion program as a model. He stated that surfacing issues like this one would be one of the tangible benefits of the planning process. Mr. McMahon agreed that with some imagination and good management, dual career families should be a plus for the Agency. He was dismayed by the materialistic theme throughout the paper. He was disappointed that the paper did not reflect what he considered to be the spirit of CIA employees who derived great satisfaction from the enormous challenge of their work. Given the Agency's inability to compete with the private sector financially, he suggested concentrating on competing in other ways. Mr. Glerum said that CIA applicants were not motivated only by money, but today's economy did make money more of a factor than in other time periods. [redacted] concluded that the personnel paper had served as an excellent catalyst for surfacing many ideas worth pursuing. [redacted]

25X1

25X1

Page Denied

Distribution:

DDCI (Subject File)

ExDir

DDI

DDA

DDO

DDS&T

IG

Comptroller

D/Personnel

Planning Staff

ER

EXCOM Minutes