

<b>TRANSMITTAL SLIP</b>			<small>DATE</small> 10 APR 1956
TO: <i>DD/OIS 6</i>			
ROOM NO.		BUILDING	
REMARKS: <i>D/OIS M</i>			
FROM: <i>DDA</i>			
ROOM NO.		BUILDING	EXTENSION

~~CONFIDENTIAL~~

18 April 1985  
DDA 85-1383

MEMORANDUM FOR: Director of Central Intelligence  
FROM: Harry E. Fitzwater  
Deputy Director for Administration  
SUBJECT: Luncheon with DA Office Directors on Friday, 19 April 1985

1. We appreciate your taking the time to meet with us for lunch. We have not set an agenda for this luncheon other than to get better acquainted and perhaps you could give us your perceptions of the DA and areas you consider need improving. Also, we can provide you with information on what we are doing and answer any questions you might have regarding each of the Office Director's responsibilities.

2. As you are aware, we have had several recent changes in Office Director positions. [redacted] who was the Director of Logistics, has now become the Director of the Office of Communications. Also, you might recall that the Domestic Networks Division was taken out of the Office of Communications and placed into the Office of Data Processing and that Office has now become the Office of Information Technology with Bill Donnelly as Director. Hank Mahoney, who was the Deputy Director of Personnel, has now taken over as the Director of Logistics. On 1 May, [redacted] (who will be attending the luncheon) will take over as Director of Training and Education vice [redacted] is being posted to Georgetown University as our senior representative on their faculty. Our new Deputy Director of Personnel is [redacted], and [redacted] is the new Deputy Director of Logistics. Neither of these officers will be at the luncheon. Several changes have been made in the complement of the Offices of Personnel, Logistics, Communications, Information Technology and Security. Some of these changes result from retirements while others have been directed assignments. These, when added to other changes in '83/'84, mean that in an approximate two-year period new leadership has been provided to all DA offices except two.

25X1

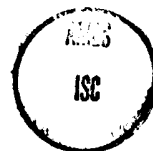
25X1

25X1

25X1

25X1

OMS  
OS



25X1

CONFIDENTIAL



SUBJECT: Luncheon with DA Office Directors on Friday, 19 April 1985

3. The following is a list of the DA Offices and their Directors/Alternates and subjects that you might wish to pursue with them:

Office of Communications - Director

25X1

- Communications recapitalization.
- Growth in communications.
- Training of communicators--will they be prepared to handle the new equipment and the increase in the size of the network?
- New concept in grading of personnel called "banding." This concept may be applied to others areas of the Agency. Communications is the experimental organization in the Agency for this new concept.

Office of Information Services - Director

25X1

- FOIA backlog. The Office of Information Services is making outstanding progress in reducing the backlog which is to our benefit because of the new legislation. You might want to discuss this further.
- The progress in developing a plan for handling historical records.
- OSS records.

Office of Information Technology - Director Bill Donnelly

- Progress of integrating the Office of Communications/Domestic Networks Division and the Office of Data Processing personnel.
- Progress of the SAFE Project.
- Installation of equipment.
- Dealing with additional computer and machine growth after new building is completed.

CONFIDENTIAL

CONFIDENTIAL

SUBJECT: Luncheon with DA Office Directors on Friday, 19 April 1985

Office of Security - Director

25X1

- New initiatives in support of recruitment and applicant processing.
- Leaks.
- Planning for technical security upgrade.
- What problems has the Office of Security uncovered in clearing new applicants? Is there a perceivable change in the quality of the applicant today versus the past?

Office of Medical Services - Deputy Director Arvel Tharp, M.D.

- Alcohol program.
- Employee Assistance Program.
- Concerns about the increase of applicant disqualifications. This increase has been greater in the clinical area although psychiatric disqualifications have increased as well.

Office of Personnel - Director Bob Magee

- OPM's supplemental retirement proposal.
- Recruitment progress.
- Domestic relocation services.

Office of Training and Education  (takes over as Director 1 May)

25X1

- Increase in work and courses in 1984 over past history. There has been a 100% increase in students during 1984 - 7,000 to around 14,000 student days - increase of 70% in courses.
- Increase in analytical training.
- New ideas in training.

CONFIDENTIAL

CONFIDENTIAL

SUBJECT: Luncheon with DA Office Directors on Friday, 19 April 1985

Office of Finance - Deputy Director [redacted]  
(Allen Elkins, Director, had made previous plans which I decided not to cancel.)

25X1

- Automation of Finance.
- New payroll system.
- Integration with State finance system.

Office of Logistics - Director Hank Mahoney

- Increase in workload due to covert action.
- Problems with lack of facilities.
- Short-term problems with space.
- Problem with getting all units in the new building.

3. These are some of the subjects you might want to talk to the Office Directors about. I know it is quite a long list and we definitely will not have time to cover them all. There might be some of these subjects you may want to pursue at a later date and maybe in another type of a forum.

4. We are looking forward to meeting with you and thank you again for accepting our invitation.

[redacted signature box]

25X1

Harry E. Fitzwater

Attachment:

Biographic Profiles

DDA/HEFitzwater:rj (18 April 1985)

Distribution:

Orig - Addressee (w/attns)

- 1 - Each DA Office Director (w/o/att)
- 1 - EO/DDA "
- 1 - DDA/MS [redacted] "
- 1 - DDA Subject "
- 1 - DDA Chrono "
- 1 - HEF Chrono "

25X1

CONFIDENTIAL

~~CONFIDENTIAL~~

**SUBJECT: Luncheon with DA Office Directors on Friday, 19 April 1985**

3. The following is a list of the DA Offices and their Directors and subjects that you might wish to pursue with them:

Office of Communications - Director

25X1

- Communications Recapitalization.
- Growth in communications.
- Training of communicators--will they be prepared to handle the new equipment and the increase in the size of the network?
- New concept in grading of personnel called "banding." This concept may be applied to others areas of the Agency. Communications is the experimental organization in the Agency for this new concept.

Office of Information Services - Director

25X1

- FOIA backlog. The Office of Information Services is making outstanding progress in reducing the backlog which is to our benefit because of the new legislation. You might want to discuss this further.
- The progress in developing a plan for handling historical records.
- OSS records.

Office of Information Technology - Director Bill Donnelly

- Progress of integrating the Office of Communications/Domestic Networks Division and the Office of Data Processing personnel.
- Progress of the SAFE Project.
- Installation of equipment.
- Problem of controlling computer and machine growth after new building is completed.

CONFIDENTIAL

**CONFIDENTIAL**

**SUBJECT: Luncheon with DA Office Directors on Friday, 19 April 1985**

Office of Security - Director

25X1

- Progress in improving polygraph complement and investigations for new recruitment initiative.
- Leaks.
- What problems has the Office of Security uncovered in clearing new applicants? Is there a perceivable change in the quality of the applicant today versus the past?

Office of Medical Services - Director Bob Ingram, M.D.

- Alcohol program.
- Employee Assistance Program.
- Concerns about growth in clinical disqualifications--in the past this was more prevalent in the psychiatric area .

Office of Personnel - Director Bob Magee

- OPM's supplemental retirement proposal.
- Recruitment progress.

Office of Training and Education  (takes over as Director 1 May)

25X1

- Increase in work and courses in 1984 over past history. There has been a 100% increase in students during 1984 - 7,000 to around 14,000 student days - increase of 70% in courses.
- Increase in analytical training.
- New ideas in training.

**CONFIDENTIAL**

SUBJECT: Luncheon with DA Office Directors on Friday, 19 April 1985

Office of Finance - Deputy Director   
(Allen Elkins, Director, had made previous plans which I decided not to cancel.)

25X1

- Automation of Finance.
- New payroll system.
- Integration with State finance system.

Office of Logistics - Director Hank Mahoney

- Increase in workload due to covert action.
- Problems with lack of facilities.
- Short-term problems with space.
- Problem with getting all units in the new building.

3. These are some of the subjects you might want to talk to the Office Directors about. I know it is quite a long list and we definitely will not have time to cover them all. There might be some of these subjects you may want to pursue at a later date and maybe in another type of a forum.

4. We are looking forward to meeting with you and thank you again for accepting our invitation.

Harry E. Fitzwater

CONFIDENTIAL



## DDA OPENING REMARKS

### I. Purpose of Luncheon.

This is the first in a series of luncheons for Jim McDonald, the DA Office Chiefs, and myself to discuss with you (and subsequently with the DDCI, EXDIR, and the other Deputy Directors) the quality of support provided by the DA.

### II. Increased Support Requirements on the DA.

#### A. Growth in resources for the Intelligence Community from 1981 to the present.

e.g., 40% growth in personnel in the last five years.

#### B. Major Agency modernization efforts.

e.g., SAFE; COMMO RECAP; NEWS; New Headquarters Building; and the assumption of GSA custodial, maintenance, and protection functions.

#### C. Strong leadership from the Director in the Agency's Excellence Program with high priority being given to excellence items, many of which are for DA action.

### III. Complaints on DA Service.

#### A. One Major category of complaints on the DA are items derived from the Excellence Program. Many of these items are related to Agency Quality of Life.

(List of Examples)

#### B. Another major category of complaints on the DA are in substantive areas related to increased Agency support requirements and to the Agency's overall mission.

(List of examples; such as increased requirements for training, communications, and ADP support)

### IV. Prioritization of Requirements on DA Services.

Requirements and complaints in both of these categories, many with heavy resource requirements, come to us with high priorities. We feel that much of the perception that the DA could do more impacts on the Quality of Life more than on the more substantive support areas. However, among Agency management, some expect more decisive and comprehensive solutions in areas such as recruitment, retirement, and streamlining of Agency regulations and procedures. This is too often without a realistic appraisal of the resource, political, and legislative impediments that must be overcome.

There must be a continuing balance between priorities, resources, and solutions. It's clear that we need a continuing frank and candid dialogue among the DD's and between the working levels of the Directorates. We also need leadership in guiding managers to ensure that resources available are effectively utilized to resolve problems in the appropriate priority order.

V. Wrap-up.

We are not alone in our problems. Under Secretary Spiers of the Department of State has many of the same resource and support problems that we have, as indicated in his blunt speech on 29 January 1985 to the Foreign Service Club.

VI. Open Discussion on DA Support Between the DCI and Other Attendees.

Complaints on DA service in substantive areas related to increased Agency support requirements and to the Agency's overall mission.

- Complaints about too few OTE courses, especially in analytical areas. OTE had a 100% increase in students during 1984 and 70% increase in courses. Progress is being made, but sometimes at the expense of one component to serve another.

- Complaints about recruitment. Progress is being made. Some natural impediments include a 2-1/2 to 1 ratio for hires relative to applicants processed. This compares to a 2 to 1 ratio of only a few years ago. OS and OMS rejection rate has increased due to changes in our society and our maintenance of our standards.

- Complaints about the technical security program. Currently, this is an Intelligence Community-wide football. The DA has the best approach.

- Complaints about the lack of centralized maintenance for some type of equipment. Centralized maintenance is working in the copies arena, and we're looking at other areas.

- Complaints about the rate of installation of computer terminals. Integration of ODP and OC-DND will help solve this problem.

- Complaints on the lack of streamlined regulations and procedures. This is too often without a realistic appraisal of the resource, political, and legislative impediments.

- Complaints about ineffectiveness of GSA protective services. This problem is being solved by the replacement of the GSA guards with staff personnel.

Complaints on DA service derived from the Excellent Program. Many of these items are related to Agency Quality of Life.

- Inconvenience to employees due to New Building Construction. Considerable resources have been expended to minimize inconvenience, but some inconvenience in a project of this magnitude is unavoidable.

- Complaints about Headquarters elevators. Headquarters elevators are being well maintained. Replacement is not warranted in competition with other priorities.

- Complaints about lighting, cleanliness and ambiance in Agency buildings. Considerable progress has been made in all of these areas by upgrading lighting in Headquarters, and especially by the replacement of GSA maintenance and custodial services by Allied.