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PROJECT FRESH START

(THE DESIGN OF A NEW AGENCY CLASSIFICATION AND PAY SYSTEM)

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DCI FRAMEWORK

"ADJUST OUR PAY SYSTEM...TO BETTER RELATE PERFORMANCE AND COMPENSATION"

"MAKE EXTENSIVE CHANGES...TO MORE ADEQUATELY REWARD EXPERTS"

"RETHINK CURRENT BENEFITS TO OFFER A BROAD, FLEXIBLE COMPENSATION PACKAGE THAT  
RECOGNIZES THE NEEDS OF OUR EMPLOYEES VARY AT DIFFERENT STAGES OF THEIR LIVES  
AND CAREERS"

"REFOCUS OUR TRAINING PROGRAMS AND DEVOTE MORE RESOURCES TO THEM"

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WHAT IS INCLUDED IN PROJECT FRESH START

- NEW POSITION CLASSIFICATION AND PAY SYSTEM (BANDING)
- PAY FOR PERFORMANCE -- INCLUDING NEW PERFORMANCE APPRAISAL SYSTEM
- TOTAL COMPENSATION (PAY AND BENEFITS)
- SPECIALIST -- MANAGEMENT TRACKS
- PROMOTION SYSTEM
- COMMUNICATIONS PROGRAM
- TRAINING PLAN
- AUTOMATION SUPPORT

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WHO WILL BE INCLUDED?

GS

SIS

NON-GS

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WHY NOT GENERAL SCHEDULE

POSITION CLASSIFICATION

- GS SYSTEM -- CONCEPT THAT FEDERAL GOVERNMENT IS SINGLE EMPLOYER
  - AGENCY AUTHORITIES RECOGNIZE UNIQUE INTELLIGENCE NEEDS
  
- GS CLASSIFICATION SYSTEM -- COMPLEX AND DIFFICULT TO ADMINISTER
  - NOT REFLECTIVE OF UNIQUE REQUIREMENTS AND AGENCY VALUES
  - AGENCY HAS CONSTANT NEED TO MODIFY TO BETTER FIT OUR NEEDS
  
- CURRENT AGENCY CLASSIFICATION SYSTEM THEREFORE IS NOT A PURE GS SYSTEM  
WHILE ALSO NOT TOTALLY ADEQUATE FOR CIA

WHY NOT GENERAL SCHEDULE

PAY

- GENERAL SCHEDULE IS NOT MARKET SENSITIVE
  - PUTS PRESSURE ON CLASSIFICATION SYSTEM TO MEET MARKET DEMANDS
  - SKEWS HIRING GRADE GUIDELINES TO REMAIN COMPETITIVE
- EMPHASIZES LONGEVITY OVER PERFORMANCE
  - PROMOTION SEEN AS PRIMARY MEANS OF REWARD
- RESTRICTS MANAGEMENT FLEXIBILITY/ACCOUNTABILITY FOR PAY DECISIONS
- NARROW PAY RANGES LIMIT FLEXIBILITY TO ESTABLISH PAY-FOR-PERFORMANCE SYSTEM
- PROMOTES DISPARITY BETWEEN EMPLOYEE'S VALUE AND EMPLOYEE'S PAY

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PROJECT ORGANIZATION

- AGENCY-WIDE TASK FORCE
- INTEROFFICE WORKING GROUP
- PROJECT TEAM
- OCCUPATIONAL TEAMS

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AGENCY-WIDE TASK FORCE

◦ COMPOSITION

- CHAIRMAN
- REPRESENTATIVES FROM EACH CAREER SERVICE

◦ FUNCTION

- REVIEW ISSUES FROM PROJECT TEAM
- PROVIDE RECOMMENDATION TO EXCOM
- PROVIDE POLICY DIRECTION TO TEAM
- MOBILIZE CAREER SERVICES RESOURCES NEEDED FOR PROJECT
- RESPONSIBLE FOR IMPLEMENTATION OF NEW SYSTEM



INTEROFFICE WORKING GROUP  
(COORDINATION AND TECHNICAL OVERSIGHT)

- COORDINATION & LIAISON FUNCTIONS FOR PROJECT
  - INFORMATION FORUM FOR PROJECT STATUS
  - INCLUDES:
    - DA
      - OFFICE OF PERSONNEL (PROJECT MGMT & PERSONNEL SYSTEMS)
      - OFFICE OF TRAINING & EDUCATION (TRAINING & COMMUNICATIONS)
      - OFFICE OF INFORMATION TECHNOLOGY (AUTOMATED SYSTEMS SUPPORT)
      - OFFICE OF MEDICAL SERVICES (PERFORMANCE STANDARDS/SURVEYS)
      - OFFICE OF FINANCE (PAYROLL SYSTEMS)
    - COMPTROLLER (BUDGETARY POLICY & CMB LINKAGE)
    - OFFICE OF CONGRESSIONAL AFFAIRS (OVERSIGHT COMMITTEES LINKAGE)
    - OFFICE OF GENERAL COUNSEL (LEGAL SUPPORT)
- DI  
DS&T      REPRESENTATIVES  
DO

OCCUPATIONAL TEAMS

- o FIVE TO SEVEN EXPERTS FOR EACH OF 35 MAJOR OCCUPATIONS BEING ANALYZED
  - A. WORK WITH PROJECT TEAM TO DO JOB ANALYSIS:
    - DEVELOP LEVELS IN OCCUPATION
    - IDENTIFY SKILLS/COMPETENCIES FOR EACH LEVEL
    - IDENTIFY PERFORMANCE STANDARDS
    - DEVELOP PROMOTION CRITERIA
  - B. WORK WITH PROJECT TEAM TO:
    - DEVELOP CAREER HANDBOOKS
    - FORMULATE PROMOTION PROGRAM FOR OCCUPATIONS
    - ASSESS IMPACT OF NEW SYSTEM ON OCCUPATIONS

CONTRACTOR SUPPORT

TOWERS, PERRIN, FORSTER & CROSBY (TPF&C)

- INTERNATIONAL CONSULTING FIRM WITH EXPERTISE IN DESIGN OF COMPENSATION SYSTEM
- SUPPORT TO DESIGN OF POSITION CLASSIFICATION AND PAY SYSTEM

HAY HUGGINS, INC

- INTERNATIONAL CONSULTING FIRM WITH EXPERTISE IN DESIGN OF BENEFITS PROGRAM
- SUPPORT TO DESIGN OF BENEFITS STRUCTURE AS PART OF TOTAL COMPENSATION

PROJECT TEAM

PROJECT MANAGER

POSITION  
CLASSIFICATION  
AND PAY

PERFORMANCE  
APPRAISAL  
SYSTEM

PROMOTION  
SYSTEM

TOTAL  
COMPENSATION

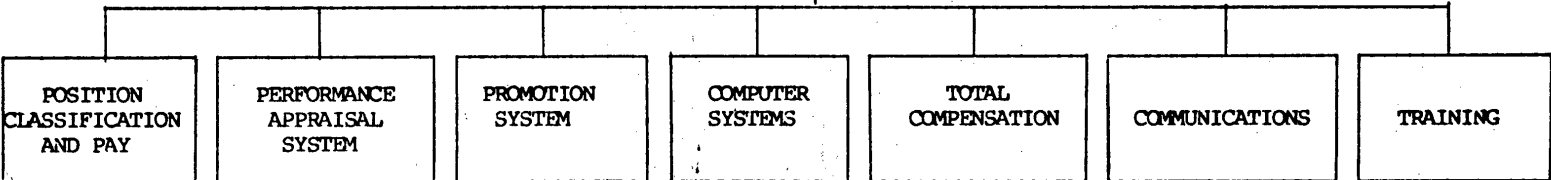
COMPUTER  
SYSTEMS

COMMUNICATIONS

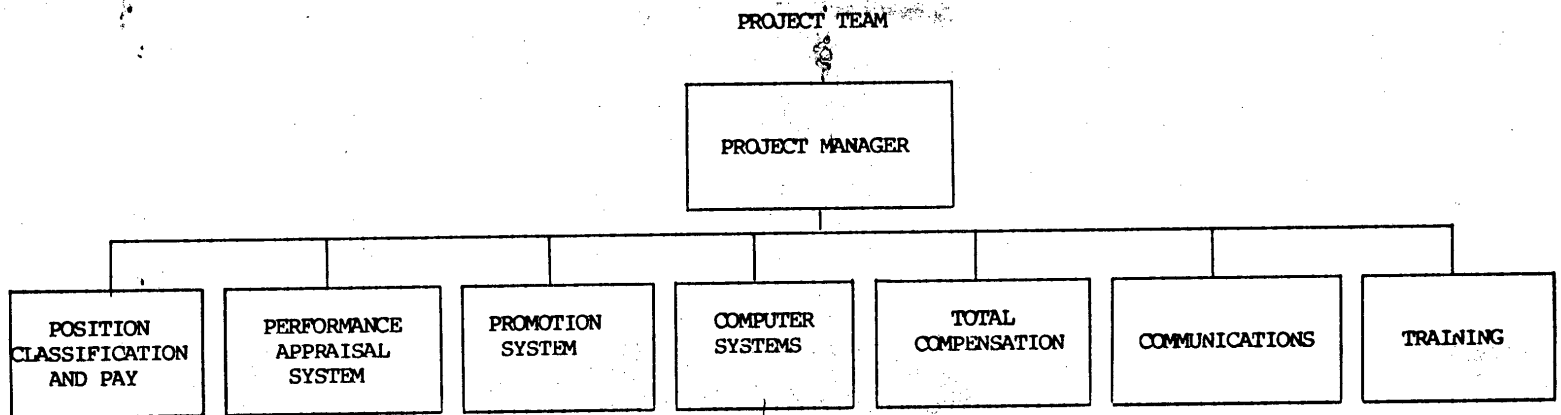
TRAINING

**PROJECT TEAM**

**PROJECT MANAGER**



POSITION CLASSIFICATION AND PAY	PERFORMANCE APPRAISAL SYSTEM	PROMOTION SYSTEM	COMPUTER SYSTEMS	TOTAL COMPENSATION	COMMUNICATIONS	TRAINING
New position classification system	Develop job-specific performance requirements	Develop Agency-wide & occupation specific requirements	Personnel/ Payroll system modifications	Flexible benefits	Educate & feedback	System Adm.
Define Levels	Simplify Administration		Cost Projections Models	Tiered benefits	Attitude Surveys	Mgmt Training
Establish position requirements for managers/specialists	Provide basis for linkage to pay	Dual Track System Career Handbooks	Employee Benefits simulation	Occupational linkage	Briefings	Specialist Training
Design pay system	Performance Plans		Automated position classification/performance appraisal	Performance linkage	Publications	
Establish external market linkages	Performance Appraisal System		System Maintenance & reporting			



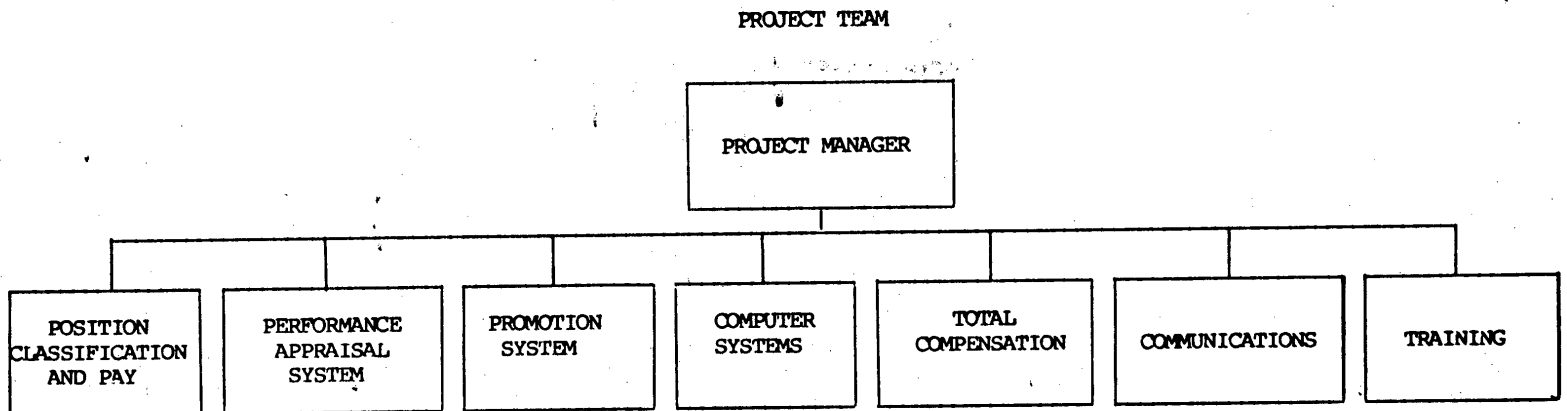
New position classification system

Define Levels

Establish position requirements for managers/specialists

Design pay system

Establish external market linkages



Develop job-specific performance requirements

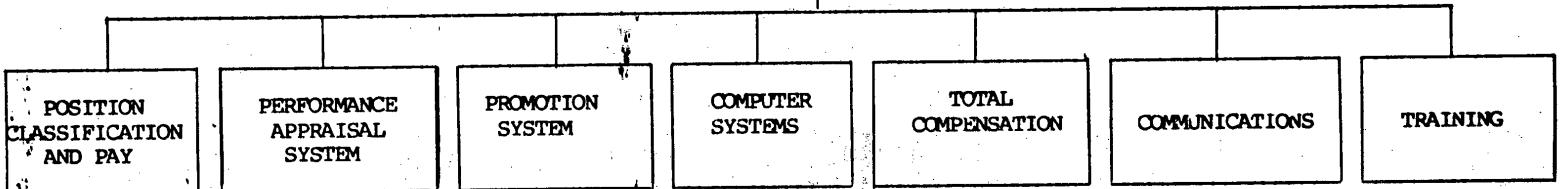
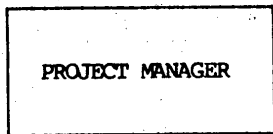
Simplify Administration

Provide basis for linkage to pay

Performance Plans

Performance Appraisal System

PROJECT TEAM



Develop Agency-wide & occupation specific requirements

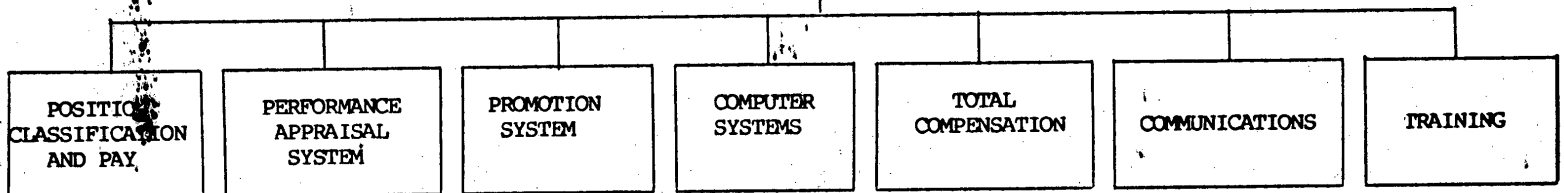
Dual Track System

Career Handbooks



PROJECT TEAM

PROJECT MANAGER



Personnel/  
Payroll system  
modifications

Cost Projections  
Models

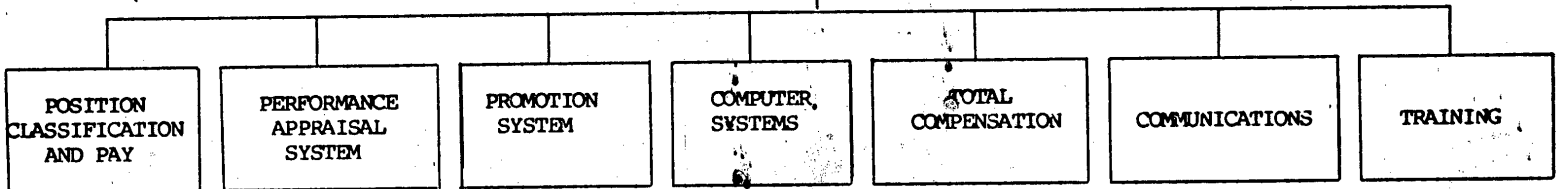
Employee Bene-  
fits simulation

Automated posi-  
tion classifica-  
tion/performance  
appraisal

System Maintenance  
& reporting

PROJECT TEAM

PROJECT MANAGER



Flexible benefits

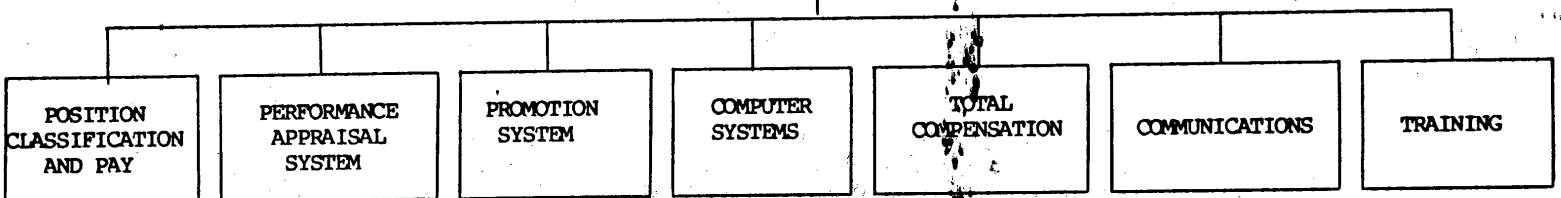
Tiered benefits

Occupational linkage

Performance linkage

PROJECT TEAM

PROJECT MANAGER



Educate & feedback

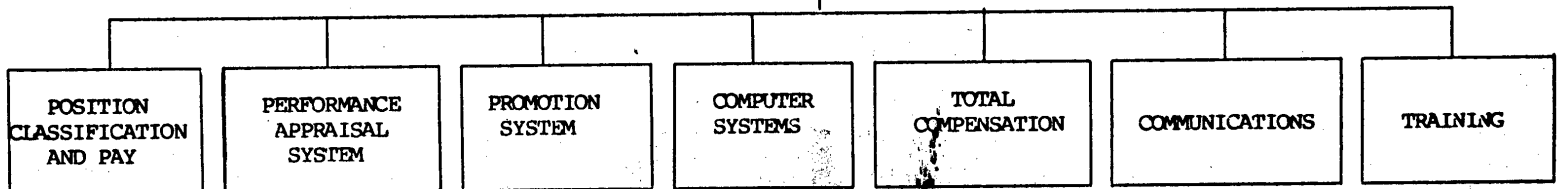
Attitude Surveys

Briefings

Publications

**PROJECT TEAM**

**PROJECT MANAGER**



System Adm.  
Mgmt Training  
Specialist Training

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KEY ELEMENTS OF PROJECT FRESH START

- SPECIALIST -- MANAGEMENT TRACKS
- NEW POSITION CLASSIFICATION AND PAY SYSTEM (BANDING)
- PAY FOR PERFORMANCE -- INCLUDING NEW PERFORMANCE APPRAISAL SYSTEM
- TOTAL COMPENSATION (PAY AND BENEFITS)
- PROMOTION SYSTEM
- AUTOMATION SUPPORT
- COMMUNICATIONS PROGRAM
- TRAINING PLAN
- IMPLEMENTATION STRATEGY

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SPECIALIST - MANAGEMENT TRACK

YES OR NO?

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**SPECIALIST - MANAGEMENT TRACK**

- WHAT DISTINGUISHES THE MANAGER FROM THE SPECIALIST?
- HOW DO WE DEFINE MANAGERIAL RESPONSIBILITIES, COMPETENCIES, TRAINING AND EXPERIENCE?
- IS THE SPECIALIST A MENTOR, OR A SUPERVISOR?

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**SPECIALIST - MANAGEMENT TRACK**

- IS "MANAGER"
  - A TRACK OR SEPARATE OCCUPATION WITH DISCRETE LEVELS, OR
  - A BAND WITHIN EACH OCCUPATION



**SPECIALIST - MANAGEMENT TRACK**

- **WHAT DEFINES THE SPECIALIST TRACK?**
  - **JOB COMPETENCIES**
  - **JOB SKILLS**
  
- **WHAT LIMITS NUMBER OF SPECIALISTS WHO CAN ATTAIN EXPERT LEVEL**
  - **RELATIVE TO TOTAL OCCUPATION POPULATION**
  - **RELATIVE TO MANAGEMENT**

**SPECIALIST - MANAGEMENT TRACK**

- HOW "HIGH" (RANK - STATUS) CAN A SPECIALIST GO WITHOUT BEING A MANAGER
  
- HOW MUCH CAN SPECIALISTS MAKE
  - DO WE CREATE A SEPARATE BUT EQUAL COMPENSATION SYSTEM FOR THE SPECIALIST AND THE MANAGER?
  
  - DO WE RECOGNIZE ADDITIONAL MANAGERIAL RESPONSIBILITIES IN THE PAY STRUCTURE; IN THE SIZE OR AVAILABILITY OF BONUSES; IN ADDITIONAL BENEFITS?

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**SPECIALIST - MANAGEMENT TRACK**

◦ **RELATION TO SIS**

- ARE THOSE IN TOP OF SPECIALIST TRACK IN SIS
- IS SIS ONLY FOR MANAGERS (MORE LIKE SES)

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**SPECIALIST - MANAGEMENT TRACK**

- **HOW DOES ONE OPT INTO AND OUT OF THE MANAGEMENT TRACK**

- **HOW DO WE SELECT MANAGERS**

- **SELF ASSESSMENT AND INCUMBENT RECOMMENDATION**

- **ASSESSMENT CENTERS**

**INTERNAL TO OCCUPATION OR CAREER SERVICE**

**EXTERNAL TO OCCUPATION, i.e. ESTABLISH SEPARATE MANAGEMENT CAREER SERVICE**

**WHY BANDING**

- **SIMPLIFY POSITION CLASSIFICATION**
  - **SIMPLER POSITION DESCRIPTIONS**
  - **GREATER MANAGEMENT FLEXIBILITY**
- **RESPONSIVE TO MARKETPLACE (SALARY LEVEL/HIRING/INTERNAL PLACEMENT)**
- **BROADER "PAY BANDS" FACILITATE PAY FOR PERFORMANCE SYSTEM**
- **IMPROVE MANAGEMENT FLEXIBILITY IN REGARDING EMPLOYEE PERFORMANCE**

STRUCTURE OF BANDING

- HOW MANY BANDS (IF 15, BACK TO GS)
  - AGENCY SPECIFIC, AND TO WHAT EXTENT
  - DIRECTORATE SPECIFIC
  - OCCUPATION SPECIFIC
- SIZE OR RANGE OF "BANDS"
- DO WE ESTABLISH SEPARATE MANAGEMENT BAND
- RULES FOR "CROSSOVER" BETWEEN OCCUPATIONS

BANDING

ILLUSTRATIVE ALTERNATIVE STRUCTURES:

A. ENTRY

JOURNEYMAN

EXPERT

MANAGER

B. ENTRY

JOURNEYMAN

SUPERVISORY

EXPERT

MANAGER

C. ENTRY

JOURNEYMAN - SUPERVISORY

EXPERT - MANAGER

**PAY PHILOSOPHY**

- **RELATIONSHIP TO MARKET**
  - **AVERAGE**
  - **HIGH**
- **LINKAGES TO OTHER FEDERAL PAY STRUCTURES**
  - **FOREIGN SERVICE**
  - **GENERAL SCHEDULE**
- **LINKAGES TO PRIVATE SECTOR SYSTEMS**
- **REGIONAL PAY SCHEDULES**



INTEGRATION OF AGENCY UNIQUE FACTORS

OPTIONS

- INCLUDE COMPENSABLE FACTORS IN DEVELOPMENT OF JOB EVALUATION SYSTEM
- INCLUDE IN PREMIUM PAY
- INCLUDE IN ALLOWANCES -- RELATIONSHIP TO STANDARDIZED REGULATIONS
- ADJUSTMENT TO MARKET DATA

BANDING

- IMPLICATIONS OF FEWER CAREER PROMOTIONS
  - PERCEIVED LOSS OF STATUS BY COMPRESSING PAY LEVELS
  
- STRATEGY FOR DEALING WITH PERCEPTIONS
  - ESTABLISH NEW SIGNIFICANCE FOR EACH LEVEL
  - IDENTIFY WHAT IS IMPORTANT TO EMPLOYEES IN CURRENT SYSTEM
  - EMPLOYER RECOGNITION
  - PEER RECOGNITION
  - ORGANIZATIONAL STATUS
  
- DESIGN NEW RECOGNITION SYSTEM TO FILL VOIDS
  - ADDED SIGNIFICANCE TO JOB TITLES

**COSTS OF SYSTEM**

- **RESTRICTED TO CURRENT BUDGET PROTOCOL (1%)**
- **TOTAL COMPENSATION APPROACH - CONSIDER TOTAL PERSONAL SERVICES BUDGET (BASE PAY, PREMIUM PAY, ALLOWANCES, BENEFITS)**
- **INCLUDE COMPARABILITY OR ADD TO PAY POOL**

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**PAY FOR PERFORMANCE**

- **FOR WHOM?**
  - **ALL EMPLOYEES**
  - **PROFESSIONAL OCCUPATIONS**
  - **PARAPROFESSIONAL OCCUPATIONS**
  
- **RELATIONSHIP TO SENIORITY**

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**PAY FOR PERFORMANCE**

- **PERFORMANCE PLANS**
- **PERFORMANCE APPRAISAL**
  - **PERCENTAGE LIMITS AT EACH RATING LEVEL (FORCED DISTRIBUTIONS)**
- **LINKAGE BETWEEN PERFORMANCE APPRAISAL AND COMPENSATION**

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**PAY FOR PERFORMANCE**

- **PERFORMANCE APPRAISAL**
  - **OBJECTIVES AND TASKS RELATED PERFORMANCE STANDARDS**
  - **SKILLS BASED PERFORMANCE STANDARDS**

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**PAY FOR PERFORMANCE**

◦ **EXAMPLE OF PERFORMANCE SCALES:**

(1 - 3)

- 3. ABOVE AVERAGE
- 2. AVERAGE
- 1. BELOW AVERAGE

(1 - 5)

- 5. OUTSTANDING
- 4. EXCEEDS FULLY SUCCESSFUL
- 3. FULLY SUCCESSFUL
- 2. MINIMALLY SUCCESSFUL
- 1. UNSATISFACTORY

(1 - 7)

- 7. SUPERIOR
- 6. EXCELLENT
- 5. GOOD
- 4. FULLY MEETS WORK STANDARDS
- 3. ACCEPTABLE
- 2. MARGINAL
- 1. UNSATISFACTORY

**PAY FOR PERFORMANCE**

• **SALARY ADMINISTRATION**

- **PAY POINTS RELATING TO PAR RATING**

- **POT OF MONEY TO MANAGER**

**AT WHAT LEVEL**

**BY UNIT OR COMPONENT**

**BY OCCUPATION OR OCCUPATIONAL FAMILY**

**e.g., OFFICE DIRECTOR GETS 1 MILLION DOLLARS FOR PERFORMANCE POOL -**

**DIVIDE HOWEVER**

**HALF MILLION FOR OFFICER, QUARTER MILLION FOR TECHNICAL AND  
QUARTER MILLION FOR CLERICAL**



**PAY FOR PERFORMANCE**

◦ **SALARY ADMINISTRATION/SALARY MANAGEMENT**

- BELOW MIDPOINT OF SALARY RANGE, ON AVERAGE RECEIVE PERMANENT PAY INCREASES
- ABOVE MIDPOINT OF SALARY RANGE, ON AVERAGE RECEIVE ANNUAL BONUSES
- COST IMPLICATIONS
- IF MANAGER GIVES MORE ANNUAL BONUSES, DOES HE GET BIGGER PAY POOL

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**PAY FOR PERFORMANCE**

- **AT WHAT LEVEL IS PAY-FOR-PERFORMANCE DECISION MADE?**

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**TOTAL COMPENSATION**

• **SALARY AND BENEFITS**

• **WHAT, HOW AND FOR WHOM**

- **FLEXIBLE OR CAFETERIA**

**FOR ALL EMPLOYEES**

**WHAT IS FLEXIBLE, WHAT IS FIXED**

- **TIERED**

**BY OCCUPATION -- MARKET PRICING**

**BY SPECIALIST / MANAGEMENT TRACK -- MAKE VIABLE CAREER PATHS**

**BY LEVEL - REWARD ACHIEVEMENT**

**BY PERFORMANCE - REWARD PERFORMANCE**

**TOTAL COMPENSATION**

• **PROS**

- LATERAL ENTRY
- MANAGEMENT REWARDS
- OVERCOME COMPRESSION - PAY CAP IN PUBLIC SECTOR
- ADD TO PAY-FOR-PERFORMANCE POOL
- EMPLOYEE CHOICE

• **CONS**

- COMPETITIVENESS VIS A VIS THE REST OF THE FEDERAL GOVERNMENT
- CORE BENEFITS ARE DIFFERENT
- LEGISLATIVE COMPLICATIONS
- IRS COMPLICATIONS

TOTAL COMPENSATION

- AUTHORITIES REQUIRED TO IMPLEMENT
  - CAN WE DO UNDER EXISTING AGENCY AUTHORITIES
  - DO WE NEED ADDITIONAL LEGISLATION
- NEED TO CONSIDER INTERNAL EQUITY
- REVENUE NEUTRAL OR HIGHER COST ALTERNATIVES

PROMOTION SYSTEM

- COHERENT CAREER DEVELOPMENT PROGRAM
- TRAINING REQUIREMENTS
- JOB EXPERIENCE REQUIREMENTS
- SKILLS AND COMPETENCY REQUIREMENTS
- DEMONSTRATED POTENTIAL TO WORK AT HIGHER LEVEL

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**AUTOMATION SUPPORT**

**SYSTEMS IMPACTED**

- **PERSIGN AND RELATED SYSTEMS**
- **PAYROLL**

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AUTOMATION SUPPORT

A. FOR PROJECT

- STORAGE/RETRIEVAL OF TEXT & NUMERIC DATA
- DATA MANIPULATION
  - OCCUPATIONAL BAND COMPARISONS
  - INTERNAL - EXTERNAL EQUITY COMPARISONS
  - SALARY STRUCTURE DEVELOPMENT
- SIMULATION
  - COST PROJECTIONS -- GS VS NEW SYSTEM
  - EMPLOYEE IMPACT -- GS VS NEW SYSTEM
    - AT DIFFERENT LEVELS
    - WITH DIFFERENT PERFORMANCE
    - UNDER DIFFERENT ASSUMPTIONS



**AUTOMATION SUPPORT**

**B. FOR IMPLEMENTATION**

- **POSITION CLASSIFICATION: AUTOMATED POSITION DESCRIPTIONS**
- **PERFORMANCE APPRAISAL: AUTOMATED PARS**
- **PAY FOR PERFORMANCE:**
  - **COST PROJECTIONS**
  - **PAY POOL ALLOCATION & OPTIMIZATION STRATEGIES**

**PAYROLL SYSTEM**

**PERSONNEL SYSTEM**

### COMMUNICATIONS

- ORGANIZATIONAL CHANGE MUST BE PREPARED FOR AND MANAGED
  - CHANGE IS THREATENING
  - LACK OF COMMUNICATIONS IS NOT AN OPTION
    - ABSENCE OF RELIABLE INFORMATION FOMENTS RUMOR AND MISINFORMATION
  
- COMMUNICATE TO EMPLOYEES ON WHAT WE ARE DOING AND WHY
  - WHAT WE HOPE TO ACCOMPLISH
  - RECEIVE EMPLOYEE FEEDBACK AND RESPOND
  - NOT ENGENDER UNREALISTIC EXPECTATIONS
  - PREVENT MISINFORMATION

COMMUNICATIONS

- ACCURATE, COMPLETE & TIMELY INFORMATION MUST BE CONVEYED TO EMPLOYEES THROUGH
  - SENIOR MANAGEMENT PRONOUNCEMENTS
  - PERIODIC BRIEFINGS
  - REGULAR PROJECT BULLETINS IN CLEARLY IDENTIFIABLE FORMAT (COLOR, FORMAT, LOGO)
  - VIDEO
  - WWSBS

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#### COMMUNICATIONS

- EMPLOYEE ATTITUDE SURVEYS
  - AS BASELINE FOR MEASUREMENT OF SUCCESS OF PROJECT
  - AS COMMUNICATIONS VEHICLE TO PROVIDE INFORMATION & GET FEEDBACK

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**TRAINING**

- **REQUIRED FOR SUCCESS OF MANAGEMENT - SPECIALIST TRACKS**
- **REQUIRED FOR PROMOTION UNDER NEW SYSTEM**
  - **NECESSARY PART OF DEVELOPMENT OF SKILLS/COMPETENCIES FOR MOVEMENT FROM LEVEL TO LEVEL WITHIN OCCUPATION**
- **FACILITATE MOVEMENT BETWEEN OCCUPATIONS TO MEET AGENCY NEEDS**
- **NECESSARY TO KEEP SKILLS CURRENT WITH AGENCY NEEDS**

TRAINING

NECESSARY FOR SUCCESSFUL IMPLEMENTATION OF NEW SYSTEM

- ALL EMPLOYEES MUST UNDERSTAND SYSTEM RULES
- MANAGERS MUST UNDERSTAND HOW TO ADMINISTER
  - o PERFORMANCE PLANS
  - o PERFORMANCE APPRAISAL
  - o PAY FOR PERFORMANCE
  - o CAREER DEVELOPMENT
- MANAGERS MUST BE RESPONSIBLE FOR BUDGETARY IMPLICATIONS

IMPLEMENTATION STRATEGY

- BUILD TOTAL SYSTEM, IMPLEMENT LATE 1988
- BRING ON LINE TWO PILOT OCCUPATIONS (ADP/DO OPS OFFICER),  
COMPLETE REST OF SYSTEM FOR 1988
- IMPLEMENT SYSTEM INCREMENTALLY

IMPLEMENTATION STRATEGY

BUILD TOTAL SYSTEM

PROS

- ASSURES SYSTEMATIC APPROACH
- AVOIDS RETROFITTING OCCUPATIONS ALREADY IN SYSTEM
- ALLOWS ACCURATE BUDGETARY PLANNING
- ASSURES ALL OCCUPATIONS EVALUATED AGAINST EACH OTHER
- AVOIDS PERCEPTIONS OF INEQUITY AMONG GROUPS NOT YET IN NEW SYSTEM

CONS

- PERCEPTION OF MANAGEMENT INACTIVITY
- LOSS OF MOMENTUM
- BEHIND CURVE VIS REST OF FEDERAL GOVERNMENT



## IMPLEMENTATION STRATEGY

### PHASED IMPLEMENTATION

#### PROS

- MAINTAINS MOMENTUM
- ALLOWS TIME FOR TRAINING TO KEEP PACE WITH REQUIREMENTS
- DOESN'T OVERLOAD ANY OF THE AUTOMATION OR MANAGEMENT SYSTEMS
- PROVIDES ADDITIONAL EXPERIENCE
- STRETCHES BUDGETARY IMPACT OF CONVERSION

#### CONS

- PROLONGS ORGANIZATIONAL CHANGE TRAUMA
- EXTENDS CONCERNS OVER INEQUITY
- MAKES ESTABLISHMENT OF INTERNAL EQUITY MORE DIFFICULT
- MAY NECESSITATE NUMEROUS RETROFITS
- EXTREMELY RESOURCE INTENSIVE AS PLANNING/IMPLEMENTATION TAKE PLACE SIMULTANEOUSLY
- TAXES ADP SUPPORT SYSTEMS (PERSONNEL/FINANCE) TO RUN BOTH CURRENT AND NEW SYSTEM