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TRANSMITTAL SLIP		DATE
TO:		
ROOM NO.	BUILDING	
REMARKS:		
UPDATES FROM DA OFFICES		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241 REPLACES FORM 36-8 (47)
WHICH MAY BE USED. GPO : 1988 O 207 558

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Excellence Update

FROM:

Director of Communications

EXTENSION

NO.

OC-0414-86

DATE

28 April 1986

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED FORWARDED

1. EO/DDA
7D 18 HQS

29 APR 1986

EM

PRIORITY

2.

3. *DDA/Plans*

Will submit all 1 examples by 30 May. MK

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OC-0414-86

28 APR 1986

MEMORANDUM FOR: Executive Officer to the DDA

25X1 FROM:
Director of Communications

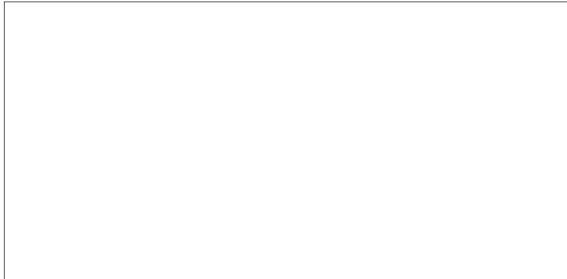
25X1 SUBJECT: Excellence Update

25X1 REFERENCE: DDA 86-0657, dtd 3 Apr 86, Same Subject

Attached are six examples of excellence (three individual and three collective) that occurred in the Office of Communications (OC) during the past six months. We believe that these examples provide some small measure of the variety of activities in which OC's employees are engaged and their commitment to the accomplishment of our mission.

25X1

Attachment



25X1



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INDIVIDUAL EXCELLENCE

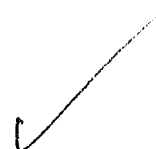
Not My Job, But It Needs to be Done

25X1 [redacted] a technical instructor at the Communi-
25X1 cations School [redacted] recognized the need for explicit
25X1 installation standards and well defined guidelines to incorporate
25X1 the new generation [redacted] into virtually
25X1 every possible network configuration. On his own initiative while
working approximately 600 hours beyond normal duty, [redacted]
created a manual that details point-to-point wiring, interfacing,
front panel settings, and equipment programming.

This effort is extremely beneficial to the Office in view of
the many new systems being introduced into the network as part of
the Capitalization Program. This manual has been adopted as a
worldwide network installation standard which allows the five
overseas Communications Areas to install OC's communications
systems in exactly the same manner. The resulting standardization
will save manpower in installation planning, reduce the need for
on site technical assistance, and facilitate field facility
documentation.

25X1 [redacted]

25X1 [redacted] accomplishment can be rated very high
on the excellence scale and his product will be of great benefit
to the Office and Agency for many years.



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COLLECTIVE EXCELLENCE

Second Phase Automatic Relay System (SPARS) Installations

25X1 A project team was formed under the management of the Message Switching Branch of the Office of Communications (OC) Engineering Division's Network Engineering Group in late 1984 to develop a message switching system to supplement the five saturated Automatic Relay Systems (ARS) in the OC network. The result was the Second Phase Automatic Relay System (SPARS) which uses the ARS concept of message switching design in a state-of-the-art form. Using a combination of contractor and Message Switching Branch resources, the system was developed and the first SPARS placed in operation [redacted] in April 1985.

As a follow-up effort, the Message Switching Branch then formed a project team for an intensified effort to install and activate SPARS systems at specified locations in the worldwide OC communications network. In the short time span of eleven months, April 1985 to March 1986, the Message Switching Branch project team installed and activated thirteen more SPARS systems in foreign and domestic locations. In addition to the actual installations and activations, the project team's activities included the training of operations personnel to operate each system as well as the recruitment and training of new computer/system analyst programmers to serve as site programmers at each location and to support OC headquarters programmers. At present, the project team is preparing to install four more SPARS systems by July 1986, bringing the total number of systems to eighteen.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Excellence Update

FROM:
Allen R. Elkins
D/O
1212 Key Bldg.

EXTENSION

NO.

DATE
25 April 1986

STAT

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TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. DDA/Planning Officer EO/DDA 7D 18 Hqs.				<div style="border: 1px solid black; padding: 5px; display: inline-block; transform: rotate(-15deg); margin-bottom: 10px;">5/19/86</div> <p style="font-family: cursive; font-size: 1.2em;">There are no other individual or collective excellence examples that warrant recognition. JMB</p>
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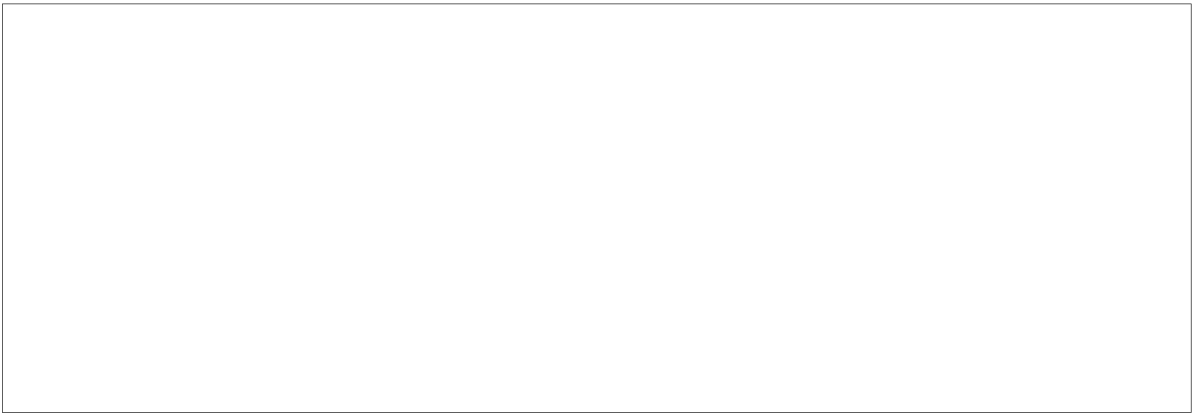
C O N F I D E N T I A L

25 April 1986
ADPP 61-86

MEMORANDUM FOR: DDA Planning Officer
FROM: Allen R. Elkins
Director of Finance
SUBJECT: Excellence Update
REFERENCE: Memo, DDA 86-0657, dtd 3 April 1986, Same Subject

1. This memorandum responds to your reference request for examples of individual and organizational/collective excellence within the past six months.

25X1
2.



b. SIS BACK PAY

Certain SIS employees were entitled to payment of back pay for Fiscal Years 1980, 1981, and the first three months of Fiscal Year 1982. This resulted from a Federal Court ruling concerning SES employees whose pay was improperly capped at the EP-5 rather than the EP-4 level. Those Agency employees entitled to the back pay were identified and an automated system was developed by Compensation Division employees to calculate the individual amounts of pay due. Payment of the back pay was made on 28 March 1986 to all qualifying SIS officers employed by the Agency as of 28 February 1986. This payment date was well in advance of similar payments made by other Federal Agencies.

c. TAX YEAR 1985 W-2's

A concerted, dedicated effort by Compensation Division employees made possible the distribution of W-2's to employees on 2 January 1986. This is believed to be the earliest date such distribution has ever taken place.

C O N F I D E N T I A L

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C O N F I D E N T I A L

which enabled the system to perform functions not thought to be possible. Her mastery of the WANG system enabled her to quickly develop additional programs to meet new requirements tailored for specific users. This employee's untiring efforts in modification of the glossary applications of the FAS software package reduced field user time by forty percent. These accomplishments represent an outstanding performance on the part of this individual.

25X1

b. COVERT ACTION MANAGEMENT



BUDGET AND FINANCE OFFICER, OF

Another outstanding performance was turned in by a Finance Careerist for his financial support and advice to a very large and expanding covert action program. This was a bilateral project with complex funding arrangements of a highly sensitive nature. The program had extremely high visibility with the oversight committees and Congress as a whole with requests made almost daily for details on how project funds were being spent. Many Congressional directives had been issued concerning this program and it was absolutely necessary that expenditures were made in strict compliance with those directives. The Finance Careerist responsible for the financial activity performed flawlessly in ensuring application of the proper controls.

25X1



for

Allen R. Elkins

C O N F I D E N T I A L



OIS 86-102
24 April 1986

MEMORANDUM FOR: Executive Officer to the DDA

FROM:
Director of Information Services

SUBJECT: Excellence Update

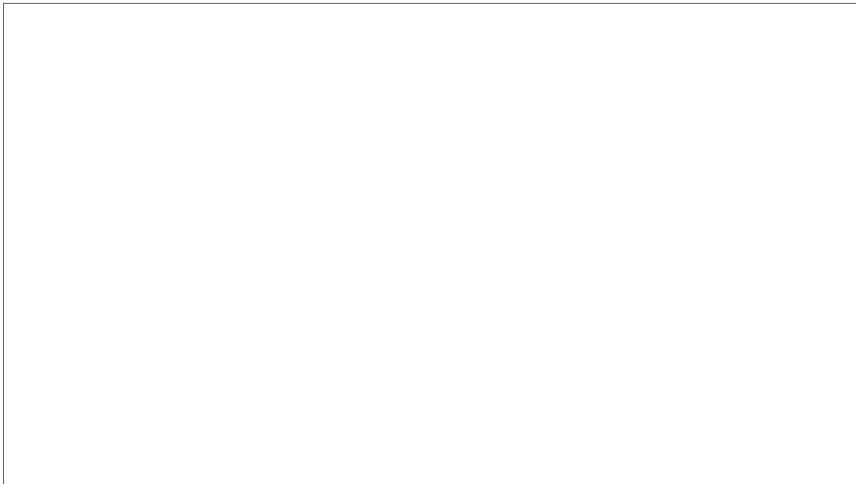
REFERENCE: Your memo dated 3 April 1986, same subject

1. In accordance with your request, the Office of Information Services is pleased to attach three examples of collective excellence and three examples of individual excellence within the MI Career Sub-Group.

2. During the past six months, 51 MI careerists were presented with special achievement cash awards for their collective accomplishments in the field of information management. Of these, a total of forty-eight employees in the Information and Privacy Division, the Regulatory Policy Division, and The Records Information System (TRIS) project team of the Information Resources Management Division were honored on separate occasions for their outstanding contributions. Three other careerists were recipients of special achievement awards for collective contributions to the work of their component registries. Such a large number of well deserved recipients of group awards represented over of all MI Career Sub-Group employees. Individual excellence on the part of MI Career Sub-Group employees during the past six months has been recognized primarily by the presentation of quality step increases.

3. Because the Agency's success so much depends on team work, we agree that group achievements should be highlighted in reports sent to the DCI. Nevertheless, recognition and reporting of individual achievement, the major element in fostering group excellence, should not be diminished. Therefore, we believe individual and collective excellence should be reported together emphasizing their relationship.

Attachments



MI CAREER SUB-GROUP
INFORMATION AND PRIVACY DIVISION


Information and Privacy Division employees were presented special achievement awards as well as a meritorious Unit Citation for their remarkable success in reducing the large and embarrassing backlog of Freedom of Information Act (FOIA) and Privacy Act (PA) cases by approximately 42 percent during FY 1985 and into FY 1986. This amounted to a reduction of nearly 1300 cases. This significant achievement - reducing a backlog that existed for many years - was primarily the result of dedication and commitment by each member of the division despite massive office space renovations, a major division reorganization, and distractions from relocating office furniture, telephones, word processors, and computer terminals. Throughout it all, division employees never flagged in their drive to reduce the case backlog. This commitment to excellence continues and further reductions in the backlog have been achieved in every week up to the present.

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MI CAREER SUB-GROUP
REGULATORY POLICY DIVISION

Regulatory Policy Division employees were presented special achievement awards for their outstanding performance in managing the Agency's regulatory system while coping with unusual difficulties and heavy pressures. Although under strength and in the middle of a drawn-out and complicated office move, the division over a twelve month period handled an ever increasing workload to publish 509 issuances, many of which were required on a priority basis to keep Agency employees informed on important matters. This often involved extraordinary efforts and initiative that went beyond normal requirements. They included extending a telecommunications network to major Agency components involved in the regulatory process and meeting with initiators, coordinators, and distributors of the regulations to forge a new commitment to provide information and policy to Agency employees quickly and efficiently. RPD personnel continue to show themselves as exceptionally conscientious and dedicated to their role in the Agency's mission.



MI CAREER SUB-GROUP

TRIS PROJECT TEAM

The Records Information System (TRIS) project team members were presented special achievement awards for their superior performance in designing and developing an Agency-wide automated information management and document control system. The use of TRIS by Agency registries and information control centers already has produced significant enhancements in the management of information, improved the control of Top Secret collateral documents, and reduced much of the redundancy in document handling throughout the Agency. Established after the failure of piecemeal attempts begun as early as 1977, the TRIS project team in two years produced a system of excellent quality that has satisfied all the program objectives and met the tight deadlines established by the DDA for its activation.

MI CAREER SUB-GROUP
INDIVIDUAL EXCELLENCE

An MI careerist received a quality step increase for sustained superior performance as the senior information review officer for the Directorate of Science and Technology (DS&T). This individual was recognized for his excellent advice and guidance on information management and for his leadership to more than 50 MI Career Sub-Group records management and registry personnel serving in the DS&T. With significant contributions in the Freedom of Information Act (FOIA) arena, he assisted DS&T senior management in preparing for Congressional testimony and in reducing a long-standing backlog of FOIA cases. He also drafted and coordinated the DS&T directive establishing policy and procedures for identifying operational files to be exempt from search and review under FOIA.

MI CAREER SUB-GROUP

INDIVIDUAL EXCELLENCE

An MI careerist received a quality step increase for his work in establishing an Information Services Center in the Ames Building [redacted] and for his planning of this type facility in the new Headquarters Building. Serving more than one component, these centers already are improving service, standardizing procedures, and saving costs in personnel, equipment, and space. Despite skepticism about the viability of the new concept, this individual through tireless effort and following through on countless details was able to rally support for and to establish the Information Services Center as the prototype for future information support operations.

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MI CAREER SUB-GROUP
INDIVIDUAL EXCELLENCE

An MI careerist was awarded a quality step increase for her strong performance as the records management officer and chief of registry in the Office of General Counsel (OGC). In addition to her normal heavy work load, she had to serve as the OGC Wang administrator for many months before a suitable replacement for the regular administrator could be found. A shortage of personnel in the OGC registry during the same critical period created additional demands that when finally alleviated still left much time and effort to be expended in training newly assigned individuals. Through it all she maintained the same superb performance that all had come to expect and rely on. The quality step increase was a well earned recognition of a truly dedicated employee.

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28 April 1986

MEMORANDUM FOR: Executive Officer to the DDA

25X1 FROM: [redacted]
Chief, Management Division
Office of Information Technology

25X1 SUBJECT: Excellence Update [redacted]

As requested, we have reviewed the activities and performance of OIT individuals, small groups and whole components to submit recommendations for the Excellence program. Our only problem was to narrow down our submissions to be within your guideline. During our review, it became quite apparent that the excellence exhibited by many of our employees was, in most cases, a collective effort. We have decided, therefore, to submit five organizational or collective examples and three individual (or small group) examples of excellence. [redacted]

25X1 [redacted]
25X1 [redacted]
Distribution:

- addressee
- OIT Directors
- OIT Group Chiefs

9/19/86
 OIT will check again.
 additions via A.M. may send

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Attachment

OIT Excellence Items

Organizational

A. The initial operating capability of SAFE Delivery 2 on Feb 13, 1986 was a significant achievement for the office. This success required the coordination and cooperation of every major component within OIT with especially laudable efforts provided by members of the Intelligence Information Systems Group, Network Systems Engineering Group, Engineering Services Group, and the General Operations Group. A demonstration of the success is SAFE's acceptance by the customers---the usage by those that have received training is approximately 60%. This is much higher than the usage of SAFE Delivery 1. The Directorate of Intelligence has recently produced a paper for the Senate Select Committee on Intelligence on the significant contributions SAFE is providing. [redacted]

11A

25X1

B. The New Building Communications Project Office team that engineered and implemented the cutover of [redacted] non-secure telephone instruments in the Headquarters building displayed an unusual commitment to excellence throughout the entire process. The team consisted of six people-- [redacted]

25X1

25X1

25X1

25X1

[redacted] They were the Government team who directed Contel and C&P over the past year. Cutover weekend was the culmination of a year's worth of planning and engineering. Though there were quite a few individual efforts over the weekend which helped to make the cutover a success, it was skilled direction of the contractor personnel over the entire time period that insured that ~~that~~ success was possible.

25X1

25X1

[redacted] is the Contract Officer Technical Representative (COTR) of the Contel effort, [redacted] is his deputy and he also arranged for the training plan and worked the special consoles in the Operations Center, [redacted] and the DCI area during cutover. Mr.

25X1

25X1

[redacted] is the manager of the non-secure telephone systems portion of the Contel effort, and was the day-to-day manager of that portion for the past year. He also was responsible for coordinating the efforts required to reprogram outbuilding switches to conform to the new dialing plan. [redacted] came to the group recently to work telephone operator training and surveys. Her help and experience were invaluable. [redacted] is the COTR of the C&P Telephone contract.

25X1

25X1

During cutover weekend, all trunks to external building were moved to a new frame on the ground floor of Headquarters. The C&P effort was critical to outbuilding support. [redacted]

25X1

C. The primary function of the VIP Communications Section, Domestic Field Group is to provide coverage for the delivery of the Intelligence

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25X1 Support Cable to [redacted] and the
 Director of Central Intelligence during domestic travel. This role
 has expanded, and the Section Chief now has assumed the responsibility
 of being the "Referent to the DCI Office for Domestic Communications
 Requirements." Other sensitive requirements which require "flyaway"
 25X1 communications coverage, [redacted] have been planned and
 managed by the same individuals. This work has been performed by
 three communications officers who have done a remarkable job and
 contributed an extraordinary amount of their weekend and holiday time
 to provide this coverage. The thoroughness and skill of the
 individuals involved are reflected in the overall success of the
 program and in the recognition the Agency has received from the
 principals supported. The performance of the three individuals
 25X1 presently assigned to the VIP Communications Section, [redacted]
 25X1 [redacted] is superior. ✓
 Additionally, their willingness to tolerate separation from their
 families, due to the continuous weekend and holiday requirements, with
 no appreciable additional compensation, is indicative of the
 25X1 dedication of the individuals involved in the program. [redacted]

D. The Management Information Systems Group (MISG) of OIT was responsible
 for managing the project to produce the Employee Benefits Statement.
 This effort was begun by the Employee Benefits and Services Group of
 the Office of Personnel (OP) in October 1984. Early in 1985, OP and
 OIT formulated functional and technical requirements that would serve
 as the basis for evaluating options for the project. OP and OIT
 agreed that the best approach would be to procure a commercially
 available software package to produce the statement. MISG programmers
 wrote the software to extract the necessary data from the personnel
 data base, the payroll data base, and the insurance data base. Using
 this data, the first annual Employee Benefits statement was produced
 25X1 and distributed to Agency employees at the end of March 1986. [redacted]

E. The Integrated Applicant Processing System (IAPS) Program is a Branch
 of the MISG/Corporate Systems Development Division. The program
 currently consists a Program Manager, four OIT staff personnel and a
 number of contractor personnel. In the beginning, IAPS was to be
 developed through the traditional software development cycle which
 targeted the first delivery for September 1986---a wait of more than
 two years for the customer. The project team, however, decided to
 take an innovative approach to development. As a result, IAPS was
 able to provide the customer with the first of many products a full 16
 months ahead of schedule. From May 1985 to the present, IAPS has
 provided tangible and valuable support to the customer--- even though
 its most significant deliveries will not be made until June 1986. The
 accomplishments achieved by the IAPS team are rather diverse, ranging
 from procedural changes, to system communications enhancements, to PC
 applications and data base development. Although the capabilities
 provided thus far may be considered short term services, many of them
 were planned to be transitioned into the fully integrated system and
 all of them provided a requirements baseline which has guided the
 development of the larger effort.

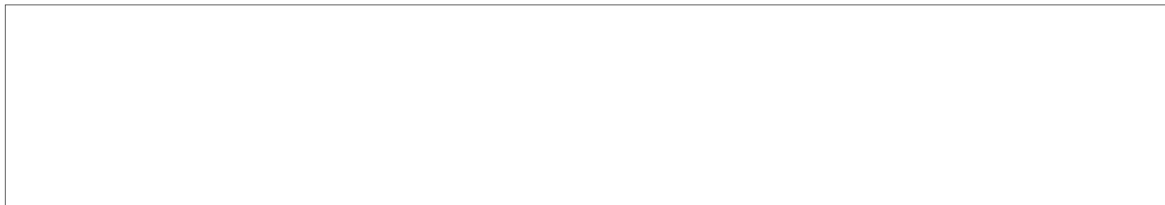
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Examples of the products delivered thus far are as follows:

- 1) Enhanced CAPER Reporting capabilities that included standardized data entry procedures which improved CAPER's data integrity, a high current interest report which provides detailed information on applicants of special interest and an applicant processing predictor capability that details the movement of each applicant through the various phases of OP processing and identifies applicants in danger of exceeding the maximum allotted time for processing.
- 2) Prior to IAPS, OP/Employment had no access to VM. IAPS assisted OP/E through the installation of 20 terminals and provided introductory AIM and VM training for 85-100 OP/E personnel.
- 3) AIM models and supporting programs were provided to facilitate the flow of applicant information between OP/E and Component offices (OS, OMS etc.). These capabilities replaced time consuming paper processes with an electronic information exchange that reduced processing time.
- 4) WANG spreadsheet capabilities were provided (MULTIPLAN) to assist OP/E in tracking and reporting on funds budgeted and expended for employment advertising. In addition an existing WANG document oriented tracking system was converted to a Visual Memory facility, greatly increasing the management of and reporting on information contained in OP/E's WANG environment.


25X1



- 6) An automated applicant scheduler (Shared Nomad Environment) was provided to consolidate 3 independent manual scheduling systems. This capability provides centralized management and reporting features to facilitate the allocation and scheduling of OP/E's single pool of slots for applicant appointments.
- 7) In addition to the above items, IAPS has recommended numerous changes in existing procedures to facilitate the flow of applicant processing. 

25X1

Individual

- A.  Chief of the former OIT General Operations Branch, took action in recognition of the need for OIT to become involved in the management of electronic records. Customers, in the past, have improperly created magnetic library tapes for permanent retention automatically, without the approval or knowledge of records

25X1

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25X1 managers. These activities have created a critical space problem in
 25X1 the [redacted] Center for tape storage and also have created a problem in
 25X1 the retention of information that does not conform to Agency records
 25X1 disposition schedules. To establish some form of control and remedy
 25X1 these problems, [redacted] created a task force of experts to
 25X1 address the problem from a records management standpoint. The Office
 25X1 of Information Services was asked to participate as they are currently
 25X1 developing records schedules for managing electronic records. Mr.
 25X1 [redacted] briefed the Records Management Officers from all Directorates
 25X1 on OIT's plans to assist OIS in their efforts to control electronic
 25X1 records. As a result, OIS has agreed to work with OIT to develop
 25X1 procedures that will place the control of electronic records in the
 25X1 hands of the records management experts. These procedures will be
 25X1 critical to the design and development of information systems that
 25X1 provide records management services that satisfy appropriate
 25X1 regulations. [redacted]

25X1 B. [redacted] of OIT's Intelligence Information Systems Group
 25X1 (ISSG), played a very significant role in the implementation of SAFE
 25X1 Delivery 1 for the Directorate of Operations (DO). [redacted]
 25X1 transferred to IISG from the DI's Office of Current Reference, where
 25X1 he had been responsible for developing and maintaining a significant
 25X1 portion of the SAFE Delivery 1 software. This responsibility
 25X1 transferred to OIT with [redacted] At the time of the transfer,
 25X1 Delivery 1 was thought to be short-lived and no additional personnel
 25X1 were trained to support it. Due to excellent performance of SAFE
 25X1 Delivery 1 and due to some major functional enhancements created by
 25X1 [redacted] the use of this system has been extended. In fact, the
 25X1 system has been modified to accommodate 1500 customers, far beyond its
 25X1 original design. In addition to these modifications, the system was
 25X1 introduced into the Special Computer Center in support of the DO's
 25X1 delivery of cable traffic to some of its divisions and staffs. This
 25X1 system has received wide support within the DO and is a major factor
 25X1 in its planning for the ALLSTAR Upgrade. [redacted] expertise and
 25X1 assistance were instrumental in the project's success. [redacted] has
 25X1 been called upon to maintain and enhance the SAFE Delivery 1
 25X1 software in addition to his full-time duties as a contract monitor in
 25X1 support of future SAFE deliveries. His contributions have been
 25X1 recognized through the QSI process. [redacted]

C. The Office of Technical Services (OTS) requested special assistance
 from the Office of Information Technology (OIT) to provide software
 development support for a highly-sensitive operational system to be
 deployed by a component within the Directorate of Operations (DO).
 The project had to be developed under extremely tight deadlines and
 had to be delivered as a fully operational system within the time
 constraints defined by OTS. Two programmers from OIT/MISG and one
 person from OTS worked non-stop for several weeks to deliver the
 operational system. During this time span there were several days and
 weekends the team literally had to work around the clock. The system
 was successfully completed and was demonstrated to OTS and the
 customer within the time period specified. This development effort
 demonstrates what teamwork and dedication can accomplish and serves as

Memo?
✓

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25X1 testimony to the quality personnel the Agency can bring to bear on crucial support programs when the need arises.

THE END

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DATE: April 29, 1986

NOTE TO: [REDACTED]

SUBJECT: Supplemental Excellence Items

We have received some additional information on the items we submitted to you yesterday. We are also including two new items of excellence.

1. The following is a description of [REDACTED] contribution to the cutover of non-secure phones Item B (organizational) of the original memo:

[REDACTED] is the manager of the secure subsystem of the I/C segment. His contribution to the cutover was of great benefit to the team as he provided invaluable assistance to the weekend activities. He researched trouble calls in outbuildings through most of the weekend, and was required to travel from building to building.

2. To supplement Item B concerning the cutover of non-secure phones ---

The General Operations Group (GOG) also played a significant role during this transition period. GOG employees devoted extra hours prior to and during the weekend to ensure all possible problems could be handled rapidly, with a minimum amount of inconvenience. Telephone operators, deployed trainers, and trouble-shooter provided expert support to trouble calls and general questions. These individuals were able to assist many of the customers in returning to a normal office routine on the critical Monday, and throughout the first week, after the cutover.

3. A name was omitted in the VIP Support item C. Please add

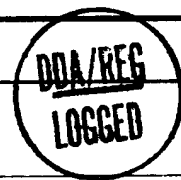
[REDACTED]

4. NEW ITEM - Individual -- [REDACTED] a telecommunications hardware technician from OIT's General Operation Group, discovered a disk storage device that is needed to provide the outdated Cable Dissemination System (CDS) with a spare storage disk could be procured from a "third source" vendor. In the past, this particular type of storage device has been hard to locate and procure.

[REDACTED] took the initiative to locate the vendor, validate the information and initiate the procurement action. As a result CDS will have a spare disk drive earlier than the primary source could have delivered to us and at a cheaper cost. This disk drive will allow OIT to keep CDS operational when the primary device fails and requires maintenance. By taking this initiative, the obsolete, hard-to-maintain Cable Dissemination System will gain a back-up disk drive necessary for keeping the system operationally ready to process cable traffic for Agency customers until the new Headquarters Message Handling Facility (MHF) becomes operational in 1989.

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ROUTING AND RECORD SHEET



SUBJECT: (Optional)
Excellence Update

STAT
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FROM: [Redacted]
AD/L

EXTENSION

NO. OL 4071 86

[Redacted]

DATE 23 May 86

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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7D18 Hqs

27 May 86

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AEDIC

23 April 1986

MEMORANDUM FOR: Executive Officer to the DDA

FROM: Henry P. Mahoney
Director of Logistics

SUBJECT: Excellence Update

REFERENCE: Your Memo dtd 3 April 86, Same Subject

1. Per the reference memorandum, following are six examples of excellence submitted by the Office of Logistics (OL). The first three are examples of individual excellence; the last three are examples of organizational/collective excellence.

Individual Excellence

25X1 A. [redacted] a GS-12 Engineering Specialist in Facilities Management Division, is a prime example of individual excellence. In his office he is known as the "man at the powerhouse" for his in-depth knowledge of powerhouse equipment and procedures. This knowledge was of particular importance during the recent transfer of powerhouse responsibilities from the General Services Administration (GSA) to Eastern Allied Maintenance Corporation. Furthermore, it has been of critical importance to ongoing renovations to the powerhouse (Bid Package #3 which is part of the New Building project) and includes replacement of chillers, pumps, switchgear, emergency generators, fuel tanks, cooling towers and boiler control. By monitoring contractor activities, he has been able to maintain continuous power to the Headquarters Building, and to ensure prompt corrective action whenever a pipe breaks or the wrong wire is cut. [redacted] actions exemplify superior performance.

25X1 B. [redacted] a GS-08 Facilities Management Specialist responsible for the maintenance and operation of South, Central and East Buildings, is another outstanding example of individual excellence. Assigned to the Office of Technical Service (OTS) at a time when GSA was not being responsive to requests for maintenance, [redacted] immediately established with GSA a working rapport that was essential in bringing the OTS buildings up to Agency standards. He also worked long hours to

25X1

25X1 [redacted]

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SUBJECT: Excellence Update

ensure that projects were completed. The end result of his efforts has been a marked improvement in working conditions and a noticeable enhancement of the morale and well-being of OTS personnel. OTS has commended and awarded
25X1 [redacted] for his performance.

C. Another example of individual excellence is reflected in the outstanding support provided by [redacted] of OL's Supply Division. At noon on 26 February, a requisition was handcarried from NE Division to
25X1 [redacted]

25X1 [redacted] Through [redacted] resourcefulness
25X1 and his "can-do" attitude, he acquired [redacted] then had them engraved, gift wrapped, and delivered to the DCI's Security Staff at 1000 hours the following morning. His expertise during this time-critical situation is indeed exemplary.

Organizational/Collective Excellence

25X1 [redacted]

SECRET

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SECRET

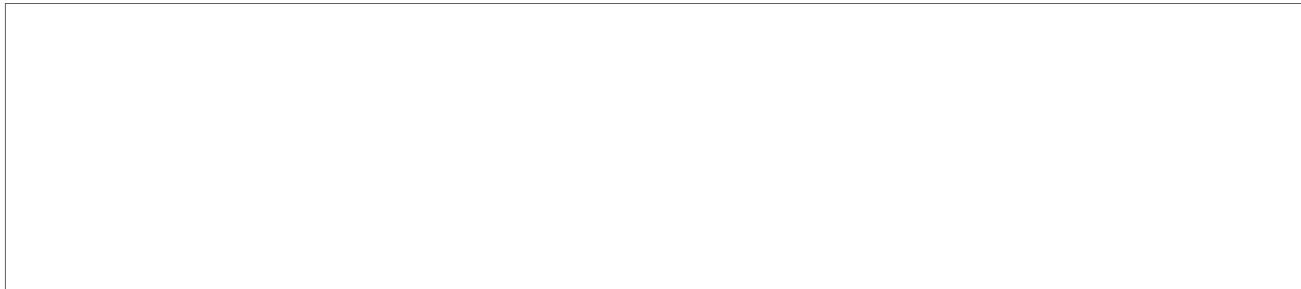
SUBJECT: Excellence Update

25X1



C. Procurement Division - Procurement personnel within OL can be characterized as younger, better educated, higher paid, and more experienced in the procurement field when compared to other federal procurement professionals according to data available from the Federal Acquisition Personnel Information System for Fiscal Year 1984. This group also handles on a day-to-day basis a comparatively higher workload than other procurement organizations with similar contracting environments. This is indicative of a "can-do" attitude and excellence spirit that pervades the OL procurement organization.

25X1



The high volume of transactions by the Agency's procurement organization is to a degree an indicator of the current under staffing problem, but is mostly attributable to the high caliber and excellence of its procurement officers. This group of individuals is indeed deserving of recognition.

SECRET

SECRET

SUBJECT: Excellence Update

2. These are just a few of the many examples of excellence our personnel perform every day. We cannot begin to record each and every instance. The above is intended to give you some idea of the vast scope of activities Logistics personnel are involved with. If you wish to elaborate on any of the above, please do not hesitate to call.

25X1



Henry P. Mahoney ✓

25X1

OD/L:  (23April86)

Distribution:

- Original & 1 - Adse
- 1 - Each OL Div/Stf
- 1 - D/L Subject
- 1 - AEO/L

SECRET

DDA Registry
86-0836X

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
OMS Excellence Update

STAT
STAT

FROM: [Redacted]
EXO/OMS
1D4061 Headquarters

EXTENSION NO.

DATE 28 April 1986

TO: (Officer designation, room number, and building)
DDA/EXO

DATE *28 APR 1986*
RECEIVED FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

STAT

1. DDA Plans Staff
7D10 Headquarters

Attached are items
as requested in your memorandum of 3 April 1986.



Attachments

*5/19/86
Sherry met in. Security
will provide info to
him + if add'l input
will forward by 30 May
MHS*

86-0836X

7 April 1986

MEMORANDUM FOR: Arvel D. Tharp, M.D.
Director of Medical Services

STAT

VIA : [redacted]
Deputy Director of Medical Services

STAT

VIA : [redacted]
Executive Officer, Office of Medical Services

STAT

FROM : [redacted]
Chief, Research Branch, Psychological Services
Division, Office of Medical Services

SUBJECT : Exemplar of the Search for Excellence

STAT
STAT

1. Attached is a summary of the intent and status of Project Screen, an ambitious study undertaken by [redacted] of RB/PSD/OMS and [redacted] of AB/PSD/OMS for the Office of Communications. In my judgment, this project is exemplary of the continuing "Search for Excellence" championed by the DCI due to its scope, professionalism in planning and execution, direct payoff to OC in the area of applicant selection, and the numerous additional benefits to be derived by OC as the result of thorough effort on the part of PSD personnel.

2. I request that this be forwarded through the appropriate channels for consideration for recognition of excellence.

STAT

[redacted]

C/RB/PSD/OMS

Attachment

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Project Screen -- Summary and Status

Project Screen is a multi-faceted research effort conducted by the Research Branch (RB) of Psychological Services Division (PSD), Office of Medical Services (OMS) for the Office of Communications (OC). The primary goal of this project is to develop and implement a customized applicant selection battery for the OC position of Telecommunications Officer (TCO).

Given the requirements of current Federal law, it was necessary for the researchers to understand the position described as TCO prior to the development and implementation of a new applicant selection procedure. The first facet of the research done for Project Screen, therefore, was a complete job analysis of the TCO position.

The job analysis performed was in two segments. The first was an analysis of the actual day-to-day tasks of the current job incumbents. Information on the frequency of task performance, the time expended on each task, the importance of tasks to the overall mission and difficulty of tasks (amount of training and experience necessary) was collected. The second segment of the job analysis addressed the unique aspects of the TCO position and evolved into a descriptive study of the incidence of stress within the current TCO population.

The impact of the Project Screen research on OC includes, but is not limited to, improvements in their recruitment and applicant processing. After the completion of the validation process, the developed test battery will provide a prediction of applicant success in the TCO position. With this validated test battery placed at the very beginning of processing, OC will be able to restrict interview time and expense to those candidates most likely to be successful. It will also allow OC to open the position of TCO to applicants without military background by establishing a candidate's skills using the test battery rather than assuming skills based on the candidate's experience.

Currently, the test battery development is completed and the establishment of a data base for the validation is underway. The validation process is dependent upon the time necessary to establish a sufficiently large data base. A final battery is expected to be ready for use as early as January 1988, although projected timing is completely dependent upon the ability of OC to recruit, process and train a sufficient number of tested TCOs.

Although the delivery of the test battery itself may be several years away, there are a number of current uses within OC for the data from the job analysis. In fact job analyses performed within private industry and other government agencies are rarely used to contribute to applicant selection. The more immediate pay-offs for such a large scale project include information for organizational

CONFIDENTIAL

decisions affecting human resource management. Data from this job analysis can be used to perform operational reviews (evaluating actual versus desired performance) and to develop specific position descriptions. Additionally, it will allow OC to re-evaluate their current programs for training, family orientation, assignments, performance evaluations and career management. Issues relating to employee job satisfaction and employee health are also addressed within the data. Specifically tailored programs to reduce employee dissatisfaction and employee stress, where they exists, are possible using this data as a referent.

Project Screen data collection is complete and three reports are currently in preparation. The first two of these reports (scheduled for release in mid-May 1986) address the stress data collected and include recommendations in the areas of employee well-being and human resource management. The third report (scheduled for mid-summer) will address the actual task analysis and include recommendation specific to job descriptions, training issues, behaviorally determined performance evaluations and operational reviews.

SUBJECT: Reply to "Excellence Update"

STAT 1. As per the request from [redacted] (ExO/DDA), the following comments reference instances of "excellence" over the past six months within the Assessment Branch, Research Branch and Testing Section (AB, RB and TS) of Psychological Services Division (PSD)/OMS. Paragraph 4. of this Memo addresses Mr. [redacted] request for comments on Paragraph 2. of his Memo.

STAT [redacted]

2. Instances of individual excellence:

STAT a. Memorandum entitled "Exemplar of the Search for Excellence" to D/MS from C/RB regarding the support rendered to the Office of Communication under Project SCREEN [redacted]

STAT [redacted]

STAT b. Since early 1986, in addition to carrying on her duties as C/AB, [redacted] has also been serving (half-time) in a detail assignment as the DDA member of the Professional Career Task Force (under the direction of Mr. [redacted] Deputy for Policy Analysis and Evaluation/OP). For [redacted] to maintain the high level performance standards demanded by both assignments simultaneously, she has been required to provide many hours of uncompensated overtime (both after-hours and over weekends).

It may be applicable at conclusion of Task Force & should include all members.

STAT c. For some years, [redacted] of RB/PSD, has turned his time and efforts toward developing expertise in the area of "Ergonomics" (the scientific design of work environments and equipment aimed at maximizing worker effectiveness). During 1985, [redacted] in his contacts with Government Services Administration (GSA), perceived and pursued an opportunity to obtain the latest in ergonomically designed work stations for the entire Division. In return for a systematic worker-evaluation of work station configurations (promised by [redacted], GSA outfitted the entire Division with the latest in work station designs from the three leading manufacturers of ergonomic work stations. By volunteering his services and the Division as a "test bed", [redacted] not only secured valuable outfitting of work areas at no cost to OMS but also placed OMS in a position to "preview" the types of ergonomic work stations which may be available for future Agency purchase from GSA.

STAT

STAT

STAT

STAT

3. Instance of organizational excellence:

a. During Spring 1986, TS/AB in collaboration with AB Assessment Psychologists, trained and organized its Testing Psychologists to provide special service to on-board employees. Today, each and every employee who completes any of the several test batteries administered by TS is contacted and offered the opportunity for a "feedback Interview" prior to release of analyzed test data to management. Not only does the "Feedback" mechanism allow for clarification of points raised by the testing but it also permits the employee to surface his/her career perspectives and aspirations. Incorporating the information volunteered by the employee permits TS to provide management with a more accurate, detailed and personalized description of the employee's career assets and plans. Employees are responding to this new service at a rate of over 100 per month.

4. Comments on Paragraph 2 of ExO/DDA referenced memorandum:

a. When one sets "quotas" on "excellence" (e.g., "Please report on three examples of individual and three examples of organizational..."), one is clearly no longer treating of true "excellence" in the sense I believe intended by the DCI. A quota will quickly undermine the basic intent of reporting excellence.

b. The present "excellence" reporting system suffers from lack of a "feedback" mechanism. PSD has provided "excellence" data in the past and while certain instances were singled out and acknowledged, other instances reported were apparently discarded with no information provided to the author as to why the latter were not found acceptable. Continuing solicitation of documentation from managers when such documentation disappears into an organizational "black hole" is antithetical to mustering and maintaining management support to documentation programs.

STAT

[Redacted Signature Box]

C/PSD/OMS

CONFIDENTIAL

11 April 1986

25X1 MEMORANDUM FOR: [Redacted]
Executive Officer
Office of Medical Services

25X1 FROM: [Redacted]
Chief, Field Operations Division
Office of Medical Services

SUBJECT: Excellence Update

The following are FOD's contribution to the Excellence Update using the individual and team concept:

25X1 1. There are two full-time secretarial positions in FOD. The second position has been vacant since February 1986. Mrs. [Redacted] the senior secretary, has literally been doing the work of two full-time secretaries since then with no anticipated relief in sight. Yet, she has continued to produce an excellent product supportive of an extremely busy office. All of this has been done while maintaining a great sense of humor, a can do attitude and true loyalty to FOD, OMS and the Agency. This individual truly typifies what I perceive the true intent of excellence.

HW

25X1 [Large Redacted Area]

25X1 [Redacted Area]

CONFIDENTIAL

Page Denied

9 April 1986

MEMORANDUM FOR: Executive Officer, OMS
FROM: Chief, Clinical Activities Division
SUBJECT: Excellence Update
REFERENCE: ExO Memorandum Dated 8 April 1986
DDA Memorandum #86-0657

1. The requested three examples of organizational/collective excellence are presented below for your consideration:

a. Recognizing the need for total family integration into our processing procedures, the idea of a FAMILY HEALTH CENTER was conceived. Cover and security aspects would be improved and additionally it would allow for the more complete integration of the Employee Assistance Program, Family and Employee Liaison Office and Medical Examination/Immunization to provide a more complete program in the preparation of our families for an overseas tour. Many people have been involved in the coordination of this effort, inside OMS and out. It has proceeded on schedule and promises to be operational by 15 May 1986.

b. A review of medical examination procedures was undertaken due to the acute shortage of medical resources. Based on this review, a change was proposed in the medical examination qualification times which should result in a more efficient use of our physicians and not cause any decrease in quality care.

c. A medical consent form was developed for use by all job applicants. Prior to this, medical consent was not formally requested. The need for this form was collectively recognized when legal aspects of conducting a drug screen on job applicants were considered and its applicability to the overall medical process noted.

2. Examples of individual excellence are noted below:

a. The need for better organization of immunization records has long been recognized. The utilization of our

STAT ADP capabilities for this purpose was recognized by a nurse in Medical Selection Division, [redacted] She developed a trial menu on the WANG system and oriented other MSD nurses in its use. This became a model from which OMS can build a total immunization record system on all employees and their families in the next several months.

STAT b. Psychiatric/stress related problems in the field are an ever present problem in the current international climate. In an attempt to intercede at an early stage or prevent problems from manifesting themselves at all, [redacted] initiated what has unintentionally become an almost permanent TDY to sites around the world for this purpose. These trips have been a resounding success and will most likely result in the establishment of a more effective way of assisting our people. ✓

STAT [redacted]

STAT

Page Denied

DD/A Registry
86-0826X

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Office of Personnel Excellence Items

FROM: Robert W. Magee
Director of Personnel

EXTENSION

NO.

DATE
25 April 1986

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Executive Officer, DDA
7D24 Hqs

25-4
Fri

28-4
Mon.

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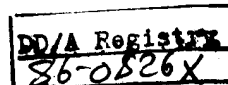
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5/19/86
Per Deanne,
No add'l examples
worthy of mention.
MB

ADMINISTRATIVE - INTERNAL USE ONLY



OFFICE OF PERSONNEL EXCELLENCE ITEMS

25 April 1986

Organizational/Collective

1. A goal of major significance was recently achieved with the publishing and distribution of the individualized "Personal Statement of Benefits" for all Agency employees. The project was conceived, developed and directed by the Office of Personnel and brought quickly to fruition in a team effort also involving the Offices of Information Technology, Logistics, and Finance. Overcoming many obstacles unique to an intelligence organization, representatives of these offices worked closely to design, print and distribute to [redacted] employees a comprehensive and personalized statement on health and life insurance coverages, retirement estimates and benefits, disability and survivor entitlements, and much more. The statements have been overwhelmingly acclaimed by both employees and management as an invaluable document which allows individuals to better understand their benefits and reevaluate previous decisions on important matters affecting them and their families. The annual "Personal Statement of Benefits" is a significant accomplishment, exemplifying this Agency's dedication to "excellence" in the field of employee benefits communications. *in HN*

2. Members of the Position Management and Compensation Division and the Policy and Review Staff, have contributed a superhuman effort in getting the new Agency Secretarial Career Plan ready for implementation. Working in the background in support of the Executive Director's Task Force on Secretaries, this group has contributed untold expertise and hours in turning the concepts hammered out by the Task Force into a system that represents a revolutionary approach to the management of the secretarial occupation within the Agency. Through the dedication of this group, the Agency is now on the threshold of implementing a new system which will improve retention of our secretaries through the establishment of an attractive career for the secretarial profession within the Agency. *in HN*

3. As a group, the Office of Personnel field recruiters have shown an amazing amount of professionalism, resiliency and at times raw courage in standing firm and successfully doing their jobs in the face of an increasing number of student and civil demonstrations. Over the past six months, there have been student demonstrations at a number of colleges and universities around the country when our recruiters were on campus for recruiting purposes. There also have been bomb threats against our buildings and two demonstrations by various groups in Boston which specifically targeted and picketed the recruitment office. There have been instances of unrelenting harassment, threats of "a people's arrest," and near-physical violence against our recruiters. In practically every instance, except when requested to withdraw by school officials, the recruiters have managed to complete their campus briefings and interviews or make alternative arrangements. In summary, our recruiters have consistently stood up and done their jobs under the worst of conditions and have refused to fold. This is clearly a continuing example of professional excellence by Agency employees working singularly and as a group. ✓

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

4. Personnel in the Claims Branch of the Office of Personnel's Insurance Operations Division have demonstrated a highly commendable dedication to duty in the face of an overwhelming increase in their production requirements. Faced with staff shortages and record increases in insurance claims to be processed, the Claim's Branch used ingenuity, imagination, and plain hard work to minimize the potential negative consequences of the soaring activity.

STAT [REDACTED]
 STAT [REDACTED] It would have been easy to succumb to *in HN*
 this burden, but instead the Claims Branch tackled it head on redesigning systems, working many many extra hours, and giving freely of their time to keep payments going to doctors, hospitals, and policyholders. Operating with only manual systems (until automation comes on line), each member of the Branch continues to work with a spirit of cooperation, teamwork, and dedicated service. Without question, their contributions exemplify excellence in attitude, work ethic, and loyalty to fellow employees.

Individual

STAT The success of this Agency depends in large part on the support and
 STAT assistance given to employees by their family members. Thanks to the energy
 and dedication of [REDACTED] who heads the Office of Personnel's Family
 and Employee Liaison Office, that support is being firmly enhanced and
 expanded. In her dealings with spouses [REDACTED] perceived a widening gap
 in the family's basic appreciation and understanding of the Agency's demands
 and expectations of its employees. Recognizing that, if left unchecked, this
 gap could have a serious detrimental effect on the Agency, she quickly worked
 to design and implement a series of informational programs to educate spouses
 in a number of areas. These include an Overseas Contingency Planning Seminar,
 STAT [REDACTED] and an overall Orientation
 for Agency Spouses now held twice a year in the Headquarters auditorium.
 These sessions have met with overwhelming success and have been applauded by
 spouses and employees as well organized, informative and beneficial. They
 provide practical information on benefits, services and entitlements but more
 importantly demonstrate that the Agency cares, not only about the employee,
 but also about the family, the hardships they endure and the significant role
 they play in our intelligence effort.

ADMINISTRATIVE - INTERNAL USE ONLY

ROUTING AND TRANSMITTAL SLIP		Date
		4/28/86
TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. EXO/DDA	Edu	28-4
2. DDA/PLANS		
3.		
4.		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

5/19/86
Per Eric - OS
has no add'l examples.
mbs

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

5041-102

U.S.G.P.O.: 1983 - 421-529/320

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

DD/A Registry
86-0843X

C O N F I D E N T I A L

MEMORANDUM FOR: Executive Officer to the DDA

25X1 FROM: [Redacted]
Director of Security

SUBJECT: Excellence Update

25X1 1. In response to your request of 3 April 1986, I have attached a package of material describing efforts which I believe may be suitable for inclusion in the "Excellence" headquarters notice. Both individual and collective efforts are included. [Redacted]

25X1 2. Regarding your request for thoughts on paragraph #2 of your memorandum, I agree that it is desirable to include mention of collective endeavors. Significant accomplishments are rarely the work of an individual. If an additional emphasis is desired, it might be in the area of interoffice cooperation/activities. Reporting on such activities may help foster more such efforts and reduce parochialism. [Redacted]

25X1 [Redacted]

25X1 [Redacted]

C O N F I D E N T I A L

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Next 2 Page(s) In Document Denied

C O N F I D E N T I A L

THE SECURITY PROTECTIVE OFFICERS

Searchers for excellence need look no farther than the nearest CIA Security Protective Officer (SPO). Most CIA employees are aware of our transition from the GSA Federal Protective Service to the CIA operated Security Protective Service (SPS), which is managed by the Headquarters Security Division/OS. The transition has been difficult and complex and the quality of the protection and services currently being afforded Agency employees is a tribute to the dedication, professionalism and hard work of this corps of protective officers.

25X1

Doing "more with less" is a familiar phrase at CIA but this reality exacts a particularly heavy toll on a 24-hour operation, particularly one operating at under two-thirds of its authorized strength. Constant overtime requirements have sorely tested the stamina and dedication of the SPOs and have detracted from both their professional and home environments. That there have been many laudatory comments made concerning the SPO's courtesy, patience and professionalism is remarkable considering the stresses of long hours and the current terrorist threat.

25X1

HN

In addition to the overall excellence of the Security Protective Service, individuals within the service have distinguished themselves as well. Within the past 10 months, SPS trainees at the Federal Law Enforcement Training Center have earned seven Academic Distinguished Graduate awards, one Distinguished Expert Marksman award, nine Expert Marksman awards, and five Physical Fitness Training awards. On-duty SPOs have routinely provided quality service at delicate and trying locations such as the VIP Parking Lot and the Headquarters gates. Two SPOs have received commendations for humanitarian assistance rendered victims in separate automobile accidents. Though still "fledgling" in some ways, the Security Protective Officers have already demonstrated beyond doubt their personal and group commitment to service excellence.

25X1

C O N F I D E N T I A L

C O N F I D E N T I A L

THE "BADGE OFFICE"

The Office of Security, Identification Section, also known as the Badge Office, has a full-time staff of only 7 people. They are responsible for producing an incredible variety of badges, credentials and identity documents as well as monitoring the computerized Security Access Control System and the Automated Alarm Monitoring System. Since 1978, the basic workload of the section has risen over 30 percent and certain functions, [redacted] have grown by over 100 percent. [redacted]

25X1
25X1

Despite the increased workload, the staff (which has not increased) has managed to maintain its long-standing reputation for courtesy, fast service and professionalism. The results of a recent customer survey included high praise for the staff. Phrases such as "fantastic, organized, people-oriented, willing to help, efficient, congenial," etc., were music to the ears of a staff which constantly strives to be just that way. As if an additional measure of their dedication was needed, the staff responded to a customer need expressed in the survey and will remain open 9 hours a day, 5 days a week. Also as a result of the survey, the Badge Office is looking at ways to give more convenient service to customers in outlying buildings. As an

25X1

[redacted]

C O N F I D E N T I A L

INDIVIDUAL INNOVATION AND EXCELLENCE IN COMPUTER SECURITY

A security officer, relatively new to the Agency and the Office of Security's Information Systems Security Division, has already distinguished himself as an example of what excellence is all about. In the past 6 months he has developed, on his own time, a number of security-related software packages for the Agency's family of support personal computers (PCs). These software packages have significantly improved the capability of the Agency to protect the data being processed on a PC. Personal initiative and superior ability to apply new concepts add up to excellence.

in HN

25X1

REMINDER: Speak to Pat about how we might use the excellence exercise as a way to issue commendations to deserving employees and components...even those not selected. This might have two good effects: 1. Encourage managers to submit more items. 2. Provide a vehicle short of QSIs and cash, or in addition to these, to let employees know their individual and collective efforts are being observed and appreciated. PPS could prepare excellent letters of commendation! How about doing this Agency-wide? It could be that since excellence includes actions previously recognized that this is inappropriate but I see many praiseworthy actions being mentioned here for the first time.

C O N F I D E N T I A L



INDIVIDUAL EXCELLENCE IN ENHANCING INFORMATION PROCESSING

A young GS-10 security officer took it upon himself to conduct a detailed study of his section's information handling procedures and needs and to prepare a comprehensive plan for moving the section out of the "shoebox" and into a more efficient, essentially paperless, information handling environment. He did so without the benefit of formal support or assistance from professional computer system consultants and he accomplished the necessary research and study largely on his own time without any adverse impact on his full-time duties.



This officer did not stop at the proposal stage. He shepherded the information processing project through the various systems planning, equipment evaluation, procurement, and installation phases with outstanding results. This officer's knowledge and creativity have also been used to advantage in troubleshooting problems with other Office of Security automated systems where he has demonstrated a willingness and ability to support mission requirements well beyond any office expectation. Rather than rest within the parameters of his well-defined job responsibilities (which he performs in a superior manner), he has chosen to seek and achieve excellence.



✓+

C O N F I D E N T I A L



ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:
 D/OIE
 1026 CofC

EXTENSION

NO. OTE 86-1017

DATE 25 April 1986

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED FORWARDED

1. EO/DDA
7D24/Hqs.

has been

SUSPENSE: 25 April

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SECRET

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OTE 86- 1017

25 April 1986

MEMORANDUM FOR: Executive Officer to the DDA

25X1
FROM:

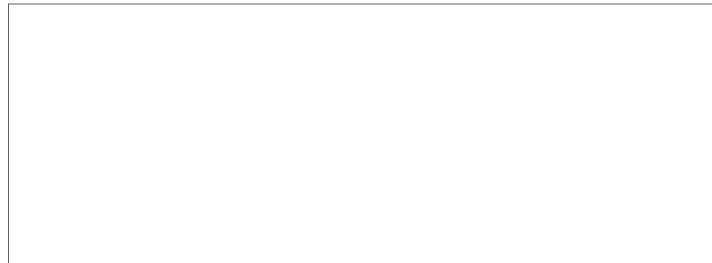

Director of Training and Education

SUBJECT: Examples of Excellence in Performance in
OTE in the Past Six Months

REFERENCE: Your Memo to DA Office Directors (DDA 86-0657)
dated 3 April 1986, Subject: Excellence Update

The past six months have been particularly productive ones for the Office of Training and Education. With little effort, we identified six examples of both group and individual efforts which exemplify excellence. We will be glad to provide any additional details which might be helpful. The attached narratives have been taken largely from the narratives which have accompanied nominations for both individual and Unit awards. Incidentally, on 28 April, the Personal Security Branch, cited in the attachments, is receiving a Meritorious Unit Citation in the DCI Conference Room.

25X1
Attachments



SECRET

UNCLASSIFIED WHEN SEPARATED
FROM ATTACHMENTS

UNCLASSIFIED

TRAINING BROCHURE

In June 1985, the Office of Training and Education (OTE) was called upon by the Deputy Director for Administration to support the DCI's efforts to enhance the Agency's recruitment effort. Since one of the benefits accruing the Agency employees is the opportunity to participate in training to stimulate personal and intellectual growth, it was held that a brochure describing available training would positively impact on the Agency's availability to attract high-quality employees.

STAT [redacted] was originally tasked with developing a training brochure under external contract. He advised that the estimated costs of \$30,000 were excessive and that he was prepared to write and develop the brochure. STAT [redacted] pulled together a Task Force of his OTE colleagues. Under his direction the group worked diligently to develop the language, select photographs, and struggle with the appropriate concept behind the training brochure. A prototype of the brochure submitted to senior Agency managers by the first of September 1985 even in its early stages began to receive praise for its creativity and innovation. The brochure has recently been printed in 20,000 copies and is of the highest quality, showing not only innovation and creativity, but also brilliance in design and impact. This brochure will be made available to all Agency recruiters who will in turn provide copies to Agency applicants and university placement officers. The Office of Personnel has advised that they believe this brochure will contribute significantly in their efforts to attract new employees.

STAT [redacted] for his initiative, dedication, and perseverance, has been recommended for a \$500 cash award for his individual efforts in achieving this objective, but it was also a product of an office-wide effort.

UNCLASSIFIED

CONFIDENTIAL

DO Training Needs Study

In the fall of 1985, the Office of Training and Education (OTE) began an assessment of DO training needs so that we might be more responsive to its requirements for training. The purpose of this assessment was twofold: 1) to identify the skills, knowledge, and abilities necessary to perform DO jobs; and 2) to identify those areas in which training can make a contribution.

This high-priority activity was part of OTE's effort to identify consumer needs and develop training to specifically meet those needs.

The results of this DO training needs assessment to date have been to create a framework based on data to examine the match between job requirements and our curriculum.

25X1 The questionnaire used to assess the training needs was sent to approximately [redacted] personnel both at Headquarters and in the field. The questionnaire asked opinions on over 200 job/training characteristics.

This extremely large task involved addressing and mailing out questionnaires, collecting and numbering responses, inputting data into a SAS file on VM, and preparing a report on the findings.

25X1 Since there was only one person, [redacted] assigned to handle the administrative processing of this mountain of data, a call was made to persons within OTE who would volunteer to work on this project. The work involved inputting the responses to 25X1 200 questions for each of [redacted] respondents. This monumental task was performed by a small corps of MI careerists who exemplify the excellence for which we in training have been striving. These people showed a willing, dedicated "can do" attitude. Their efficient, timely attention to this extra duty was carried out between their assigned duties, during lunch, and at other moments they could "sandwich in."

25X1 The individuals, who gave so willingly of their time to produce a timely report, have each been nominated for individual cash awards. [redacted] who was responsible for the administration of the study, data analysis, and final report, has been nominated for an exceptional achievement award of \$500.

25X1 **CONFIDENTIAL**



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UNCLASSIFIED

Development of the Seminar on Intelligence Successes and Failures

STAT [redacted] outstanding direction and leadership of the
STAT Seminar of Intelligence Successes and Failures deserve special
STAT recognition. A former DI division chief and NIO, [redacted]
STAT came to OTE in October 1983 to establish and conduct the Seminar
STAT at the request originally of the DCI. Because no course of this
STAT type had been presented before, [redacted] began from scratch,
STAT relying upon his many years of experience which had endowed him
STAT with remarkably penetrating and profound insights into the
STAT analytic process, especially the challenge of identifying and
STAT understanding the needs and unique analytic perspectives of
STAT top-level consumers of the DI product.

STAT The Seminar, now in its ninth running, has achieved a
STAT superb reputation. In July 1984, the DCI commended [redacted]
STAT for the Seminar's positive contribution to producing quality
STAT intelligence for the policymaker. In November 1985, the DDI
STAT wrote, "There is little in which the Directorate has been
STAT involved during the nearly four years I have been DDI that has
STAT been so consistently praised...From an institutional standpoint
STAT (the Seminar) may be the single, most important undertaking
STAT aimed at systematically improving the quality of intelligence
STAT and presenting the ways to do that in a compact, coherent, and
STAT consistent package." Students have continued to laud the course
STAT for the clarity, power, and enlightenment of its message, which
STAT they report has greatly influenced their approach to analysis.

STAT Through the Seminar, [redacted] has brought to bear an
STAT extraordinary combination of strengths to which its success can
STAT be directly attributed: broad personal experience in
STAT intelligence; an impressive grasp of both Agency history and the
STAT academic literature on analysis; unusual powers to conceptualize
STAT issues; a talent for course design; and leadership and teaching
STAT abilities that command the respect of students at all grade
STAT levels.

STAT In recognition of [redacted] achievement, we have
STAT recommended him for an Exceptional Accomplishment Award in the
STAT amount of \$2,500.

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OTE 86-

25 July 1986

MEMORANDUM FOR: Executive Officer to the DDA

STAT FROM:

[Redacted]

Director of Training and Education

SUBJECT: Examples of Excellence in Performance in
OTE in the Past Six Months

REFERENCE: Your Memo to DA Office Directors (DDA 86-0657)
dated 3 April 1986, Subject: Excellence Update

The past six months have been particularly productive ones for the Office of Training and Education. With little effort, we identified six examples of both group and individual efforts which exemplify excellence. We will be glad to provide any additional details which might be helpful. The attached narratives have been taken largely from the narratives which have accompanied nominations for both individual and Unit awards. Incidentally, on 28 April, the Personal Security Branch, cited in the attachments, is receiving a Meritorious Unit Citation in the DCI Conference Room.

STAT
Attachments

[Redacted]

TRAINING BROCHURE

In June 1985, the Office of Training and Education (OTE) was called upon by the Deputy Director for Administration to support the DCI's efforts to enhance the Agency's recruitment effort. Since one of the benefits accruing the Agency employees is the opportunity to participate in training to stimulate personal and intellectual growth, it was held that a brochure describing available training would positively impact on the Agency's availability to attract high-quality employees.

STAT [redacted] was originally tasked with developing a training brochure under external contract. He advised that the estimated costs of \$30,000 were excessive and that he was prepared to write and develop the brochure. STAT [redacted] pulled together a Task Force of his OTE colleagues. Under his direction the group worked diligently to develop the language, select photographs, and struggle with the appropriate concept behind the training brochure. A prototype of the brochure submitted to senior Agency managers by the first of September 1985 even in its early stages began to receive praise for its creativity and innovation. The brochure has recently been printed in 20,000 copies and is of the highest quality, showing not only innovation and creativity, but also brilliance in design and impact. This brochure will be made available to all Agency recruiters who will in turn provide copies to Agency applicants and university placement officers. The Office of Personnel has advised that they believe this brochure will contribute significantly in their efforts to attract new employees.

STAT [redacted] for his initiative, dedication, and perseverance, has been recommended for a \$500 cash award for his individual efforts in achieving this objective, but it was also a product of an office-wide effort.

Training Needs Study

In the fall of 1985, the Office of Training and Education (OTE) began an assessment of DO training needs so that we might be more responsive to its requirements for training. The purpose of this assessment was twofold: 1) to identify the skills, knowledge, and abilities necessary to perform DO jobs; and 2) to identify those areas in which training can make a contribution.

This high-priority activity was part of OTE's effort to identify consumer needs and develop training to specifically meet those needs.

The results of this DO training needs assessment to date have been to create a framework based on data to examine the match between job requirements and our curriculum.

STAT The questionnaire used to assess the training needs was sent to approximately [redacted] personnel both at Headquarters and in the field. The questionnaire asked opinions on over 200 job/training characteristics.

This extremely large task involved addressing and mailing out questionnaires, collecting and numbering responses, inputting data into a SAS file on VM, and preparing a report on the findings.

STAT Since there was only one person, [redacted] assigned to handle the administrative processing of this mountain of data, a call was made to persons within OTE who would volunteer to work on this project. The work involved inputting the responses to 200 questions for each of [redacted] respondents. This monumental task was performed by a small corps of MT careerists who exemplify the excellence for which we in training have been striving. These people showed a willing, dedicated "can do" attitude. Their efficient, timely attention to this extra duty was carried out between their assigned duties, during lunch, and at other moments they could "sandwich in."

STAT The individuals, who gave so willingly of their time to produce a timely report, have each been nominated for individual cash awards. [redacted] who was responsible for the administration of the study, data analysis, and final report, has been nominated for an exceptional achievement award of \$500.

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Ed. I've asked the members
of the SSA mtg. to let me
know of any admin
"excellence(s)" over the
last 6-12 months.

Here's one —
There will be a few others



ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Pursuit of Excellence

FROM:

EXTENSION

NO.

OED/SS 60-86

DATE

4 April 1986

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

STAT
STAT
STAT

u

1. SSA/DDA
7D 18 Hqs.

[Handwritten initials]

2.

3. *DDA/Exe* 14 APR 1986

[Handwritten initials]

4.

5. DDA/PLANS

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