

86-2009X

### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Robert W. Magee  
Director of Personnel

EXTENSION

NO.

DATE NOV 26 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. Deputy Director for Administration / EYA  
7D24 Headquarters

26 NOV 1986

1 1/2

JR

Attached is the Combined Federal Campaign progress report of 21 November 1986.

2. ms/DA

AN

As of 21 November, a total of \$44,821 from DDA has actually been received and audited in the OP/CFC office. This is 41% of your goal of \$109,900. Also, 35% of your employees have returned their pledge cards. Our figures do not include contributions enroute from your Vice Chairperson and not yet received in OP.

3. ADDA

2 DEC. 1986

LD

4. DDA

2 DEC 1986

LD

5. DDA/Registry

344 - this is way behind  
paw - curve  
JR

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

DDA REGISTRY  
FILE: 20-1

**Page Denied**

DDA SUBJECT FILE COPY

**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

<b>FROM:</b> William F. Donnelly Deputy Director for Administration	EXTENSION	NO. <span style="border: 1px solid black; padding: 2px;">DDA Reg. 976 6-1935</span>
		DATE 14 November 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. Deputy Director of Central Intelligence	14 Nov		J
2.			
3.			
4.			
5.			
6.			
7.			J
8.			
25X1.			
10.			
11.			
12. Deputy Director for Administration			WFD
13. ADDA			△
14. Director, OS			
15.			

**Bob:**

I recently asked OS to provide me data as to how many times they have involved management in the chain of command of a person being re-polygraphed. They reported to me that in October 1986 there had been 56 TRIP/RIP polygraph sessions. In 13 cases they contacted the supervisor at some level above the employee being polygraphed to discuss the case. This occurred when it was necessary to have a third or more polygraph interviews.

This indicates to me that the guidance you gave associated with the recent IG inspection of the Polygraph Division is being followed.

William F. Donnelly

**DD/A REGISTRY**  
 FILE: 20-1

~~CONFIDENTIAL~~

DD/A Registry  
86-2064X



## PERSONNEL PROCESSING MODEL

### PRESENTATION OUTLINE

---

- 0 OVERVIEW
  - PROBLEMS/SOLUTIONS
  - OBJECTIVE
  - APPROACH/PROGRESS
  
- 0 APPLICANT PROCESS DESCRIPTION
  - INTERVIEWS
  - FLOW DIAGRAM
  - QUANTITATIVE LOOK
  
- 0 MODEL DEVELOPMENT
  - MODEL APPLICATIONS
  - DESIGN CONSIDERATIONS
  - ATTRIBUTES
  - MODEL DIAGRAM
  - SCHEDULE/ASSUMPTIONS
  - SUPPORT NEED

DD/A Registry  
86-2064X  
20-1



---

<u>PROBLEM</u>	<u>SOLUTION</u>
0 LENGTHY HIRING PROCESS (TOO MANY SELF-CANCELS)	0 REDUCE TIMELINE BY IMPROVING FLOW
0 UNSATISFACTORY OUTPUT MIX	0 DETERMINE REQUIRED INPUT MIX
0 PLANNED STAFFING NEEDS DELAYED BY EMERGENCY STAFFING ("LURCHES")	0 ENLARGE PIPELINE TO ACCOMMODATE (FALLBACK: PREDICT IMPACT ON STAFFING NEEDS)



TASK

ASSIST ADMINISTRATION/PERSONNEL IN SOLVING THESE PROBLEMS

OBJECTIVE

PROVIDE ADMINISTRATION/PERSONNEL WITH A DYNAMIC MODEL CAPABLE OF :

- EVALUATING OPTIONS TO IMPROVE FLOW
- DETERMINING REQUIRED INPUT MIX
- PREDICTING EFFECTS OF LURCH ON PLANNED STAFFING NEEDS



---

APPROACH

- 0 UNDERSTAND HIRING PROCESS
- 0 INVESTIGATE MODEL CONCEPTS
- 0 DEVELOP MODEL

PROGRESS

- INTERVIEWED OP/OS/OMS
- DESCRIBED BASELINE FLOW
- QUANTITATIVE LOOK USING CAPS
  
- SELECTED DYNAMIC QUEING MODEL TO PREDICT OUTPUT FLOW/MIX AND TIMELINES
  
- PLANNED DEVELOPMENT (DELIVERY 1 MAR)



## PERSONNEL PROCESSING MODEL

### PRESENTATION OUTLINE

---

#### 0 OVERVIEW

- PROBLEMS/SOLUTIONS
- OBJECTIVE
- APPROACH/PROGRESS

#### 0 APPLICANT PROCESS DESCRIPTION

- INTERVIEWS
- FLOW DIAGRAM
- QUANTITATIVE LOOK

#### 0 MODEL DEVELOPMENT

- MODEL APPLICATIONS
- DESIGN CONSIDERATIONS
- ATTRIBUTES
- MODEL DIAGRAM
- SCHEDULE /ASSUMPTIONS
- SUPPORT NEED





COMPONENTS INTERVIEWED

---

- 0 ADDA
  
- 0 OP
  - CHIEF OF EMPLOYMENT
  - SPECIAL ASSISTANT
  - DATABASE SPECIALISTS (CAPS)
  - DIV I/II CARB
  - DIV IV CLERICAL BR. CHIEF
  - PROGRAM OFFICER
  - SECURITY EXPEDITER
  - RECRUITER
  
- 0 OMS
  - DEPUTY CHIEF MEDICAL SELECTION COMMITTEE
  - CHIEF PSYCHOLOGICAL SERVICES
  
- 0 OS
  - CHIEF POLY DIV
  - CHIEF CLEARANCE GROUP
  - SECURITY DATABASE SPECIALISTS

ILLEGIB

Declassified in Part - Sanitized Copy Approved for Release 2012/09/07 : CIA-RDP88G01332R000300360010-9

**Page Denied**

Declassified in Part - Sanitized Copy Approved for Release 2012/09/07 : CIA-RDP88G01332R000300360010-9



QUANTITATIVE LOOK AT APPLICANT PROCESSING FROM CAPS

---

- 0 OP DATABASE PERSONNEL DELIVERED FIRST CUT STATISTICAL DATA  
EXTRACTION FROM CAPS ON 16 NOV
  - TIME INTERVAL HISTOGRAMS AND AVERAGES
  - INTERVALS: DOF - FULL INIT (PIP) - [EOD, REJECT, SELF-CANCEL]
  - DIVISIONS: I, II, IV
  - THREE DOF PERIODS
    - FY '85
    - FY '86
    - 1 AUG - 15 NOV 86
  
- 0 QUICK-LOOK ANALYSIS
  - DOF-FI-EOD TIMELINES (1 AUG - 15 NOV 86)
  - DOF-FI-[EOD, REJECT, SC] TIMELINES (FY '85)
  - SELF-CANCEL HISTOGRAM (FY '85)



DOF - FULL INIT - EOD TIMELINES (DOF 1 AUG - 15 NOV 86)

---

OBSERVATIONS

- 0 REFLECTS OS PROCEDURE CHANGE: POLY BEFORE BI
- 0 CT'S CLEARLY HAVE HIGHER PRIORITY; OFF/TECH LOWEST
- 0 STATISTICS INCOMPLETE: # EOD + REJ + SC < # PIP

STAT

Declassified in Part - Sanitized Copy Approved for Release 2012/09/07 : CIA-RDP88G01332R000300360010-9

**Page Denied**

Declassified in Part - Sanitized Copy Approved for Release 2012/09/07 : CIA-RDP88G01332R000300360010-9



DOF - FULL INIT - [EOD, REJECT, SELF-CANCEL] TIMELINES (DOF FY 85)

---

OBSERVATIONS

- 0 EXAMPLE OF "COMPLETE" SET OF STATISTICS - I.E., ALL APPLICANTS REACHED FINAL DISPOSITION
  
- 0 '85 DIV I APPLICANTS TOOK ABOUT SAME TIME TO EOD AS NOW, I.E., ABOUT 30 WEEKS
  - CHANGES BALANCE: SHORTER CLEARANCE CYCLE + LONGER HOLD
  
- 0 '85 DIV IV APPLICANTS TOOK 6 WEEKS LONGER TO EOD AS NOW, I.E., 27 VS 21 WEEKS
  
- 0 PRELIMINARY CURRENT STATISTICS SUGGEST '85 DIV I HAD MUCH BETTER EOD/REJECT RATIO, I.E., 1:2 VS 1:4
  
- 0 REJECTIONS TAKE ABOUT 2X LONGER TO PROCESS THAN APPROVALS

STAT

Declassified in Part - Sanitized Copy Approved for Release 2012/09/07 : CIA-RDP88G01332R000300360010-9

**Page Denied**

Next 1 Page(s) In Document Denied

Declassified in Part - Sanitized Copy Approved for Release 2012/09/07 : CIA-RDP88G01332R000300360010-9



SELF-CANCEL TIME INTERVAL HISTOGRAM (FY 85)

---

OBSERVATIONS

- 0 PRECONCEIVED NOTION ABOUT SC BEHAVIOR SHOWN INCORRECT
  - PROBABILITY OF SC DECREASES RATHER THAN INCREASES WITH TIME
- 0 DIV I AND IV HAVE DIFFERENT SC BEHAVIOR
- 0 SC HISTOGRAM CHARACTERIZES SC PROCESS WITHIN THE DYNAMIC MODEL

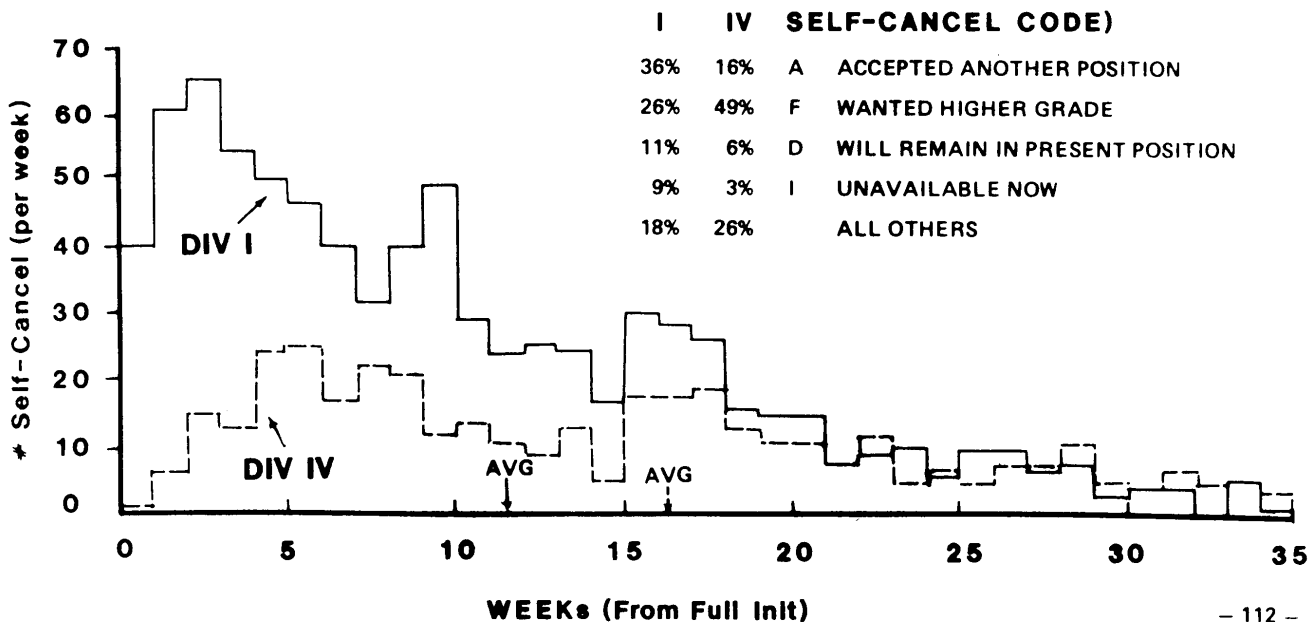


## DIVISION I, IV (FY85 DOF)

NOVEMBER 1986

### \* SELF-CANCEL vs TIME

(\*Omit Cat C - "Did Not Reply to Correspondence") I 4%  
IV 6%





## PERSONNEL PROCESSING MODEL

### PRESENTATION OUTLINE

---

- 0 OVERVIEW
  - PROBLEMS/SOLUTIONS
  - OBJECTIVE
  - APPROACH/PROGRESS
  
- 0 APPLICANT PROCESS DESCRIPTION
  - INTERVIEWS
  - FLOW DIAGRAM
  - QUANTITATIVE LOOK
  
- 0 MODEL DEVELOPMENT
  - MODEL APPLICATIONS
  - DESIGN CONSIDERATIONS
  - ATTRIBUTES
  - MODEL DIAGRAM
  - SCHEDULE/ASSUMPTIONS
  - SUPPORT NEED



NEED

- 0 IMPROVE FLOW
- 0 DETERMINE REQUIRED INPUT MIX
- 0 PREDICT IMPACT OF LURCH

APPLICATION OF MODEL

- PREDICT TIMELINE VS { MODIFIED RULES/PRIORITIES  
ADDITIONAL POLYGRAPH SLOTS
- PREDICT OUTPUT FLOW/MIX VS INPUT MIX;  
ITERATE INPUT MIX TO ACHIEVE DESIRED OUTPUT
- PREDICT OUTPUT FLOW/MIX VS PROJECTED LURCH  
PROFILE



MODEL DESIGN CONSIDERATIONS

---

- 0 CAPTURES THE SALIENT DYNAMIC FEATURE OF APPLICANT PROCESS  
I.E., POLYGRAPH BOTTLENECK AND ASSOCIATED SCHEDULING
  
- 0 USES DATA AVAILABLE FROM CAPS:
  - JOB CATEGORY
  - CANCELLATION CODE (REJECT OR SELF-CANCEL)
  - DATES
    - DOF
    - FULL INIT (PIP)
    - MED/POLY APPOINTMENT
    - MED/POLY APPROVAL
    - CANCELLATION
    - EOD
  
- 0 AUTOMATICALLY UPDATES MODEL PARAMETERS AND INITIAL STATE TO REFLECT  
CURRENT SYSTEM STATUS



MODEL ATTRIBUTES

CATEGORIES

DIVISION I -- OFFICER/TECHNICAL  
DIVISION II -- CAREER TRAINEES  
DIVISION IV -- CLERICAL

USER INPUT CHOICES

1. APPLICANT INPUT PROFILE -- NO LIMIT TO # WEEKS
2. POLY/MED SCHEDULING PRIORITY -- ASSIGN 1, 2 OR 3 TO  
DIVISION I, II OR IV

NOTE: PRIORITY ASSIGNMENT DETERMINES OUPUT  
MIX AND TIMELINES

3. ADVANCE NOTIFICATION INTERVAL FOR POLY/MED APPOINTMENT DATE
4. # POLY SLOTS PER WEEK

OUTPUT

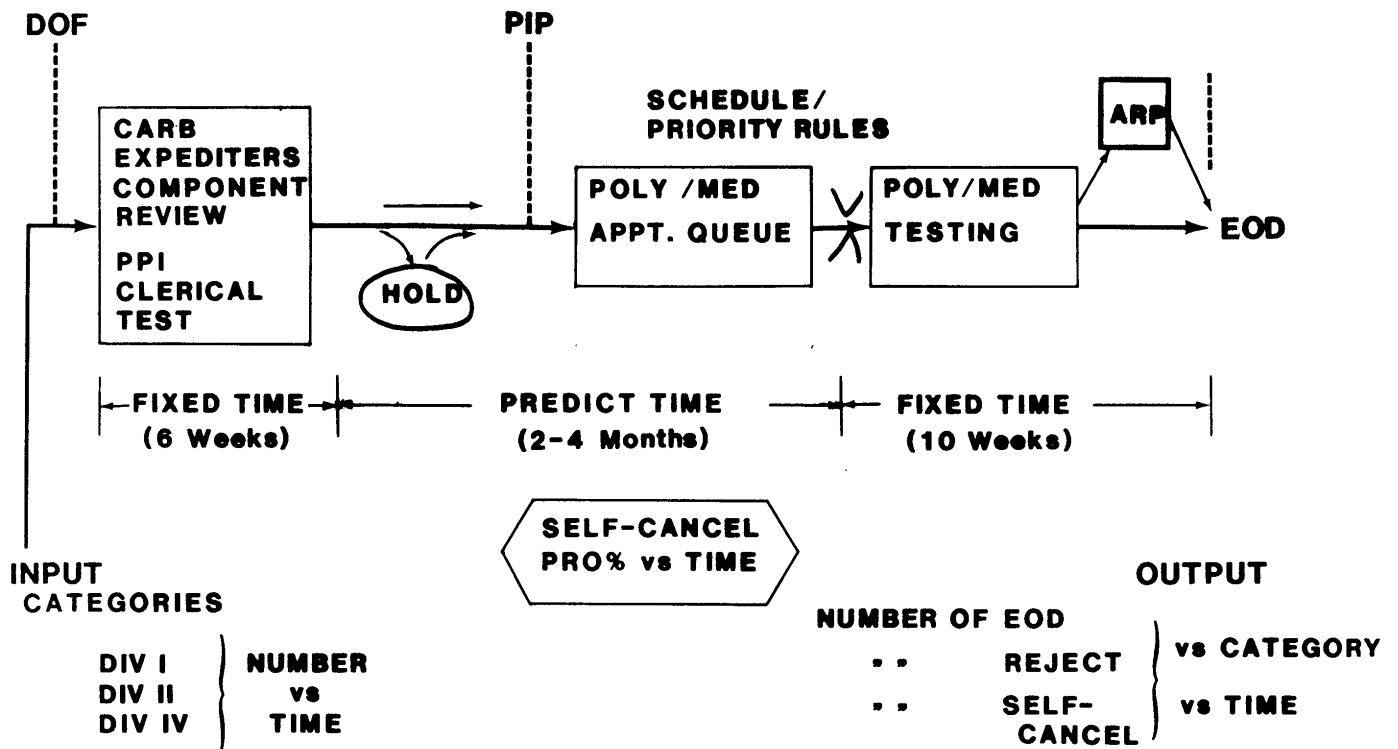
PREDICTED EOD, REJECT, SELF-CANCEL OUTPUT PROFILES (# IN DIV I, II,  
IV VS WEEK) AND ASSOCIATED TIMELINES (DOF TO FINAL DISPOSITION)



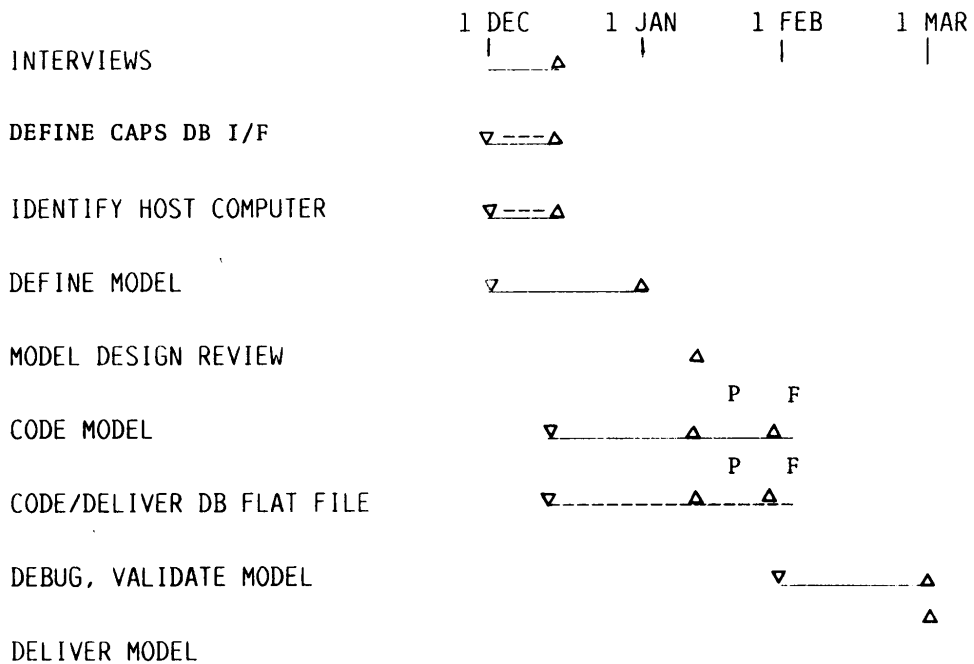
UNCLASSIFIED

# Model

NOVEMBER 1986



MODEL DEVELOPMENT SCHEDULE



\_\_\_\_\_ SI  
 ----- USER



SCHEDULE ASSUMPTIONS

---

1. USER SUPPORT AVAILABLE TO DELIVER "SANITIZED" CAPS DATABASE  
"FLAT FILE"  
  
    PRELIM -- 15 JAN  
    FINAL -- 31 JAN
  
2. HOST MACHINE --  
  
    0 IBM COMPATIBLE  
    0 CMS OPERATING SYSTEM  
    0 FORTRAN CAPABLE
  
3. MODEL CAPABILITIES ACCEPTABLE TO USER





MODEL = COMPUTER PROGRAM + PROGRAMMER/ANALYST

---

PRODUCTION

RUNS MODEL FOR MANAGER

MODIFICATION

REPROGRAMS MODEL TO SATISFY CHANGING REQUIREMENTS

- EXPANDED CATEGORIES (EG, COMO, CT/O)
- NEW SCHEDULING/PRIORITY RULES

QUALITY CONTROL

COMPARES/UPDATES SYSTEM MODEL WITH CAPS DATABASE