

The intelligence community has achieved its successes over the years principally because of the high caliber of people we have been able to attract and retain. Leadership and achievement, however, often have been under-rewarded.

With the passage of the Civil Service Reform Act of 1978, which established a government-wide Senior Executive Service (SES), we had an opportunity to provide certain additional benefits to our senior-level officers in recognition of superior performance. Although the Central Intelligence Agency, along with the National Security Agency (NSA), the Defense Intelligence Agency (DIA), and the Federal Bureau of Investigation (FBI), were exempted from the provisions of this Act, we decided after careful study and deliberation to establish a similar program for CIA officers called the Senior Intelligence Service (SIS). Subsequently, NSA and DIA decided to seek legislation for similar programs for their senior people. We have supported these proposals with the Congress and have cooperated with personnel officers from NSA and DIA in providing information on our program.

Our Senior Intelligence Service (SIS) was launched in October 1979. All eligible CIA officers were invited to join. All but one chose to do so. That officer had previous plans to retire in the immediate future and preferred to retire as a GS "supergrade." Our SIS system is intended to improve the effectiveness of our senior officers by recognizing excellence in performance with rank stipends and performance awards. These may be granted to not more than 23 percent of our senior officers, with cash payments ranging from \$20,000 down to seven percent of salary. The majority of the awards are in the lower percentages. Other benefits include unlimited annual leave accumulation (subject to an 80-hour "use-or-lose" rule), an opportunity for sabbaticals, and participation in senior officer development programs.

We consider the SIS Program one of the most important personnel management initiatives in the history of the Agency. Although there undoubtedly will be problems in implementing the program, particularly in administering a fair and effective awards system which rewards the right people, we consider this a worthy challenge. Properly implemented and accepted, it should lead to a more direct and positive relationship between goals, performance, and compensation.

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Senior Intelligence Service

FROM: Harry E. Fitzwater  
 Director of Personnel  
 Policy, Planning, and Management

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25 SEP 1980

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

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*Kof*  
 The attached is suggested input for the DDCI's speech before the Association of Former Intelligence Officers (AFIO).

*Signed*

Harry E. Fitzwater

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