

United States of America  
Approved For Release 2001/08/09 : CIA-RDP89-01114R000300080023-1  
**Office of  
Personnel Management**

79-4953/1  
Washington, D.C. 20415  
December 14, 1979

Your Reference:

In Reply Refer To:

DD/A Registry
79-3859

Honorable Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D.C. 20505

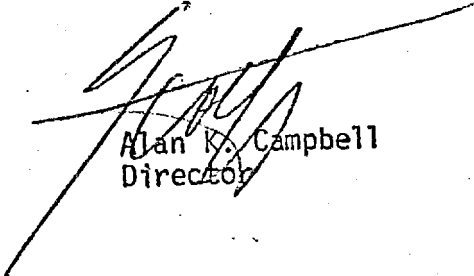
DD/A REGISTRY  
FILE: OM

Dear Stan:

Attached is a letter I have sent to heads of major departments and agencies concerning implementation of civil service reform. Although it is not directly related to the CIA because of your exclusion from the Act, it would be useful if you could let me know the degree to which your own changes in personnel practices have been influenced by the provisions of the Civil Service Reform Act.

Any help you can give me on this will be much appreciated.

Sincerely,

  
Alan K. Campbell  
Director

Enclosure

cc: Don I. Wortman

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January 11, 1980, marks the first anniversary of the effective date of the Civil Service Reform Act. I am using this occasion for an assessment of where we are on implementation, highlighting both accomplishments and problems. This assessment will serve as the basis for a report which will emphasize the Administration's commitment to making civil service reform work.

Your staff has been most cooperative in providing the information we need about implementation of civil service reform in your organization. But it would be useful if I could have your personal assessment of the extent to which the various provisions of the statute -- particularly the SES, merit pay, and performance appraisal -- have been useful to you in your managerial role. Specifically, I would appreciate your judgement of how well the reform implementation is going and what you view as future problems and prospects. Comments on how the Office of Personnel Management has been helpful and how it may do a better job would be an aid to us in performing our role better. Where appropriate, I may quote from your letter in my report.

Since I plan to release my report in early January, I would appreciate hearing from you by the end of December.

The strong support which passage of the civil service reform legislation has received from the President's top administrators compels us all to make every effort to effectively implement the legislation. Your support, and that of your staff, demonstrates a commitment to management improvement which, I believe, is unique and a credit to this Administration.

Your help in summarizing where we stand after one year will be much appreciated.

Sincerely,

Alan K. Campbell  
Director

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cc:

The Deputy Director

DD/A Registry

Approved For Release 2001/08/09 : CIA-RDP89-01114R000300080023-1 3859/1

PERS 79-9051

Washington, D. C. 20505

79-4953/24

4 JAN 1980

Honorable Alan K. Campbell  
Director  
Office of Personnel Management  
Washington, D.C. 20415

Dear Scotty,

I am responding to your letter of 14 December 1979 to Stansfield Turner relative to the influence of the Civil Service Reform Act on the personnel practices of the Central Intelligence Agency. Civil service reform has had a significant impact on our thinking as an organization.

As I advised you on 5 October 1979, a Senior Intelligence Service (SIS) was inaugurated within the Agency as of 1 October 1979. The SIS is modeled after the Senior Executive Service (SES) even though it has some important differences. The SIS is designed to provide, eventually, a total executive development and personnel management system through which we may effectively ensure the perpetuation of a highly qualified corps of executives to carry on the Agency's work both in the present and for the future. As the SIS program was commenced less than three months ago, it is difficult to make any definitive and meaningful judgments on its effectiveness. It is doubtful that we will be able to make such assessments until after the first annual cycle of performance appraisals and awards evaluations has been completed.

The contents of Title I - Merit System Principles and Prohibited Personnel Practices have been for many years contained in our Agency regulations essentially as provided in the Act. In the area of performance appraisal, we have had an ongoing study for the past several years which resulted in what we believe to be a more refined

and definitive tool for recording employee performance. With some modifications to relate more directly to performance and pay (in the case of SES), we were able to utilize these efforts in the spirit of both Title II - Performance Appraisal and Title IV - SES. Also, we are applying the provisions of Title III - Staffing and Title VIII - Grade and Pay Retention.

Finally, we are now in the process of evaluating the provisions of Title V - Merit Pay for GS-13 - GS-15 Supervisors and Managers to determine if CIA should adapt similar features within its own appraisal and pay/awards program. It is our intention to draw heavily on the experiences of other departments and agencies, including our own, in making such judgments. Here again, we have the autonomy to modify merit pay to our organizational needs and we may well find it in our best interest to do so.

Our staff has benefited from the various conferences held by the Office of Personnel Management on the features of the civil service reform initiatives, and we are particularly appreciative of the assistance provided by individual representatives of the Office of Personnel Management, particularly in the SES area.

As reflected above, CIA is strongly committed to the spirit and intent of the Civil Service Reform Act provisions.

Sincerely,

**/s/ Frank C. Carlucci**

Frank C. Carlucci

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Originator:

Harry E. Fitzwater

Director of Personnel

SI DE

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