

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

Dear Scotty,

I am responding to your letter of 4 December to Stansfield Turner relative to the influence of the Civil Service Reform Act on ^{the} our personnel practices. *Civil service reform has had a significant impact on our thinking as an organization.* The extent to which the various provisions of the Act have influenced changes in CIA's personnel practices has been, to date, mostly in the area of the Senior Executive Service.

As I advised you on 5 October 1979, a Senior Intelligence Service (SIS) was inaugurated within the Agency as of 1 October. The SIS is designed to provide, eventually, a total executive development and personnel management system through which we may effectively insure 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* I might add that I doubt that we will be able to make such assessments until after the first cycle of performance appraisals and awards evaluations have been completed, ~~some~~ ^{at least} one year hence. ~~We are, of course,~~ experiencing "growing" pains in such areas as the development of performance standards and awards criteria. However, our hopes are high that we will be able to establish suitable support systems to make SIS succeed as envisioned.

modified after the Senior Intelligence Service (SIS) was inaugurated. The SIS is now being implemented. It has some important differences.

~~I don't wish to imply from the above comments that SES is the only~~
provision of the CSRA with which we are concerned. ^{The contents of} Title I - Merit System
Principles and Prohibited Personnel Practices ~~contents, for example, are,~~
~~and~~ 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 ^{more} relate directly ^{ly} 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 ~~concerned with dual pay limitations~~ for retired members
~~of the uniformed services~~ and Title VIII - Grade and Pay Retention.

~~And,~~ ^{Finally,} we are now in the process of evaluating the provisions of
Title V - Merit Pay for GS-13-15 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 your own, in making such judgments. ^{Here again,}
^{we have the authority to modify merit pay to our organizational needs and we may}
^{will find it in our best interest to do so.} Our Staff has benefited from the various conferences held by OPM on
the features of the Civil Service Reform initiatives, and we are particularly
appreciative of the assistance provided by individual representatives of OPM,
particularly in the SES area.

As reflected ~~in the~~ above ~~notes~~, CIA is strongly committed to the
spirit and intent of the CSRA provisions.

Sincerely,

Frank C. Carlucci

Date
21 December 1979

Approved For Release 2001/08/09 : CIA-RDP89-01114R000300080024-0

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. Director of Personnel, 5E 58 Hqs		26 DEC 1979
2.		
3. <i>D/Per</i>		26 DEC 1979
4. <i>DD Per P+C</i>		
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

Harry,
Per our conversation.



Don I. Wortman

Att: Draft response to ER 79-4953/1
DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post) Deputy Director for Administration	Room No.—Bldg. 7D 24 Hqs
--	-----------------------------

STATINTL

DRAFT

The Honorable Alan K. Campbell
Director, Office of Personnel
Management
Washington, DC 20415

Dear Scotty,

I am responding to your letter of December 14th to Stansfield Turner. Civil service reform has had a significant impact on our thinking as an organization.

First, the Senior Intelligence Service, which we implemented on 1 October 1979, is modeled after the Senior Executive Service even though it has some important differences from the SES.

Second, as a result of our deliberations on the Senior Intelligence Service, we have developed a much more ambitious executive development program and I have high expectations for it.

Third, although we had a reevaluation of our Fitness Reports under way, civil service reform gave added impetus to our work. We implemented a revised performance appraisal review in September which contains all of the elements that are part of performance appraisal in the civil service reform initiative.

Lastly, we are continuing with our study of merit pay. In this area, I think we can benefit from the experience of other agencies and we will be observing their implementation of merit pay in 1980. Here again, we have the autonomy to modify merit pay to our organizational needs and we may very well find it in our best interests to do so.

Our staff has benefited from the various conferences held by OPM as we studied the civil service reform initiatives. OPM has been responsive to our needs and I appreciate your inquiry.

Sincerely,

Frank C. Carlucci