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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

OIT Industrial Advisory Board Meeting, 6 October 1987

| FROM: | EXTENSION | NO. DD/A Registry |
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| D/OIT | | 87-2207x |
| 2D00, HQ | | DATE 15 October 1987 |

| TO: (Officer designation, room number, and building) EXA 16 OCT 1987 | DATE RECEIVED | DATE FORWARDED | OFFICER'S INITIALS | COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.) |
|---|---|---|---|---|
| 1. William F. Donnelly, DDA 7D18, HQ  19 OCT 1987 | | | W | For your information |
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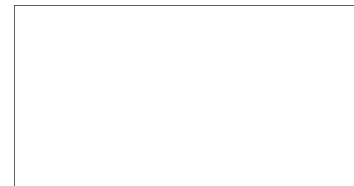
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13 October 1987

MEMORANDUM FOR THE RECORD

SUBJECT:  OIT Industrial Advisory Board Meeting, 6 October 1987

> 1.  Ed Maloney,  Director of Information Technology,  conducted the inaugural meeting of the OIT Industrial Advisory Board (IAB) on 6 October 1987.   This group was established to provide OIT managers and members of the Agency's Information Systems  Board with a sounding board of  senior  technical  managers  from  private  industry.    OIT senior technical  personnel presented  OIT's  current  strategies  for  managing computer  and communications  systems  in the  Agency  and OIT's  future high-level technical  direction.    Board members  were asked  to provide constructive   criticism   from   their   individual,   non-governmental perspectives.    Members of the IAB are:

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> 2.  The inaugural meeting was held on 6 October in Rm 2D02,  HQ and began  at  approximately  0930.   The  briefings  and  discussions  were nominally  at  the SECRET  level  and  not  for attribution  (to  ensure anonymity for  Board members.)  In attendence  from CIA (in  addition to briefers)  were [          ] DD/OIT,  all but  one of the OIT Group and Staff Chiefs, [          ] (DD/OIR), [          ] DC/IMS), [          ] [          ] Planning and Resources Staff, DDS&T), [          ] DD/OC), and [          ]  and myself  from  OIT  Management Services  Division.   Mr. Maloney first presented introductory remarks welcoming Board members and emphasizing the pace  of change in the  information technology business. Mr.   Maloney  discussed  how  this   rapid  change  creates  difficult management and technical problems. He  further described the purpose of the IAB  meeting which  was to  provide an  overview of  CIA information technology,   and  to  discuss   strategic  management   and  technical initiatives and issues,   with the  ultimate goal  of obtaining  useful feedback from  IAB members. [          ] of the Public  Affairs Office then provided a half-hour CIA overview.

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3. [ ] excellent presentation exposed Board members to the complexity of CIA and raised several questions as to component responsibilities in the information technology arena. Board members also requested clarification on the role of the Executive Director versus the role of the DDCI. Mr. Maloney then began his presentation on management issues in CIA information technology. He began by providing an overview of information technology services, discussed the roles of major components, and provided more detailed information on the role of OIT and OIT service and workload statistics. The discussion was very rich during this presentation. Due to a late start and the amount of discussion, the presentation, which started at around 1030, was continued after lunch and a subsequent tour of the Crisis Communications Center. (The presentation went on for about 30 additional minutes after lunch). It could have used even more time if it had been available. Lunch was served in the Executive Dining Room and attended by the Executive Director, the DDA, Information Systems Board members and OIT senior managers. The Crisis Communications Center Tour (1330-1345) which

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followed lunch (1200-1315) was presented by [ ] of OIT Operations Group. [ ]

4. The Board had a wide ranging discussion during D/OIT's presentation. I will only provide highlights, grouped by topic below. The discussions were not long enough or detailed enough to be termed recommendations but they pointed the way to areas that should no doubt be explored in greater depth by OIT.

Customer Surveys

The Board was very enthusiastic about customer surveys. A Board member emphasized that surveys should be done by outsiders to remove bias (unintentional as well as intentional). (This view was seconded by a another Board member.) He further recommended surveying periodically because of the rate customer problems change and indicated he had a small staff for just this purpose. Another Board member preferred personal interviews to paper surveys. One Board member went so far as to say his salary is determined by customers' evaluation of services.

Chargeback

The Board was unanimous on the subject of chargeback indicating that all their organizations used chargeback with their MIS Groups. One member indicated that the only issue was level of detail.

Equipment Inventories

Board member expressed surprise at the absence of centrally-maintained organizational equipment inventory. (The DDS&T
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representative, [ ] indicated that the DDS&T had recently completed an inventory. OIT has also been tasked by the DDA with updating an older Agency-wide inventory.)

Strategic Planning

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Board members seemed to unanimously support the value of formal strategic planning and indicated their organizations were actively involved in this activity.

## Turnover Rate

The Board expressed extreme surprise at the OIT turnover rate (i.e., resignation rate) for professional and technical personnel of 3 percent. (One member deemed that low a rate, "spectacular.") Several members implied their rates were considerably higher. D/OIT expressed concern that maybe our rate was too low, leading to inbreeding and excessive training requirements.

## Succession Planning

Board members indicated they were deeply involved in succession planning and took it very seriously. One member indicated he spent as much as a week per year with the Chairman of the Board in this activity. Members indicated that secrecy was important in such planning and one member pointed out the importance of not falsely raising expectations.

## Miscellaneous

---Board members expressed concern that we had no mechanism other than the collection of anecdotes for measuring the benefits of systems such as SAFE. The issue is what is the intelligence pay-off for the large expenditure of resources and what should the expenditures be in the future.

---One Board member recommended that we look closely into video teleconferencing as a major time and money saver. (The savings comes in the reduction of executive travel.)

---Board members did not seem to be overly concerned about our "three cultures problem" (ADP, commo, and information management). One member indicated that you can't change cultures, cultures must change themselves, and that integrating the cultures may not be necessary.

---OIT did not have figures on average age (currently being gathered) which Board members felt could be an indicator of organizational health.

---One member indicated that it was important to have a compensation system which allowed for non-managerial experts. Another added that prestige, perks and visibility were also needed for experts.

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5. After the D/OIT finished the afternoon carryover portion of his presentation, the focus of the meeting moved from management to strategic technical issues. 25X1 Chief, Architectural and Technology Planning Staff, briefed on OIT standards and overall architecture. 25X1 outlined the standards process and its importance, as well as describing our overall technical direction. He

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particularly emphasized our new stress on the workstation versus the mainframe. [ ] followed [ ] with a presentation on the architectural history of OIT and presented his recommendation for a future architecture. This new architecture was local area network (LAN) based and used diskless PC's and servers. The latter servers provided the gateway to the mainframe. These two presentations engendered considerable discussion on standards in general. To wit,

## Standards

Board members raised concerns on the impact of standards on new technology. There was concern about "closing the Patent Office" and "freezing technology." Also expressed were fears that standards interfered with creativity, denied organizations competitive advantage, and did not contribute to the solution of unique problems (such as security). Another Board member, however, believed that while standards in many areas were five years away, the pace of movement toward standards was accelerating, and that customer pressure continues to build for standards "for good reason." [ ]

6. At the conclusion of the Board meeting, Mr. Maloney went around the room asking Board members for their preliminary impressions. Several Board members expressed concern about strategic planning and how we needed to have an active Agency-wide and OIT planning process. One comment made was that a "plan is sales tool for leadership." Several Board members indicated that they would look at their organization's plans for ideas (as to content, issues, etc.) Another Board member expressed concern that stronger leadership by OIT (or someone) in information technology was required. A passive approach ("tell me what you want to do") was not useful. OIT should suggest tools for customers to use. In the same vein, it was suggested that more control, not less was needed. This control was needed to avoid, a "Tower of Babel." Other comments made in relation to OIT concerned the "regaining of market share" and that OIT must react to a changing market. (After the formal meeting, a Board member commented to me that the willingness to accept a declining market share if it is in the "the best interest of the customer" begs the more important issue of the organization's not adapting to a changing market by providing needed services.)

7. Mr. Maloney thanked Board members for their active and lively participation. He stated that he would follow up on many of the excellent ideas expressed by Board members and remain in touch with them. He encouraged Board members to provide him feedback in any form when they had had time to think over the day's discussion. The meeting was adjourned at 1530. [ ]

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