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The Intelligence Secretarial Career System



Foreward

Welcome to the Agency's Intelligence Secretarial Career System. In the pages that follow, the major features of the Intelligence Secretarial Career System are explained. These features include information about the nature of the work, salary, training, and career opportunities for secretaries in the Central Intelligence Agency. This handbook is not intended to be all inclusive, but rather it provides an overview of what it is to be an Intelligence Secretary.

History

The establishment of a unique career system for secretaries is a novel idea for the federal government. In the Central Intelligence Agency, this idea is a reality. In 1986, a Secretarial Career System was introduced to support the professionalism of secretaries in the Agency's work force. The system is the result of the hard efforts of the Agency's secretaries and managers to establish a program which has attractive, long-term career and pay advancement opportunities, supported by professional training and development. A study was commissioned in the early 1980's by the Executive Director to assess job satisfaction, career progression, and pay for Agency secretaries. Several significant changes to the secretarial occupation resulted from the study's conclusions.

These included establishment of:

A Secretarial Job Enrichment Program,

- A separate Intelligence Secretarial Pay Schedule (IS),
- A Performance Appraisal and Promotion System
- A Performance Award System,
- A Training Program, and An Executive Director's Secretarial Board.

The Director of Central Intelligence (DCI) formally approved the Central Intelligence Agency's Secretarial Career System. With this, the DCI's commitment to excellence focuses on the secretary as a team member in fulfilling the Agency's mission to produce timely, accurate intelligence for the government's highest policy makers. On 6 July 1986, the system was implemented, and the official career title of Intelligence Secretary came into being.

The Intelligence Secretarial Career System

The Intelligence Secretarial Career System is divided into four career levels with a corresponding grade level:

<u>Career Level</u>	<u>Grade</u>
Secretarial Trainee	IS-01
Secretary	IS-02
Senior Secretary	IS-03
Executive Secretary	IS-04

Each Career Level is defined by the duties and responsibilities of the established secretarial positions. Each has its own salary range, training requirements, and experience factors for career development. These levels are outlined in depth in the Intelligence Secretarial Career Profiles in Appendix/A. The profiles are important because they provide a career roadmap for your development and advancement in the Agency.

The Secretarial Job Enrichment Program

The Secretarial Job Enrichment Program is designed to study the levels of secretarial responsibility at the working level and, if necessary, to define duties which should be added to the work to support the objective of the IS system, i.e., to provide a challenging, long-term secretarial career within the Agency. The job enrichment program began in September 1986 and is expected to be completed in 1990. Internal human resource consultants, primarily from the Position Management and Compensation Division (PMCD) within the Office of Personnel, together with external contractors, are working with secretaries and managers to review, and redesign, secretarial positions across the Agency. The

job enrichment program is the most important and exciting part of the career system because of its new and novel approach to rewarding career secretaries. For a more in depth review of job enrichment you are invited to talk with your Personnel Officer or to contact PMCD on 482-7103.

Eventually, as many as twenty percent of Agency secretarial positions and people will be at the IS-04 Executive Secretarial level and the remainder will be distributed among the other three levels with no more than thirty percent at the IS-03 Senior Secretarial level. Although there may be an initial imbalance between the number of people and positions at each level because of the job enrichment process, it is expected that, by the end of fiscal year 1988, the number of people will not exceed the number of positions at any given level. The following is a chart showing the percentage objectives for positions and people at the IS-03 and IS-04 levels:

Level	1987	1988	1989	1990
IS-03	20%	25%	30%	30%
IS-04	10%	13%	17%	20%

The Intelligence Secretarial Pay Plan

Agency secretaries are paid according to the Intelligence Secretarial Pay Schedule (IS), see Appendix B. Like the secretarial career levels, IS pay is divided into four pay ranges: IS-01, IS-02, IS-03, and IS-04. Each pay range is divided further into twenty pay steps. The following will provide a general idea of how secretaries are paid on the IS schedule, or its overseas counterpart, the ISO schedule. There are three, general pay administration principles that the IS pay schedule follows:

1. The Intelligence Secretary Pay Schedule is competitively based on salary comparisons in the public and

private sector. This means that, if there is a government-wide comparability pay increase for federal employees, that increase will also apply to IS pay. If the President approves such an annual comparability increase it usually will become effective in January.

2. There are semiannual or annual longevity increases for secretaries who are performing at or above the full-performance level. These pay increases are called "within-level-increases" (WLI) and are equivalent to one pay step within the secretary's pay level. For example, an IS-01, step 5 Secretarial Trainee who receives a WLI will have a salary increase to IS-01, step 6.

a. The secretary's supervisor is responsible for certifying the performance level and approving the WLI. Secretaries who are not performing satisfactorily will be denied increases and be provided the appropriate counseling.

b. Secretaries with less than two years Agency experience receive a WLI every six months until their second anniversary with the Agency. Thereafter, secretaries receive an annual increase. This WLI provides salary advancement for the new secretary while the employee gains valuable experience to be competitive for promotion to the next secretarial pay level.

3. In addition to the WLI, the IS pay schedule provides for pay increases by promotion to the next secretarial level. When the secretary receives a promotion, the increase in salary is equal to two pay steps at the current pay level or to the first pay step of the next level, whichever salary is higher. For example, using Appendix B, it can be seen that when a secretary is promoted from IS-01, step 6, the salary two steps above the step 6 will be matched at the IS-02 level. Accordingly, this secretary would be promoted at a salary equivalent to an IS-01, step/8. In this case the promotion is from IS-01, step 6 to IS-02, step/1 (the first step of the

next level). Additional information regarding competitive promotion is explained in the next section.

Performance Appraisal and Promotion

Secretaries are evaluated for promotion annually. Each year the secretary's supervisor evaluates the employee's performance and submits a performance appraisal report (PAR) to the Secretarial Career Panel. A PAR is required for all employees upon completion of their three-year trial period with the Agency. Employees who are within the three-year trial period are evaluated in accordance with that schedule. The schedule for performance appraisal reports for all other secretaries is as follows:

Level	For Period Ending	PAR Due in Hqs.
IS-01	31 Mar.	30 Apr.
IS-02	30 Nov.	31 Dec.
IS-03	31 Dec.	31 Jan.
IS-04	31 Dec.	31 Jan.

The Secretarial Career Panel is a group which meets twice a year to evaluate secretaries at each career level for performance awards and promotions.

Component Secretarial Career Panels have the following responsibilities:

- Rank and evaluate IS-01 Secretarial Trainees for promotion to IS-02.
- Evaluate IS-02 Secretaries for performance awards. They also rank and evaluate IS-02's for promotion to IS-03 and submit their recommendations to the Directorate Secretarial Career Panel for competitive evaluation within the Directorate.
- Submit a rank-order recommendation of the IS-03 Senior Secretaries for performance awards and

promotion to IS-04 to the Directorate Career Panel for competitive evaluation. (optional)

Directorate Secretarial Career Panels have responsibility for:

- Evaluating IS-02 Secretaries for promotion to IS-03.
- Evaluating IS-03 Senior Secretaries for performance awards and for promotion to IS-04.
- Evaluating IS-04 Executive Secretaries for performance awards.

Panel membership for IS-01, 02, and 03 is determined by each component or Directorate and includes secretaries senior in rank to those being evaluated. Members of the IS-04 evaluation panel include senior officer representatives from each major component within a Directorate. In addition to the PAR submitted by the supervisor, the career panels will look at a secretary's readiness for promotion by evaluating the following:

- The private/public sector and Agency experience of the secretary,
- The external/internal training the secretary has had,
- Acquisition of specific skills, e.g., shorthand,
- The time the employee has been in a particular grade level (Time-in-Level), and
- Overall career potential with the Agency.

The time-in-level guidelines noted in no. 4., above, refer to the number of years a secretary generally spends in a grade level before being eligible for promotion to the next level. Promotion ahead of the time-in-level guidelines is approved by the Head of the Career Service. These guidelines are:

Current Level	Time in the Level	Promotion Eligibility
IS-01	2 years	to IS-02
IS-02	3 years	to IS-03
IS-03	5 years	to IS-04

The Secretarial Career Profiles in Attachment A provide information on the specific training and experi-

ence requirements at each level which the secretary must meet to be eligible for advancement.

Although the Secretarial Career Panels meet twice a year, the secretary's supervisor is responsible for communicating performance expectations to the individual secretary at the beginning of the evaluation year, and reaffirming clear performance goals periodically throughout the year.

Once the Secretarial Career Panels have completed their ranking and evaluation, they submit their recommendations for performance awards and promotion to the Head of the Subcareer Group (Office Director) or to the Head of the Career Service (Deputy Director). The Head of the Subcareer Group approves performance awards and promotions to IS-02 and the Head of the Career Service approves performance awards and promotions to IS-03 and IS-04. The Director of Personnel approves all personnel actions for promotion. Career Services have the option to promote employees, subject to availability of promotion headroom, on either an annual or semi-annual basis in accordance with the schedule listed below:

Current Level	Annual Option	Semi Annual Option
IS-01	Unscheduled	
IS-02	May	Nov
IS-03	May	Nov
IS-04	Performance Awards in April	

Performance Awards

Secretaries are nominated for cash performance awards annually. The secretarial performance award program allows for the best performers to be rewarded in addition to their base salary. The secretaries are

nominated by their supervisors or Secretarial Career Panel each Spring and the performance awards are presented in April.

Amount of Award	Percent Eligible	Level
\$1000	Up to 30%	IS-02 Secretaries
\$1000	Up to 30%	IS-03 Senior Secretaries
\$2000	Up to 20%	IS-04 Executive Secretaries
\$3000	Up to 10%	IS-04 Executive Secretaries

The Training Program

The training program outlined in Appendix A augments the secretary's experience and is intended to encourage professional development within the Agency. The course work focuses on a full gamut of interests, from developing shorthand skills to exploring the issues of women in the work force. The training for each level is further divided into required and recommended courses. A secretary must take the required courses at the employee's current grade level before being eligible for promotion to the next grade level. For example, an IS-02 Secretary must take the required courses at the IS-02 level before being eligible for promotion to IS-03. The Secretary takes the IS-03 required courses after being promoted to IS-03, but before promotion to IS-04.

The Directorate or Component Training Officer can certify appropriate substitutes for the required training. For example, a secretary with an Associate Arts degree from

a certified college or university may have courses which can substitute for those required by the Agency.

The training is presented in such a way that there will be plenty of time for the secretary to receive the required training while gaining experience in the designated level. For example, an IS-03 Senior Secretary must take five required courses and an additional 120 hours of training. This equates to approximately one week of training per year for five years, which meets the time-in-level guideline for an IS-03 Senior Secretary. 2

The Executive Director's Secretarial Board

An Executive Director's Secretarial Board has been established to facilitate the communication of the Agency's Secretarial Career System to current and prospective employees. The Board is made up of secretarial representatives from each of the Directorates. Their responsibilities include recommending additional training courses, participating in recruitment efforts, developing a mentor system for secretaries, and assessing the career system.

Benefits

The following provides a general description of the primary benefits employees receive in addition to base salary. Your personnel officer can provide additional details unique to your situation.

Health Insurance:

Secretaries can select one of over 300 health insurance plans that the Agency offers through the Federal Employees Health Benefits Program

(FEHBP). If eligible, you and your family can qualify for these plans regardless of your age or physical condition. The Government contributes to the health insurance plans so that the premium cost to the employee is low, payable through payroll deductions. Costs for self-only coverage for 1987 range from \$10.00 to \$74.00 per month. Family coverage ranges from \$22.00 to \$140.00 per month. Many of the plans have a standard and high option for coverage which is why the range varies.

An employee chooses a health plan during the first month of employment. Generally speaking, if a change from one plan to another is desired, this can be done during "open season" which occurs once a year, usually in November. Appropriate announcements are made to provide employees with the exact dates for open season.

Life Insurance:

The Agency has several life insurance plans (group term insurance) to choose from, the major ones being the Federal Employees Group Life Insurance Program (FEGLI), the United Benefit Life Insurance Company Program (UBLIC), and the Worldwide Assurance for Employees of Public Agencies (WAEPA). The insurance is offered at lower premium cost to the employee because the Government pays one-third of the premium cost. The employee pays the remaining two-thirds cost, made through payroll deductions. Other insurances include an income replacement plan, group accident insurance, and flight insurance.

Retirement:

The Agency participates in four different retirement plans, the Federal Employee's Retirement System, the Civil Service Retirement System, and the CIA Retirement and Disability System. They are described in general terms below:

1. The Federal Employee's Retirement System (FERS) covers employees hired after January 1984 and

employees hired before who choose to participate. Under this system, newly-hired federal employees contribute 8.45 percent of their salary by payroll deductions (5.7 percent goes to Social Security, 1.45 percent to Medicare, and 1.3 percent to the Retirement Fund). Social Security and Medicare withholdings are applied up to a specific amount of your income.

An advantage to the FERS retirement plan is the opportunity to contribute up to 10 percent of your salary to FERS' "Thrift Savings Plan (TSP)" which has Government-matched contributions of up to 5 percent of salary. The TSP is similar to a 401K or IRA savings plan with desirable tax advantages. That is, your taxable salary is reduced by the amount of your TSP contributions. Such contributions are not taxable until withdrawn from the plan. Thus, the TSP also can increase your retirement income. Depending upon your birthdate, minimum retirement age under FERS ranges from age 55 to 57. There is no mandatory retirement age under the FERS plan.

2. The FERS CIA Special Category retirement plan is for employees with no prior Federal service who complete five years of qualifying service, usually overseas, who are eligible under certain circumstances for retirement at an age of 50.

3. The Civil Service Retirement System (CSRS) provides retirement coverage, commencing with optional retirement upon completion of 30 years of service at the age of 55, upon completion of 20 years service at age 60, or at age 62 with a minimum of 5 years service. Employees contribute 8.45 percent of their salary to the retirement fund (7 percent to the retirement fund and 1.45 to Medicare). There is no mandatory retirement age under the CSRS plan. There is an opportunity to contribute up to 5 percent from salary to the "Thrift Savings Plan" but there is no Government-matched contribution.

4. CIA Retirement and Disability System (CIARDS) provides for retirement coverage for employees who are at least 50 years of age, have 20 years government service, 10 years of which is with the Agency, and have 60 months qualifying time.

When eligible, the employee is notified and elects, at that time, to convert from FERS to FERS Special Category or CSRS to CIARDS. There is a mandatory retirement age under CIARDS and FERS Special Category. For those in grade SIS-03 and below, the mandatory retirement age is 60; for SIS-04 and above, the age is 65.

Voluntary Investment Plan:

The Voluntary Investment Plan (VIP) is an IRS-qualified pension plan designed to offer you an opportunity to supplement your Social Security, retirement annuity, and Thrift Plan contributions. Participants pool their contributions to invest regularly in a tax-sheltered investment program consisting of a VIP Growth Fund and a VIP Income Fund. There are no employer contributions. From January through October 1986, the VIP Growth Fund yielded a unit value increase of 21.6 percent, and the VIP Income Fund yielded a unit value increase of 8.4 percent.

Annual Leave:

Employees earn leave (time off with pay) on the basis of their total years of full-time Federal service (part-time employees are prorated). Annual leave accrual generally is limited to 240 hours per year and is accumulated as follows:

Federal Service	Annual Leave per year
First 3 years	13 workdays
From 3 to 15 yrs	20 workdays
Over 15 years	26 workdays

Sick Leave:

Employees earn 13 workdays of paid sick leave per year throughout their career. Part-time employees accumulate sick leave on a pro-rated basis based on the number of hours they work. There is no limit to the amount of sick leave you may accumulate.

Moving Expenses:

The Agency will pay for certain costs for your relocation travel

expenses and for shipment of your household goods. Secretaries are advised of this benefit and how to process a claim during their applicant processing.

Relocation Assistance & Car Pools:

The Agency has a Family Employee Liaison Office (FELO) to help secretaries relocate to the Washington, D.C. area or to relocate overseas. FELO can help find low-cost housing, roommates and real estate counseling, if requested. Additionally, there is a car pool board to help employees find car pools near their area of residence.

Medical Services:

The Agency offers a wide variety of physical and psychological programs comparable to those of large corporations, including free biennial physical examinations and vocational counseling.

Physical Fitness:

Secretaries can participate in the Agency's physical fitness programs. There are full-time physiologists to oversee your fitness program, using the Agency's facility which has a fully equipped Nautilus room and a running track.

Banking Facility:

Membership in our credit union entitles you to:

- Free checking with direct deposit of paycheck, no minimum balance, no charges for transactions, and 5 to 6 percent interest paid on checking account balances.
- Check cashing privileges.
- Money market, 91-day, and treasure rate certificates.
- Loans—signature, car, educational, home equity, and stock.
- Individual Retirement Accounts (IRA's).
- Deposits insured up to \$100,000.
- In case of the member's death, loans are insured up to \$10,000 at no cost to the member.
- New members are eligible for an unsecured loan up to \$1,500.

APPENDIX A

Secretarial Career Profiles

IS-01 Secretarial Trainee

Nature of Work:

Work requires basic secretarial skills and knowledge of basic rules, policies, and guidelines applied to simple office procedures. Agency-qualified typing skill is required. Duties include routine typing, receptionist, correspondence control, and maintaining office files. Under close supervision the incumbent learns Agency-unique formats, record systems, and any word processing/automated data systems used in the office. While the work at this level generally has little impact outside the immediate office, the incumbent becomes familiar with the structure, functions, and mission of the office to which assigned. Contacts are usually with others working in the office and visitors for the purpose of inquiring and relaying information concerning the routine functions of the office. The incumbent closely follows written procedures found in Agency manuals after soliciting verbal guidance from the supervisor or senior secretary on how to proceed. The incumbent is indoctrinated into the culture of an intelligence organization and learns the principles and practices of security and compartmentation.

Training Requirements:

While at the IS-01 level, secretaries are expected, as a condition of advancement, to have completed the following required courses and, as availability permits, some of the recommended courses. Component career panels have responsibility for monitoring secretarial training against requirements and space availability.

Required Courses:

- Agency Orientation & Office Procedures (classroom training, 5 days, full-time)
- Correspondence Workshop (classroom training, 2 days, full-time)
- Word Processing (classroom training, 3/7 days, full-time)
- * Time Management (classroom training, 1 day, full-time)
- * Proofreading & Grammar Review (classroom training, 4 days, full-time)

Recommended Courses:

- Office Orientation (classroom or videotape)
 - VM or Computer Training (classroom training, 2 1/2 days, full-time)
 - * Shorthand (classroom, 10 weeks, part-time)
 - Typing (classroom, 3 weeks, part-time)
 - Electronic & Pouched Communications (classroom, 2 days, full-time)
- * Available through self-study courses. Note: Overseas training requirements are not included in these profiles.

Qualifications:

Entrance on duty into IS-01, the secretary must pass the Agency Typing Test and the Standard Employment Test (SET), and must have a high school diploma or equivalent (e.g., GED).

Advancement to IS-02:

Requires completion of required courses for IS-01 and normally two years of Agency secretarial experience. Time-in-level guidelines may be waived by the Head of the Career Service for exceptional performance. Each Directorate and the E Career Service can specify the type and range of experience required.

The following are examples of experience requirements to be obtained in IS-01:

Must demonstrate basic understanding of the organization of the Agency and familiarization with names of key officials.

Must demonstrate an understanding of basic security requirements of working in an intelligence organization, for example:

- Proper use of regular, and secure lines
- Familiarization with classification guidelines (including handling and mailing classified material, especially TS and compartmented)
- Proper disposal of classified trash
- Opening, monitoring, and securing safes, vaults, typewriters, and other office equipment
- Monitoring visitors, including char-force, maintenance personnel

Must demonstrate an understanding of basic compartmentation requirements of the Agency, for example:

- A general understanding of sources and methods (need-to-know principle and what should not be discussed outside the office)
- Understanding of document and file control procedures
- Understanding of the principle against release of information to an unknown person, either on the telephone or in person

Must demonstrate an understanding of Agency secretarial procedures, for example:

- Understanding of correspondence formats and dissemination procedures
- Understanding of office filing system
- Telephone message procedures
- Appointment calendar procedures

IS-02 Secretary

Nature of Work:

The skill and knowledge learned as a Secretarial Trainee is broadened into the full-performance level of an IS-02 Secretary. Work requires knowledge of an extensive body of rules, policies, and procedures, which is applied in support of the more complex office functions and missions. Knowledge of the office work routine to meet the typical ebb and flow of office deadlines enables the incumbent to work with a minimum of supervision. Work requirements outside of established procedures are referred to the supervisor for guidance or handling. The Secretary applies judgment to prioritize the work tasks based on a knowledge of the supervisor's work responsibilities. However, the incumbent learns to "juggle" the work based on changing priorities of the supervisor. The duties and responsibilities usually require more than a one-step process such as typing memoranda, documents, and reports in final, determining dissemination procedures, and following up to ensure they were received or by keeping a log of the outgoing correspondence.

Secretarial work at this level includes establishing and updating files and suspense systems which the office requires or which the incumbent determines are needed; drafting routine and recurring statistical/information reports, arranging routine travel and meetings; maintaining appointments on the supervisor's calendar; reviewing outgoing correspondence for format and accuracy; relaying information from the supervisor to subordinate officers; and helping to set priorities by organizing and relaying office mail, telephone calls, and visitors. Knowledge of how to proceed comes from supervisory input or is based on clearly defined procedures, policies, and practices. As stated, the Secretary works with minimum supervision based on the knowledge of the office structure, principal managers, and work priorities, and by utilizing resources and contacts outside the immediate office to expedite the work.

The effectiveness of the position stems from the secretary's knowledge of office responsibilities within the Directorate, the functions the office performs and the ability to work on several tasks, projects, and office procedures simultaneously toward the accomplishment

of office goals. The Secretary works as a key member of the office team under the guidance of the supervisor, applying judgment and discretion in support of the office mission.

Contacts are inside and outside the immediate office, and possibly outside the organization (e.g., Department of State, Department of Defense, local contractors), where the purpose of the contact may not be readily known to the Secretary. The Secretary determines the nature and purpose of contact, answers inquiries pertaining to general office functions or services, or directs the person to the appropriate officer for help. The Secretary at this level is often responsible for orienting Secretary Trainees on office mission and functions, procedures, and principal managers.

Training Requirements:

To be eligible for advancement, must have completed the following required courses and 20 hours of recommended training while in IS-02. Component career panels have the responsibility of monitoring secretarial training against requirements and space availability.

Required Courses:

- *Career Management Workshop (classroom, 2 days, full-time)
- *Developing Writing Confidence for Secretaries (classroom, 3 days, full-time)
- *Essentials of Writing (classroom, 1 week, full-time) Directorate Orientation (see your training officer)
- *Stress Management (classroom, 1 day, full-time)
- *Professional in the Office (classroom, 1 day, full-time)
- Employee Development Course (classroom, 4 days, full-time)
- *Available through self-study courses.

Recommended Courses:

- Geography (Component Specific) (classroom, 1 day, full-time)
- Language Training (As appropriate—Assignment specific)
- IS-01 Courses Not Yet Taken

Advancement to IS-03:

Requires completion of the required training at IS-02 and normally three years experience at IS-02. Time-in-level guidelines may be waived by the Head of the Career Service for exceptional performance. Each Directorate and the E Career Service can specify the type and range of experience required. For example, a combination of headquarters and field assignments, staff and line positions, and exposure to more than one component or unit may be required by a Directorate for advancement to IS-03.

A IS-02 Secretary should have demonstrated an ability to manage the supervisor's appointments; to complete and efficiently coordinate messages, meetings, and office routines; to give guidance to more junior secretaries on formats, work management, and office techniques; and to accomplish most aspects of the job independently,

asking for guidance only in unique or first-of-a-kind situations. The secretary at this level should have a good grasp of the bureaucratic structure and operations of the immediate office and how it relates to other components. Knowledge of major operations, key foreign political and liaison service figures, and the operating environment and stations supported by the component is an important factor in the quality of support the secretary is able to provide.

Examples of required skills and successful performance include:

- Understanding of the organization, and its principal managers, practices, policies, and programs
- Knowledge of other organizations (e.g., Department of State, FBI, domestic and foreign organizations)
- Understanding of statutes, policies & regulations
- Strong typing skills

IS-03 Senior Secretary**Nature of Work:**

Work at this level incorporates the duties and responsibilities of the previous level; however, the work has greater scope and impact on operations outside the immediate office and Directorate. This often requires a knowledge of other organization's administrative practices as they impact on the Agency office procedures, e.g., Department of State, Federal Bureau of Investigation, Intelligence Oversight Board, and other Intelligence Community agencies. The Secretary generally either assumes office management and administrative responsibilities or provides substantive reference search and elementary processing of information from manual or automated information systems in support of Agency mission and functions. A thorough knowledge of how the office in which assigned functions in the Directorate and the organization, as well as knowledge of the principal managers, practices, and policies is necessary to expedite tasks and responsibilities effectively. There is much greater awareness of Agency operations and "flap-potential" and, as a consequence, greater judgment and discretion are applied in carrying out the duties and responsibilities of this level.

—Within the Directorate of Administration, the Senior Secretary may assume some responsibilities of the personnel, security, logistics, etc. assistant in support of the administrative functions of the Directorate.

—Within the Director of Central Intelligence area, the Senior Secretary may assume the responsibilities for protocol, rudimentary research on legal and Congressional inquiries, and/or collation of data from automated information systems to support intelligence estimates.

—Within the Directorate of Intelligence, the Senior Secretary may perform substantive reference search and collation of information, accessing several automated information systems to support the preparation of finished intelligence.

—Within the Directorate of Operations, the Senior Secretary is aware of the various operations and may assume an operational role, or provide unique operations support via technical skills or language ability.

—Within the Directorate of Science and Technology, the Senior Secretary may assume the liaison role of monitoring the many independent contractors working for the Directorate.

Whereas, the work at the previous level may require knowledge of other support systems, such as personnel, security, and logistics, work at the Senior Secretary level requires a knowledge of the major aspects and procedures in these areas in order to serve as a "stand-alone" referent to the other employees assigned to the office who require these services. The Senior Secretary accomplishes the work with minimum supervision, applying solutions and decisions from past circumstances to similar problems and tasks without clear precedents and without the aid of the supervisor or Executive Secretary.

The Senior Secretary's knowledge of Agency administrative procedures and methods is applied in determining when new procedures and practices need to be established to expedite the work of the office. It is then the responsibility of the Senior Secretary to prepare procedural changes, have them approved, and communicate them to the employees in the office and other, subordinate secretaries, as applicable.

Contacts are generally with other internal and external managers and secretaries within the Agency, in private industry, and/or with foreign liaison services for

the purpose of obtaining providing information and setting up meetings for the supervisor. The Senior Secretary's knowledge of office priorities and methods enables the incumbent to expedite the work by tasking subordinate officers of the manager directly on the more straight forward functions of the office (e.g., giving officers responsibility to respond to action items and following up on these for the supervisor), deciding visitor and telephone contact with the supervisor, and determining the office mail to which the supervisor needs to respond and which mail the incumbent or others can directly process.

The work at this level may include setting up hotel, meeting, and security arrangements for conferences between organizations; assembling background information from various reference files and sources for the supervisor's meetings, calendar engagements, and briefings; preparing and submitting in final statistical/information reports where the data is not directly provided, but is determined from various sources; writing memoranda and correspondence of a persuasive nature of the supervisor's signature; attending meetings with supervisors, taking shorthand, and following up on proceedings involving action items for supervisors; being able to act independently on the supervisor's behalf in usual, well-precedented situations. Knowledge of how to proceed comes primarily from guided research, known practice, policy, and well-established, functional contacts in external and/or internal organizations.

The Senior Secretary may have formal supervisory responsibilities or informal direction and guidance responsibilities for subordinate secretarial and other clerical employees, providing input into their performance appraisal reports (or writing them), requesting courses for their training and development, and projecting office coverage during time of employee leave. The Senior Secretary may be a participant on the Executive Director's Secretarial Board and/or the Component Secretarial Career Panel to evaluate, rank, and recommend promotion of IS-01 Secretarial Trainees and recommend promotion and performance awards for IS-02 Secretaries.

Training Requirements:

To be eligible for advancement, secretaries must have completed the following required courses plus 120 hours of IS-03 training. Directorate-level career panels have the responsibility of certifying substitute course work

using curriculum guidelines to be drawn up jointly by the Office of Personnel, the Executive Director's Secretarial Board, and the Office of Training.

Required Courses:

- Effective Oral Presentation (classroom, 4 days, full-time)
- Getting Your Ideas Across (classroom, 2 days, full-time)
- Women in the Work Force (classroom, 3 days, full-time)
- *Management Skills for Secretaries (out of town, 3 days, full-time)
- *Supervisory Skills for Secretaries & Administrative Assistants (out of town, 5 days, full-time)
- * Available through self-study courses.

Recommended Courses:

- Any Courses in Supervision
- Advanced Writing Course (classroom, 6 sessions over a 2 week-period, part-time)
- Professional Woman's Course (out of town, 1 week, full-time)
- Area Familiarization Courses (Component specific)
- IS-01 and
- IS-02 Courses Not Yet Taken

Advancement to IS-04:

Requires five years' Agency secretarial experience at IS-03 level, certification of Agency-qualified shorthand, and successful completion of OTE training requirements. Time-in-grade guidelines may be waived by the Head of the Career Service for exceptional performance. Career services can specify the type and range of experience required. For example, a combination of headquarters and field assignments, staff and line positions, and exposure to more than one component or unit may be required by a Directorate for advancement to IS-04.

Examples of required skills and successful performance include:

- Understanding of the organization, and its principal managers, practices, policies, and programs
- Knowledge of other organizations (e.g., Department of State, FBI, domestic and foreign organizations)
- Demonstration of supervisory capability
- Understanding of statutes, policies & regulations
- Demonstration of strong organizing, office management, and expediting skills
- Superior typing and shorthand skills

IS-04 Executive Secretary

Nature of Work:

Work at this level can be differentiated from Senior Secretarial work by the higher level of knowledge, independence of action and decision-making responsibility, and nature and purpose of contacts required to accomplish complex work objectives. The Executive Secretary often has responsibility for specific, on-going projects and the requirement to act independently on behalf of the manager in new or unusual situations where time is of the essence in meeting work deadlines. Most assignments have aspects which require the adaptation or interpretation of the intent of existing methods, practices, and policies; decision making on which statutes, regulations, Presidential Directives, or specialized instructions apply; or generalizing from several methods and guidelines to perform the support and analytical work of the office. Frequently assignments require departures from standardized procedures to accomplish work objectives and to independently resolve non-routine problems. The work typically requires handling of sensitive information regarding office mission and functions such that the selection of work methods to get the work done must be carefully determined to prevent inadvertent exposure of such information to the public or to external contacts with which the office does business.

The Executive Secretary's work relationships often require telephone and personal contact with counterpart management and secretaries in other organizations (e.g., Department of State, Department of Defense, embassies, the White House, and/or Intelligence Community agencies for the purpose of coordinating mutual work deadlines, conferences, and liaison. Consequently, a working knowledge of the principal managers, philosophy, and administrative practices of external organizations is necessary to perform the work effectively.

The scope and impact of the work influences work at the Agency or national level, thus requiring experienced judgment, sophistication, and discretion in decision making. Executive Secretaries are responsible for organizing and directing the work flow of the office in which assigned, adjusting the priorities and restructuring the work of the office and subordinate employees as necessary to alleviate the manager of administrative office management and procedural responsibilities. The effectiveness of the Executive Secretary depends on a thorough knowledge of the Agency's organization, and often knowledge of other organizations with which the Agency has frequent contact, the manager's primary views and policies, and the principal managers and policymakers, foreign and domestic with whom the manager has contact.

The Executive Secretary performs work similar in nature to the Senior Secretary; however, the independence of action and knowledge of Intelligence Community operations is greater at this level. Agency-qualified shorthand is required. Work includes conducting or attending meetings, recording, and tasking subordinate officers with action items stemming from meetings; writing correspondence for manager's signature, serving as focal point for office correspondence with delegated authority to assign action based on understanding of office responsibilities; reviewing the format and substance of office correspondence, noting discrepancies and inaccuracies for correction; identifying secretarial position requirements for the office and, as applicable, in the Directorate; and coordinating and administering the office's secretarial training program. The nature of the office team effort is such that the Executive Secretary is fully participating in the information processing to fulfill office mission and functions.

The incumbent often has supervisory responsibility to oversee the career development of subordinate secretarial and clerical employees. For example, in supervising subordinate secretarial and clerical employees, the Executive Secretary may document positive or negative supervisory action in career development support of the employee, mandate employee training or attendee priorities, write performance appraisal reports for junior secretaries, and make career counseling and assignment recommendations. Where the Executive Secretary position does not necessitate the supervision of work at lower organizational levels, there are usually research responsibilities to collate background information from the library, people, and other, often obscure, sources and apply the information in support of office requirements. The Executive Secretary may be a participant on steering groups and task forces involving the development of the Secretarial Career System (e.g., Executive Director's Secretarial Board, DCI Secretarial/Clerical Management Advisory Group) or involving Directorate-specific development of office administration methodology, employee development, etc.

Training Requirements:

While in IS-04, secretaries are eligible to take the IS04 courses listed below (some of the courses are by Directorate nomination). Directorate career panels have the responsibility for monitoring Executive Secretary training.

Required Courses:

- None

Recommended Courses:

- Briefing Techniques Course (classroom, 4 days, full-time)
- Intelligence Issues (classroom training, 7 days, full-time)
- Mid-Career Course (out of town/local/field trips, 4 weeks, full-time, 5th week optional)
 - OTE Courses for GS-11 & Above
 - Any Intelligence Secretarial Courses Not Yet Taken
 - External Seminars and Symposiums
(see your training officer)

APPENDIX B

INTELLIGENCE SECRETARY PAY SCHEDULE (IS)* Effective 4 January 1987

LEVEL	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Incr
IS-01	13636	13995	14354	14713	15072	15431	15790	16149	16508	16867	17226	17585	17944	18303	18662	19021	19380	19739	20098	20457	359
IS-02	16890	17334	17778	18222	18666	19110	19554	19998	20442	20886	21330	21774	22218	22662	23106	23550	23994	24438	24882	25326	444
IS-03	20663	21207	21751	22295	22839	23383	23927	24471	25015	25559	26103	26647	27191	27735	28279	28823	29367	29911	30455	30999	544
IS-04	22752	23351	23950	24549	25148	25747	26346	26945	27544	28143	28742	29341	29940	30539	31138	31737	32336	32935	33534	34133	599

Occupational Categories to which the above rates apply:

- 0318.01 Secretarial Trainee
- 0318.02 Secretary
- 0318.03 Senior Secretary
- 0318.04 Executive Secretary

* To qualify for this schedule, employees must be assigned to one of the occupational categories and must have passed the Agency's typing test.

OVERSEAS INTELLIGENCE SECRETARY PAY SCHEDULE (ISO)* Effective 4 January 1987

LEVEL	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Incr
ISO-01	14945	15338	15731	16124	16517	16910	17303	17696	18089	18482	18875	19268	19661	20054	20447	20840	21233	21626	22019	22412	393
ISO-02	18511	18998	19485	19972	20459	20946	21433	21920	22407	22894	23381	23868	24355	24842	25329	25816	26303	26790	27277	27764	487
ISO-03	22647	23243	23839	24435	25031	25627	26223	26819	27415	28011	28607	29203	29799	30395	30991	31587	32183	32779	33375	33971	596
ISO-04	24936	25593	26250	26907	27564	28221	28878	29535	30192	30849	31506	32163	32820	33477	34134	34791	35448	36105	36762	37419	657

Occupational Categories to which the above rates apply:

- 0318.01 Secretarial Trainee
- 0318.02 Secretary
- 0318.03 Senior Secretary
- 0318.04 Executive Secretary

* To qualify for this schedule, employees must be assigned to one of the occupational categories and must have passed the Agency's typing test.