

17 December 1987

MEMORANDUM FOR THE RECORD

FROM:
Director, Planning and Policy Office, ICS

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SUBJECT: Meeting with SSCI and HPSCI Staff Members re NAPA Study

1. On 10 December, at the suggestion of Mike O'Neil, HPSCI Staff council, D/ICS, DD/ICS, EO/ICS, and the undersigned met with him and other members of the HPSCI and SSCI Staffs regarding the proposed NAPA Intelligence Community personnel study. HPSCI Staff members Andrews and Humphrey accompanied O'Neil; Battaglia and Hall represented the SSCI staff.

2. O'Neil opened the meeting with statements raising questions regarding the "piecemeal" nature of CIA personnel management system changes implemented and proposed recently. He also suggested that the study should cover CIA, NSA, DIA, State/INR, FBI/FCI, and civilian personnel systems of the military intelligence services. The NAPA study is to provide a baseline so that Congress will better understand the various systems, their similarities, and their differences. The study is to address areas of personnel acquisition, management, retention, growth, and separation. The NAPA effort is also to address matters of future personnel needs: demographic recruiting problems, competition with the private sector for technical skills, language and area knowledge requirements, HUMINT management skills, etc.

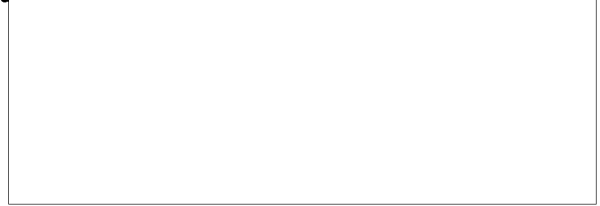
3. Other guidance from the Congressional staffers which did not receive unanimous or even consensus endorsement included: suggestions that the study downplay a review of "personnel systems" in order to emphasize compensation and benefits; problems of FBI vs State vs CIA staffing; grade structure and manning levels at community S&T centers; problems caused by CIA request for tuition aids; the overall applicability of pay landing and pay for performance systems; House concerns that CIA was too far out in front regarding personnel initiatives, etc.

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4. It was agreed that the NAPA report should be classified (probably SECRET) but that the NAPA investigations should have "unrestricted" security access to information they need. Both House and Senate Staffers endorsed the idea that the NAPA study conclusions and recommendations should be unclassified so that they could be used directly to support (or modify) proposed legislation.

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5. The Staffers also suggested that the study be conducted in such a way that the interim reports due 1 May and 1 August be completed efforts in specific areas so that legislation in these areas could be addressed rather than delayed until after the final report in 1989. There was absolutely no agreement between Staff members on what these areas of focus and time priority should be. Battaglia and O'Neil agreed to produce a paper which would define the areas of major focus of the NAPA effort and assign time related priorities (interim report) for the sub-elements of the study. At my suggestion they agreed to have this paper back to me by Monday, 14 December 1987.



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