

17 December 1987

MEMORANDUM FOR THE RECORD

FROM:   
Director, Planning and Policy Office, ICS

SUBJECT: Meeting with NAPA

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1. On the afternoon of Tuesday, 8 December, the undersigned met with senior management of the National Academy of Public Administration (NAPA) at their facilities (Suite 540, 1120 G Street, NW). NAPA was represented by Ray Kline, President; Jerald D. Fox, Director, Academy Federal Programs; and Don I. Wortman, Advisor to the President. Wortman is the former CIA Deputy Director for Administration (under Admiral Turner), and will be the Study Director for the proposed NAPA IC personnel study.

2. Wortman indicated he has had discussions with HPSCI and SSCI staff members on personnel management topics for over a year. He characterized his role as an unpaid consultant. The suggestion of a NAPA Community-wide personnel study had not been discussed until quite recently. Even then no specific guidance regarding the scope of work or even study objectives had been discussed. NAPA had not seen the pertinent language in the Conference Report or Congressional Record. At his request, I provided him with copies.

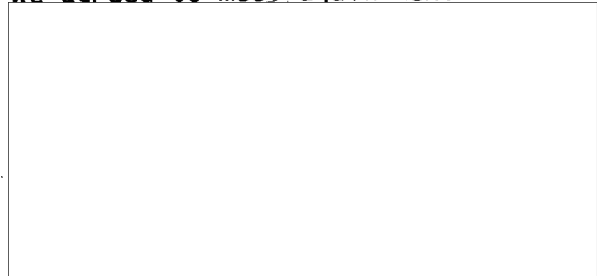
3. NAPA has given little thought to the staffing of the study. However, Wortman, who is about to begin a major management study of the Smithsonian, is to be the senior study leader. He envisions a staff of eight to ten part-time research associates and a minimal (three or four member) support team of writers, editors, and word processors. These dozen or so people would be current NAPA staff or part-time employees/consultants. Many are retirees.

4. The study would be conducted in NAPA style by having it report to an oversight panel of five to seven. The majority of these would be prestigious Academy members, but some might be "outside consultants". Admiral Inman was mentioned as a candidate to chair the Panel.

5. The study is to be "classified" by Congressional direction. However, NAPA has been told by the Congressional staffers that the report's conclusions and recommendations should be unclassified so that they can be used in the open legislative process. We held brief, preliminary discussions regarding the need for personnel clearances and a secure facility. NAPA has very limited experience in the classified study arena and currently has no one with active clearances on its staff. In addition, NAPA management has serious

reservations concerning its ability to conduct classified activities at its G Street location. The whole culture is at odds with the requirements of secure classified activities.

6. We concluded the meeting with the agreement that the government would work on preparing a draft statement of work (after getting some guidance from the SSCI and the HPSCI staffs) and NAPA would put its thoughts together regarding level of effort (compatible with the funding available) methodology of the study and its timing, and preliminary rosters of candidate members for the panel, research team, and support staff. We agreed to meet again next week.



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