PLEASE RETURN RECEIPT AND INDICATE YOUR SITE. THANK YOU

A-4

DEC 4 9 45 AM '87

RECEIPT NO.

961

FROM:

ICS / PPO

NAME

PHONE

SUBJECT: STAT

Study Terms of Reference

CLASSIFICATION/CONTROLS:

Unclassified

DOCUMENT PAGES

4

SITE	LIST NAME AND ADDRESS OF EACH RECIPIENT	EXTENSION
XF	Chief M33 / NSA Room AS·311, Airport Square One	859- 6565 982- 7881 (s)
		STAT
	P/S. Return Receipt	

STUDY TERMS OF REFERENCE

Persuant to Title VIII Section 701 of the Intelligence Authorization Act for Fiscal Year 1988, the Director of Central Intelligence shall contract with the National Academy of Public Administration (NAPA) to conduct a comprehensive analysis of the personnel management and compensation systems affecting civilian personnel within each of the entities of the Intelligence Community. The analysis will include an assessment of the effectiveness of the various personnel systems in enabling the intelligence organizations to carry out their missions. The contractor will make recommendations to the Director of Central Intelligence for regulatory or other changes that are deemed necessary to improve the effectiveness of the Intelligence Community personnel management systems, and to the Intelligence Oversight Committees for additional legislation which may be deemed necessary.

For the purpose of this study, the "Intelligence Community" will be those agencies and entities defined in Section 3.4(f) of Executive Order 12333, with primary focus being CIA, NSA, and DIA.

CONDUCT OF THE STUDY

The study will begin as soon as practicable after 1 January 1988, and will be concluded and a final report provided to the Director of Central Intelligence on or before 20 January 1989. Interim reports will be provided on 1 May and 1 August 1988.

A Study Steering Group (SSG) comprised of one representative from the Central Intelligence Agency, the National Security Agency, the Defense Intelligence Agency, and under the chairmanship of the Intelligence Community Staff will be formed to guide and facilitate the work of the contractor, to assure that necessary support is provided from participating agencies, and to serve as the agent for the DCI in reviewing and overseeing the work of the contractor.

The SSG will identify within each participating agency or entity a focal point for all activity within that organization. The contractor will coordinate all of its activities through that focal point.

All information requested by the contractor will be provided through these individual focal points.

The SSG will receive guidance and overall direction from a Study Management Policy Group (SMPG). The SMPG will be comprised of NFIC-level representatives of the Intelligence Community organizations participating in the Study, with the Director of the IC Staff as Chairman.

The SMPG will act for the DCI in the review and endorsement of the Interim Reports and make recommendations to the DCI regarding the Final Report.

Security

Names of the contractor's team will be provided to the Contracting Officer's Technical Representative (COTR) prior to commencement of the study to assure that necessary clearances are obtained from participating organizations.

The COTR will determine that the contractor is provided with suitable office space and secure storage facilities at the NAPA office and temporary meeting and secure storage facilities at the [   ] The   STAT focal point for each organization will make such arrangements as may be necessary for office space and secure storage facilities in individual organizational locations.

Areas of Study

The contractor will examine and evaluate the effectiveness of the following personnel program areas:

Staffing

Examine and compare the types of applicants sought by each member of the IC and the mechanism by which applicants are identified and recruited.

Examine and compare the mechanism used for identifying recruitment requirements, and the success in satisfying requirements.

Examine and compare the security requirements for the various organizations, and assess the impact of these requirements on the recruiting process.

Examine hiring salary practices of the various organizations, and assess the adequacy of current EOD salary setting practices in attracting the quality of applicants needed; assess whether these practices will adequately enable the organization to continue obtaining needed employees in the future.

Assess the role the Federal benefits programs play in the recruitment process, and the extent to which it is a hindrance or plus in attracting employees into the Intelligence Community.

Examine and evaluate the career development, and promotion programs and assess their effectiveness in retaining and motivating employees.

Examine the mobility requirements of each organization, and assess the impact of retaining and motivating employees.

Assess the impact of overseas mobility requirements on the ability of organizations to recruit and retain employees in critical occupations, and the adequacy of the current incentive and allowance program in maintaining a cadre of employees overseas now and in the future.

2

Pay and Job Evaluation

Examine and compare the current job evaluation programs in the various agencies, and assess their effectiveness in maintaining internal equity within the organizations.

Examine and compare the current pay setting practices within the organizations, and assess their effectiveness in retaining and motivating employees in the various organizations. Complete a comparative analysis on relative levels of pay among the various entities, and the relationship of pay in the IC to that in the private sector.

Examine and complete a comparative analysis of the position and pay management practices of the organizations, and the effectiveness of the program in meeting organizational objectives.

Examine and evaluate the role pay plays in motivating employees, and the links between pay and individual and organizational performance.

Evaluate effectiveness of pay practices for critical skill and hard-to-hire category employees, and make recommendations for the future direction of these programs.

Evaluate the role current benefits program play in retaining employees and ways in which the benefits program could become more effective parts of the overall compensation programs of the organizations.

Career Development and Training

Assess the career orientation of the participating agencies.

Assess the role of the manager vs expert, and the specialist vs generalist, and the effectiveness of the organizations in meeting the needs of each of these groups.

Evaluate the need for and effectiveness of cross-occupational training, and intraoccupational training.

Assess the adequacy of current training and employee development programs, and the resource commitments to these programs.

Employee/Management Relations

Assess the effectiveness of current employee/management relations program in contributing to the retention and motivation of employees.

Assess the impact of unique suitability issues on the organizations' ability to manage their people.

3

Assess the effectiveness of employee assistance programs in salvaging the problem employee.

Assess the effectiveness of outplacement programs in easing the transition of terminated or dissatisfied employees into life outside the organization with minimal emotional trauma.

Automated Human Resources Support Systems

Examine and assess the effectiveness of automated human resource support systems.

Identify deficiencies in current capabilities, and make recommendations for enhancements and additional resource allocations.

Methodology and Study Organization

The contractor shall be responsible for the proposal of a study methodology and organization subject to the approval of the COTR. The contractor's proposal shall take into account the need and timing required for the Interim and Final Reports.

Attachment A

Areas of Inquiry

Staffing

Examine and compare the types of applicants sought by each member of the Intelligence Community (IC) and the mechanisms by which applicants are identified and recruited.

Examine and compare the mechanisms used for identifying recruitment requirements, and the success in satisfying requirements.

Examine and compare the security requirements for the various organizations, and assess the impact of these requirements on the recruiting process.

Examine hiring salary practices of the various organizations, and assess the adequacy of current EOD salary setting practices in attracting the quality of applicants needed; assess whether these practices will adequately enable the organization to continue obtaining needed employees in the future.

Assess the role the Federal benefits programs play in the recruitment process, and the extent to which it is a hindrance or plus in attracting employees into the Intelligence Community.

Examine and evaluate the career development and promotion programs, and assess their effectiveness in retaining and motivating employees.

Examine the mobility requirements of each organization, and assess the impact on retaining and motivating employees.

Assess the impact of overseas mobility requirements on the ability of organizations to recruit and retain employees in critical occupations, and the adequacy of the current incentive and allowance program in maintaining a cadre of employees overseas now and in the future.

Pay and Job Evaluation

Examine and compare the current job evaluation programs in the various agencies, and assess their effectiveness in maintaining internal equity within the organizations.

Examine and compare the current pay setting practices within the organizations, and assess their effectiveness in retaining and motivating employees in the various organizations. Complete a comparative analysis on relative levels of pay among the various entities, and the relationship of pay in the IC to that in the private sector.

Examine and complete a comparative analysis of the position and pay
management practices of the organizations, and the effectiveness of
the program in meeting organizational objectives.

Examine and evaluate the role pay plays in motivating employees, and
the links between pay and individual and organizational performance.

Evaluate effectiveness of pay practices for critical skill and
hard-to-hire category employees, and make recommendations for the
future direction of these programs.

Evaluate the role current benefits programs play in retaining
employees and ways in which the benefits programs could become more
effective parts of the overall compensation programs of the
organizations.

Career Development and Training

Assess the career orientation of the participating agencies.

Assess the role of the manager vs expert, and the specialist vs
generalist, and the effectiveness of the organizations in meeting the
needs of each of these groups.

Evaluate the need for and effectiveness of cross-occupational
training, and intraoccupational training.

Assess the adequacy of current training and employee development
programs, and the resource commitments to these programs.

Employee/Management Relations

Assess the effectiveness of current employee/management relations
program in contributing to the retention and motivation of employees.

Assess the impact of unique suitability issues on the organizations'
ability to manage their people.

Assess the effectiveness of employee assistance programs in salvaging
problem employees.

Assess the effectiveness of outplacement programs in easing the
transition of terminated or dissatisfied employees into life outside
the organization with minimal emotional trauma.

Automated Human Resources Support Systems

Examine and assess the effectiveness of automated human resource
support systems.

Identify deficiencies in current capabilities, and make
recommendations for enhancements and additional resource allocations.