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Directorate of Administration:

History and Functions

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AS OF 1 DECEMBER 1975

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PREFACE

The purpose of this document is to inform. Portions of the content may prove redundant for some readers. However, a conscious effort has been made to familiarize the reader with the present role of the Agency and the environment within which the Directorate for Administration functions. Statistics have been used sparingly because of their perishability. Where used, the attempt has been made to provide the most current available. The reader is cautioned that budgetary proposals are subject to considerable modification before enactment.

This paper is necessarily broad in scope and limited to a description of the most significant aspects of this Directorate's responsibility. The reader who is interested in greater detail for further clarification can arrange to have appropriate briefings by contacting my office.

John F. Blake
Deputy Director
for
Administration

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I. Organization and Role of the Agency

A. Formation and Growth

18 September 1947 is recognized as the birthdate of the Central Intelligence Agency. The Agency was created by Public Law 253, more commonly referred to as the National Security Act of 1947. This same Bill established the National Security Council (NSC) and reorganized the defense elements by creating the National Defense Establishment, later to be called the Department of Defense (DOD). Acting under the direction of the NSC, the Agency is to:

1. Advise the NSC on intelligence matters related to national security;
2. Coordinate the foreign intelligence activities of the government's departments and agencies;
3. Produce and disseminate national intelligence;
4. Perform such services of common concern as the NSC determines shall be done centrally;
5. Carry out such functions as the NSC may direct.

There were four predecessor organizations to the Central Intelligence Agency—the Coordinator of Information (COI) established at the outset of World War II which was quickly superseded by the Office of Strategic Services (OSS) which lasted throughout the war years. The termination of hostilities caused the central intelligence apparatus of that era to virtually disappear. President Truman, by Executive Order, dissolved OSS effective 1 October 1945. From its remnants the Secretary of War formed the Strategic Services Unit (SSU) which survived until January 1946 when the President, again by fiat, created the Central Intelligence Group (CIG) which was to be the immediate predecessor to the Central Intelligence Agency.

All of these organizations, including the CIA at its birth, were dependent upon other Government agencies (primarily the military departments with some assistance from State) for money and often personnel. This situation was formally rectified by passage of Public Law 110 often referred to as the CIA Act of 1949. This Act provided the Director of Central Intelligence (DCI) with authority to expend funds, pay travel allowances, employ and compensate personnel, procure material and services under the provisions of the Armed Services Procurement Act of 1947, receive and transfer funds between agencies, and procure foreign funds by exchange or purchase.

At its inception the CIA consisted of less than [REDACTED]

[REDACTED] The Agency was oriented towards the collection and processing of foreign intelligence, and its major element, the Office of Special Operations (OSO), was the operational focus of the organization. After nearly a year of operation, a new element, the Office of Policy Coordination (OPC), was formed and placed in the CIA primarily for administrative and house-

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keeping purposes. In fact, OPC policy directives were generated by the NSC and came down through the Joint Subsidiary Plans Division (JSPD) in the Pentagon. This lack of policy coherence caused major problems for the fledgling organization which were not put right until the then DCI, General Walter Bedell Smith, effectively obtained operational control of OPC in 1952.

The addition of OPC to the Agency, coupled with an expansion occasioned by the Korean War, brought about a dramatic growth in the Agency. By the time (1952) the OPC was fully integrated into the CIA, the Agency had expanded to a complement [REDACTED] The majority of these resources were devoted to OPC and its operations on the Cold War front with the paramilitary program accounting for the bulk of these increases.

Despite having firm control of OPC, General Smith recognized the redundancy of having two virtually autonomous units (OPC and OSO) operating in the field and the duality of support structures required to accommodate such operations. By memorandum of 1 August 1952, he merged the two components into the Clandestine Service. The organizational name applied to the new component was the Directorate for Plans (DDP). Recently, this designation was changed to the Directorate for Operations (DDO).

B. *Organization of CIA*

Figure 1 represents the current organization of the Agency. To bring the various titles into focus the following description of functions is provided:

1. *Office of the Director*—Consists of the DCI, the Deputy Director of Central Intelligence (DDCI) and their immediate staffs. Both the DCI and DDCI are appointed by the President and confirmed by the Senate. The 1947 directive is explicit in prohibiting active duty or retired military officers from occupying both the DCI and DDCI positions simultaneously. There is no such prohibition concerning civilians; however, the practice has been to have one position filled by a civilian while a military officer of star rank occupied the other. In concept, the DDCI assists the Director in the day-to-day management and administration of the Agency, thus enabling the Director to concentrate his attention to providing intelligence support to the President and other proper authorities and leadership of the intelligence community.

Within the immediate office is the Assistant to the Director, the DCI's principal advisor on Agency relationships with the public. Since the Agency does not have a public relations office or function, he serves as the focal point for coordination of Agency contacts with the news media.

2. *Executive Secretariat*—The Executive Secretariat is charged with the responsibility for keeping the Director and Deputy Director advised of significant correspondence and sensitive topics and ensuring that staff action has been completed on matters assigned to the various Directorates.

3. *CIA Management Committee*—This is a standing group consisting of the DCI, DDCI, the four Deputy Directors, the General Counsel, the Inspector General and the Comptroller. The Committee meets periodically to assist the Director in dealing with management responsibilities for the Agency.

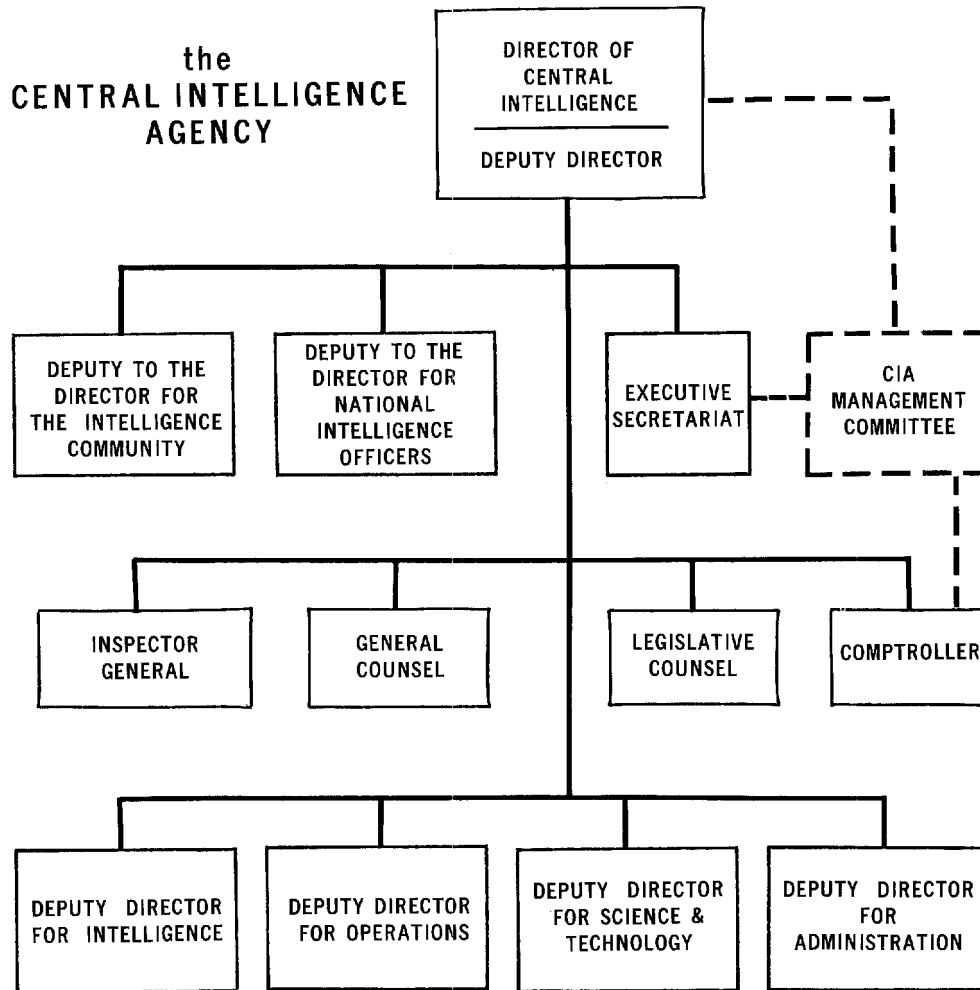


FIGURE 1

4. *Deputy to the Director for National Intelligence Offices (D/DCI/NIO)*— This individual has administrative and coordinating authority for the NIO's, each of whom is appointed by the DCI and is assigned to a geographic area or functional subject as determined by the DCI. Each NIO is responsible for developing community-coordinated products to satisfy requirements for national estimative intelligence, for responses to specific NSC requests, and briefings to be delivered by the DCI. This office, which is tailored to the task force concept, replaces the Office of National Estimates (ONE) and draws on other agencies within the community as well as the Agency for its staff complement.

5. *Deputy to the Director for the Intelligence Community (D/DCI/IC)*— The IC Staff prepares the Consolidated Intelligence Program Budget which brings together the annual budget request for foreign intelligence projects (community-wide); reviews the responsiveness of finished intelligence to consumer needs; and receives and assesses the collection and processing activities of the intelligence community. This office is the successor to the National Intelligence Program Evaluation Staff (NIPE).

6. *Independent Offices*—There are four independent offices reporting directly to the DCI. The General Counsel provides legal advice and support to the DCI and to other Agency components as required; the Inspector General investigates employee grievances, inspects Agency activities, and supervises audits of expended funds; the Legislative Counsel is responsible for liaison with the Congress and reviews and coordinates on proposed legislation which affects the CIA; the Comptroller prepares the annual Agency budget request, conducts performance evaluation of major components, prepares reports on Agency programs and utilization of resources, and conducts liaison with the Office of Management and Budget.

7. *The Directorate of Intelligence*—The Deputy Director for Intelligence (DDI) has responsibility within CIA for the production of all finished intelligence except for that falling into the area of science and technology. The DDI is also responsible for the collection [REDACTED] the processing, storage and dissemination of finished intelligence; and such crisis management functions as the CIA Operations Center.

8. *Directorate of Science and Technology*—The Deputy Director for Science and Technology (DDS&T) is responsible for research, development, and operation of advanced collection systems. The Directorate is charged with the collection and processing of foreign intelligence information in science and technology and for production of finished scientific and technical intelligence. The DDS&T is personally responsible as a staff officer to the DCI for coordination of all Agency research, development, and engineering (RD&E) programs.

9. *Directorate of Operations*—The Deputy Director for Operations (DDO) has the responsibility for the collection of foreign intelligence and the conduct of clandestine operations abroad. These activities fall into three categories—the collection abroad of foreign positive intelligence (FI) through agent activity and liaison with foreign intelligence services; the collection abroad of counterintelligence (CI) information and the conduct of CI operations designed to protect the US Government from hostile action or penetration by the intelligence services of other governments; and, the conduct of covert action (CA) operations in furtherance of official US programs and policies abroad. CA operations, which are subject to stringent control by policy-makers at the highest levels, are conducted only in support of approved purposes but are designed to hide the hand of the US Government to unauthorized persons. Since 1973 the DDO has also been re-

[REDACTED]

The Directorate carries out its overseas activities from stations and bases located in most countries of the world. The Chief of Station (COS) is the ranking CIA officer in his area and is responsible for the activities of the Operations Directorate and any overseas activities conducted in his area by any of the other three Directorates.

10. *Directorate of Administration*—The Deputy Director for Administration (DDA) provides services of common concern to all Agency components. The Administration Directorate is organized to serve the Agency as a whole, but because of the unique requirements of the Directorate of Operations, a major share of this Directorate's effort is in support of field activities.

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II. Evolution of the Directorate of Administration

A. *The Formative Years: 1947-1955*

The period under review has many parallels to the growth of the Agency discussed in the previous chapter. Initially, supportive elements were small and decentralized, usually under the direct control of the element being supported. At the end of 1948, virtually all of these support-type elements were placed under the CIA Executive, there being no single "directorate" housing these units as we know it today. The support structure was replete with duplications of effort. At the insistence of the operations elements, service functions were compartmented so that one office handled overt matters while another performed covert functions. In addition, both OSO and OPC retained small service elements (primarily supply and transportation) as organic units. Those on the operations side felt that the service elements should be an integral part of the operations component in order to be responsive. Centralization of the service elements was fiercely contested and took a number of years to accomplish.

In December 1950, the CIA Executive was redesignated the Deputy Director for Administration (DDA) and given responsibility for the majority of administrative services. As noted, OPC and OSO still retained some small service elements. In addition, such components as training and communications were independent and reported to the DCI rather than the DDA. Conflicts continued and a year later, in December of 1951, the DCI (General Smith) announced two decisions which were to have a lasting impact on the Agency's Administrative Directorate. In a memorandum, General Smith directed that the DDA be "directly responsible to the DCI for all administrative support of the Agency." He further directed that a senior administrative officer from DDA be attached to the DDP (Deputy Director for Plans, the predecessor to the Operations Directorate) an arrangement which survives to this day. This individual was tasked with ensuring that the operations elements received the degree of support necessary to accomplish the mission assigned. Both OSO and OPC were allowed to retain an administrative officer, but were to eliminate "further duplication of functions." The forced merger of OSO and OPC was announced in January and took place in August of 1952.

There were momentous changes, taking place in a relatively compressed time span. It was also a period of expansion by the Agency in response to the demands of the Korean War and the perceived requirements of the Cold War.

Whatever faults may be ascribed to the planners and operators of this era, thinking big was not one of them. For example, guerrilla forces in the hundreds of thousands were envisioned operating on mainland China—organized, equipped, and of course controlled by the CIA. Money was available and, in a seemingly uncontrolled orgy of buying, the Agency's procurement office acquired some one hundred and fifty-two million dollars worth of foreign arms and ammunition for use by these mythical guerrilla forces. Of course, none of these large-scale operations ever came to fruition, but it does provide a measure of the scale of operations envisioned and the involvement of the various service elements in providing the wherewithal to support them.

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By 1955, the structure of the Agency had begun to become more settled. The spate of reorganizations had diminished and an appearance of stability settled over the organization. In February of that year, the DDA was renamed the Deputy Directorate for Support (DDS). The Offices of Training and Communications were placed under the DDS and the DDP Administrative Staff was abolished. The senior administrative officer whom General Smith had decreed be attached to the DDP Staff was now attached to this staff of the DDS and served as the bridge between the Support and Plans Directorates. This position, the Special Support Assistant, has traditionally been occupied by an officer of wide Agency experience who is a GS-16 or higher.

During these years, the Directorate kept pace with technology. The assignment of the Office of Communications to the Directorate brought into it a major innovator in the field of communications. It brought into the Directorate a large body of highly qualified engineers and technicians who were not taken aback by the thought of technology and, perhaps more importantly, who were interested in pushing research and development to unusual limits. This force feeding of technology meant that the Directorate was to some degree prepared for the recommendations of the Land Committee which resulted in the beginnings of the program which developed the U-2. From that time forward, the Directorate found itself increasingly involved with technology, with R&D and with "state-of-the-art" endeavors. This experience was vital and necessary to prepare the personnel of the Directorate for functioning in today's modern world with machine operations measured in nanoseconds, with satellites serving as a major means of communications, and with computer utilization growing as fast as we can make it grow.

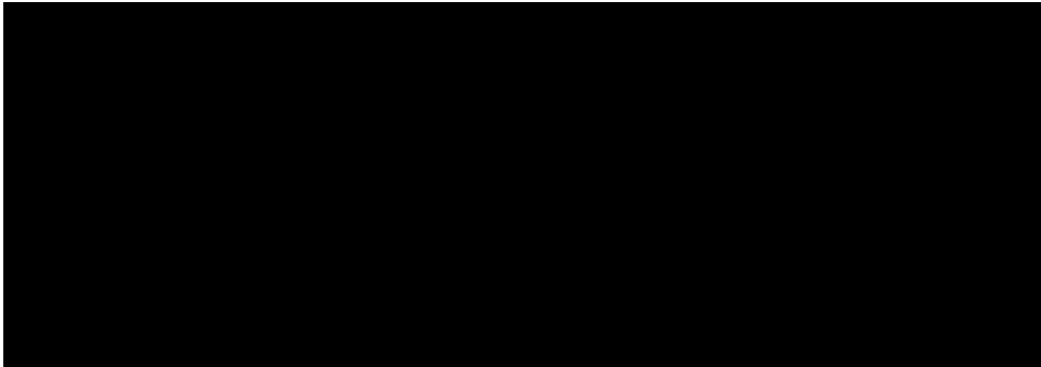
Realizing that generalizations are dangerous, there are nonetheless some pertinent observations which can be made about the first six to eight years of the Agency's service element's existence. Initially it was a period of decentralization with various operational elements going their own way. There were few rules and those which were in effect often differed depending upon the element to which one belonged. The stories of agents being dispatched abroad carrying attache cases stuffed with money are not entirely apocryphal. As the drive towards centralization began to gather momentum, the pendulum gradually swung towards the other extreme—central authority with rigid controls. Rules were codified into the Agency regulations. Much of this was for the good since for the first time, the regulations concerning such matters as personnel, logistics, and finance were standardized and applicable to all employees and activities. This resulted in a much more disciplined approach to service concerns than had existed in the earlier days of the Agency. When viewed from the vantage point of those days, the DDA appeared to have become a rigid bureaucratic mechanism. When contrasted with the administrative structures of other agencies, however, it was apparent that such flexibility and freedom of action still remained.

B. The Years of Consolidation: 1955-1965

The rationale behind administrative centralization was to improve the efficiency of resource management by eliminating duplicative efforts. How this was to be accomplished was a task to which the DDA, in cooperation with the other Directors, addressed himself. Colonel White, the first DDA, was an intelligent, forceful individual who left a lasting imprint on the Agency's support structure.

The primary concern was support to the DDP, both at Headquarters and in the field. The establishment of the SSA has previously been discussed, but more than this single mechanism was needed. One solution was to assign support personnel directly to the Headquarters activity or overseas stations requiring such support. Support teams consisting of personnel, security, logistics, and finance officers were common.

25X1A In addition, various regional activities were established consisting of specialists in such fields as finance, medical and security. For example, a pool of security officers was available [REDACTED] to visit bases and stations to assist with security matters. This technique provided quick response by a group of individuals familiar with the peculiarities of a given geographical and political area. While these officers, whether in the field or in the Headquarters area, remained careerists in their particular specialty, they were, for the period of their assignment, under the command of the supported element. While not entirely satisfactory to all, this arrangement has worked quite well and survives to this day. These regional facilities have been extremely sensitive to budgetary judgments and the numbers have fluctuated in direct proportion to the ready availability of funds. The Office of Communications and Medical Services have regularly had such regional activities but the numbers have not remained static. The Office of Security is today in the process of reestablishing some of its regional facilities.



Whereas the previous era had given the support elements ample exercise in planning and acquiring bases and the materiel with which to stock them, the ten-year period under discussion provided the testing ground for the response of the Directorate and its components in situations of stress. The only previous comparable situation had been the action supporting the overthrow of President Arbenz of Guatemala in 1954.

The year 1956 was noteworthy for the significant and widely dispersed political actions which exacerbated Cold War tensions. The sensational Khrushchev denouncement of the cult of Stalin took place in February. Later in the year riots took place against the Communist regimes in Poland and in East Germany. There were even riots in Soviet Georgia. These last were probably the direct result of Khrushchev's slander of Georgia's native son but the former resulted more from repressive political and economic practices followed by Communist governments. In the midst of this, the Berlin tunnel operation was discovered by the Soviets. This discovery resulted in the termination of that highly successful intelligence operation.

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Events escalated from riots to wars. In Egypt, President Gamel Nasser nationalized the Suez Canal. The tensions resulting from this action culminated in a tripartite invasion of Egypt by France, Great Britain and Israel. This military intervention was terminated by the actions of the two super-powers, including some missile rattling by the Soviet Union. Later in October, the Hungarian Rebellion took place and the Soviet Union moved swiftly and brutally to crush the heroic but poorly armed Hungarians. There was some speculation that this ill-fated, defiant gesture was sparked by the programs of Radio Free Europe which may have raised the aspirations of the Hungarians for liberty by implicitly suggesting active American support. In any event, the United States did nothing except protest. After this series of momentous events accompanied, for the most part, by little action on the part of the United States, the enthusiasm of the war planners abated. From that point onward, war planning and the bases established to support anticipated military-type activities were doomed. Eventually, the War Planning Staff faded into oblivion accompanied by the bases.

C. New Building: 1955-1965

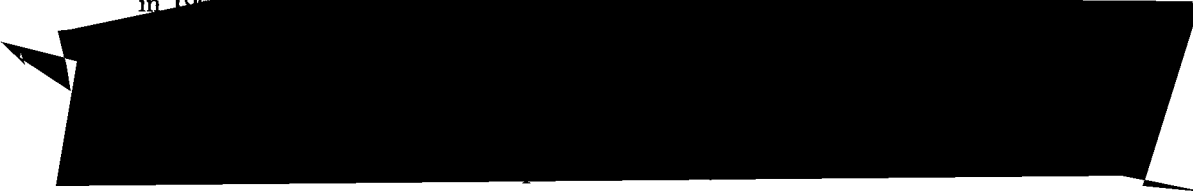
During the years since its inception, the Central Intelligence Agency occupied a number of buildings in Washington, D.C. The major headquarters element was located in the complex of temporary buildings along the Reflecting Pool and running up to the 2430 E Street complex. It became obvious that efficiencies and morale improvement would accrue if it were possible to get the entire Agency under one roof. Accordingly, the decision was taken in 1951 to begin planning for a new building. As a consequence of this decision, the Office of Logistics began to draw up plans. The RECD/OL planning group was not formally recognized until 4 August 1955 when it became the Special Project Staff (SPS). On 26 November 1955 SPS became the Building Planning Staff (BPS) and a separate staff element of the Office of the Director of Logistics. In addition to professionals in the building and architectural fields, representatives of various major components were assigned to the Building Planning Staff in order to prepare for the unique needs of those components. The basic plan was to create a building which would provide an excellent environment for people. The current site at Langley was selected and negotiations with the Bureau of Public Roads resulted in the extension of the George Washington Parkway from the intersection of the present Spout Run Parkway out to Langley and then on to Route 495 to provide means of access to the new location. Work began on the new building in May 1959. During the period of building, inflation wreaked its toll upon the ideal plan of getting all of the Agency Headquarters employees under one roof. It became increasingly apparent that some employees would have to remain outside. Plans were developed to meet this eventuality. The Office of Security provided extensive security safeguards to ensure that no security penetrations of the physical space of the building took place during the construction of the building. All parts of the Agency and of this Directorate made their input to the planning of the interior of the building. President Eisenhower laid the cornerstone for the new building on 3 November 1959. The north half of the building was the first upon which construction was completed and occupation of that half began on 19 September 1961. Personnel continued to move in the building as construction was completed. By 15 May 1962 the building was completely occupied.

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D. The Years of Challenge: 1966 to date


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The years in question have been years which the Directorate has contended with vigorous and desperate challenges, resulting primarily from this nation's involvement in Southeast Asia. Although the American interest in Vietnam had begun during the Kennedy years, the truly massive intervention reached its peak in 1968.



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The selection of the Central Intelligence Agency to perform this large paramilitary program fell under the National Security Act of 1947. While it might seem a logical continuation of the quasi-military activities which had led to the overthrow of Arbenz in Guatemala and the disastrous Bay of Pigs invasion, in truth it was a quantum jump in scope. The size of the military involvement was such that it could not be kept secret and the clandestine tradecraft of the Agency was not only unneeded, it was wasted by the size of the operation. It was like trying to hide an elephant under a basket. The Geneva accords reached following the defeat of the French prevented the overt assignment of military personnel to Laos. Consequently, the National Security Council turned to the Central Intelligence Agency as the only mechanism which could



The year 1968 was also the peak for the activities to turn the major CIA programs in Vietnam over to the U.S. military.

This period of active management of military and semi-military operations again demonstrated the ability of the Agency and this Directorate to tackle and perform well a mission not wholly in keeping with its traditions. Although stretched taut, the Agency and the Directorate were able to continue their worldwide requirements.

While the operational support rendered during this period was heroic, other changes, particularly in the management field, were occurring which had a much greater—and lasting—impact upon the Directorate. Some of these changes resulted from external pressures in the form of stringent budgetary and manpower cuts imposed by OMB. Other changes, however, came as a direct result of the mellowing of the centralization concept so avidly pursued in the middle years. Management began to realize that it required money, people and space to make a bureaucracy function and began to question whether tight controls on materiel, for instance, were cost effective. In many cases the answers were negative and a general loosening began to take place. Such changes did not occur without meeting resistance, usually from those who had established the procedures a dozen years earlier. But gradually the atmosphere did clear and the pendulum began to swing back towards the middle ground.

The U.S. involvement in Southeast Asia came to be seen by the American people as an unnecessary sacrifice of lives in a matter which was not of primary concern to our national security. This change in the public attitude caused

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President Johnson to reach his decision not to run for a second term. This change in attitude also brought into being a general wave of demonstrations and radicalism aimed at ending the involvement of the United States in another part of the world. At least temporarily, these societal perceptions have resulted in a different definition of terms such as patriotism, loyalty and duty. These changes in society have forced the Agency and the Directorate to new ways of thinking. The traditional stereotypes are no longer effective.

Change has become a way of life. For example, the influence of Equal Employment Opportunity (EEO), environmental legislation, the energy crisis, adoption of Management by Objectives (MBO), and continued personnel cuts have established a new environment for the Directorate. As it completes its first generation of existence, these influences, coupled with the advent of the satellite and the computer, have brought the Directorate into a new world.

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III. Missions and Functions

A. What Does the DDA Manage?

Figure 2 presents a rather comprehensive glimpse of the Directorate's functions. In effect, the Deputy Director for Administration (DDA) is responsible for the management of the human, financial and material resource systems of the Agency and for the provision of these resources plus certain services of common concern. Each Directorate and each component, of course, is responsible for the management of the resources assigned to it to ensure the accomplishment of its prescribed mission. However, the DDA's responsibilities can be characterized as "cradle to grave" in the sense that this Directorate is involved with the employee from the moment he or she enters employment until they die and their annuity is either terminated or transferred to the beneficiary.

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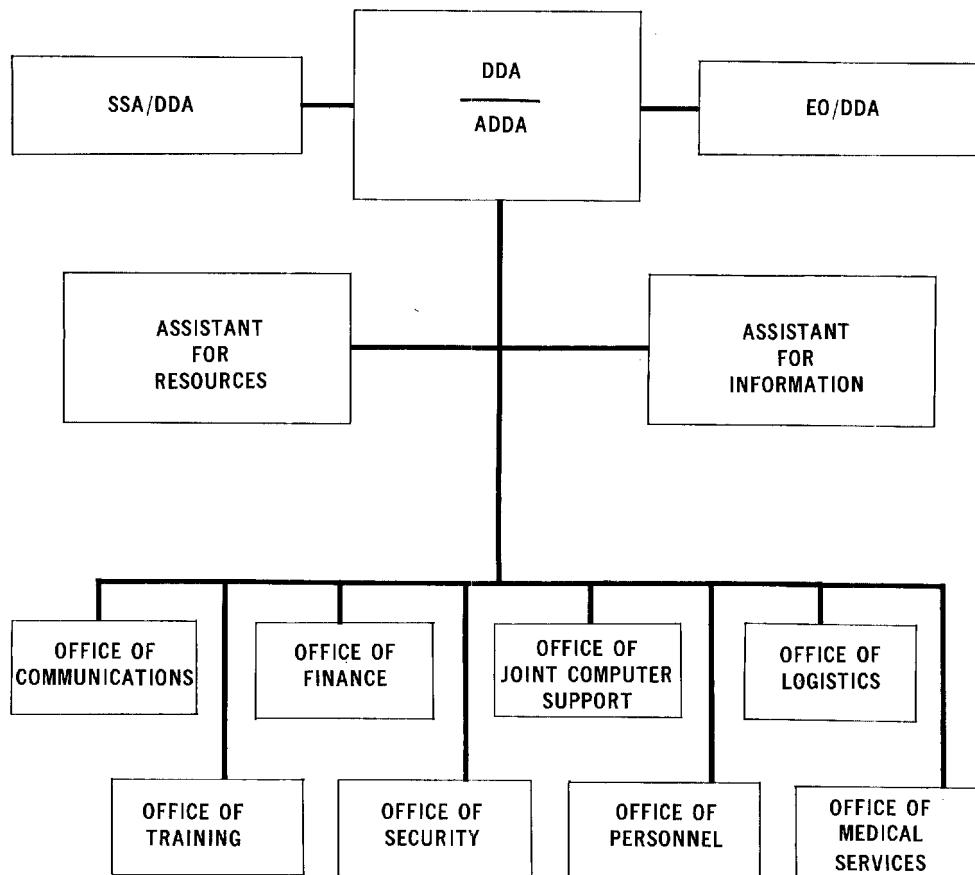


FIGURE 2

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B. What is Management?

Management has been defined as the process of employing people and material in the economical and effective accomplishment of a task. Simply stated, it is the mechanics of getting the job done. It carries with it responsibility for planning, organizing, directing, coordinating and controlling the gamut of available resources and applying these resources in the accomplishment of a task.

C. What is the DDA Management Philosophy?

Management philosophies abound, but the one adopted by the Agency and exemplified by the DDA is based on Management by Objectives (MBO). The efforts of each individual must be thoroughly integrated into the whole in order to achieve the stated objective. One recent example of this concept in action is the issuance of a Letter of Instruction to every member of the Directorate wherein the individual, in consultation with his supervisor, receives in writing what functions he/she is expected to accomplish and the manner in which they are to be performed. This letter is a much more personal approach and the stress is one of participation rather than direction.

Using the MBO principles, each office of the Directorate has established goals and a time frame for accomplishing these goals. Here again, the participatory aspect is utilized with the goals being established only after extensive consultations between the DDA and his Office heads.

It is too early to fully assess the results of this management philosophy, but all indications point toward success. This approach is particularly useful in identifying functions. Each Office conducted a functional analysis in the fall of 1973 and this information is now available to the DDA for decision-making purposes. One example of its usefulness is in the matter of personnel and budgetary cuts. Heretofore, such cuts have been made on a percentage or dollar basis, but now for the first time specific functions can be identified by both manpower and monetary costs. Top management has the option of eliminating an entire function rather than distributing reductions across the board with no real appreciation for what affect the reduction will ultimately have on the efficiency of the organization.

D. Functions Described

In some instances the division of functions may be limited to a single Office within the Directorate—the medical function being a good example. In others though, it will be necessary to cross Office lines, and even Directorate lines, as is the case with the security function. In this particular instance, if one accepts counterintelligence as inherently a security function, it should be noted that the DDO has responsibilities in this field as well as the Directorate's Office of Security (OS). Also within the field of security, the Office of Communications (OC) has been assigned specific responsibilities in areas such as communications and emanations security. This discussion will be based on major functional areas with little attempt to equate a specific

function to a specific Office within the Directorate. See Appendix B for organizational charts of the individual Offices accompanied by their specific functions.

1. *Personnel*

a. *Recruitment*

25X9 The Directorate's Office of Personnel (OP) operates a sophisticated and successful recruiting program. Each year it receives applications from some [REDACTED] are ultimately placed on the payroll. As can be expected, prospective employees are subjected to an intensive screening process which includes physical and mental testing, as well as a thorough security investigation culminating in a polygraph examination. For these reasons, numerous applicants do not gain employment with the Agency. Some do not meet the standards while others find employment elsewhere because, admittedly, maintenance of these standards requires a processing time which now averages three to three and a half months. Undoubtedly, some good prospects are lost because of these procedures, but because of the national security nature of the Agency's mission, a less thorough approach cannot be accepted.

These factors also impact negatively in the area of the Equal Employment Opportunity (EEO) program. In this area the Agency, as well as the Directorate, are less than satisfactory performers. The latest figures indicate that blacks comprise 20.4% of the Federal workforce, as contrasted to the Agency figure of 6.3%. The OP is making every effort to attract qualified members of minority groups, but it will no doubt be a lengthy process to match the Government-wide average simply because established standards will not be relaxed merely to satisfy a "quota." The total percentage of female employees is adequate (31.6%). Efforts are currently being concentrated upon providing expanded opportunities for women in terms of advancement and by modifying the clerical stereotype that has prevailed in the past.

Actual recruitment may occur in a variety of ways. The OP maintains recruiting offices throughout the country, primarily to seek qualified candidates from the campus environment. Oddly enough, the "anti-establishment" atmosphere which permeated many universities did not materially reduce the numbers of students evincing an interest in Agency employment. All Directorates levy requirements on the OP, particularly for professional and technical personnel. Recently, the DDS&T has been placing heavy demands upon the recruiters to provide candidates with scientific qualifications. The OP also maintains a "walk-in" office in Arlington, Virginia, and many inquiries are received through the mail as a result of newspaper advertisements, campus notices, or just plain word-of-mouth information.

A vital element of the recruitment program is the provision for an influx of professional staff employees via the Career Training Program (CT). Currently 70 positions are reserved for this program which is administered by the Directorate's Office of Training (OTR). These individuals are given a varied program of training and, by mutual agreement between the individual and a given Directorate, placed in that Directorate upon the completion of their training. The majority of the CT's are assigned to the DDO (approximately 61% on the average) with the next largest group (usually 33%) going to the

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DDI. The DCI's office and this Directorate receive the remaining 6%. The DDS&T maintains its own program and for the past two years has not received any graduates from the CT program.

b. *Management*

More stress than ever before is being placed on the effective management of personnel. On 1 April 1974 the DCI published the recommendations of a panel chaired by the Director of Personnel. Some of the primary changes consisted of consolidating the existing twenty-three career services into five major career services—one for each Directorate plus one in the Executive area; dissemination of uniform promotion criteria; creation of Directorate-wide counseling programs; standardization of selection criteria for attendance at senior schools and other external training; policy to facilitate inter-Directorate transfers and rotational tours; establish uniform grievance procedures, and many more. These new procedures following on the heels of the Letters of Instruction discussed previously indicate the sincere desire to improve the personnel management system.

In addition to the Administration Services Resources Board, each Office has its own career sub-service board and these are often subdivided into panels conforming to occupational specialties. It is at this level that the majority of the recommendations for promotion or rotation are developed. Customarily, an Office Head can promote (within personnel ceilings) up to grade GS-15. Promotion to GS-16 and above are recommended to the DDA by the ASRB. This Board also conducts a post-review of promotions to GS-15 made by the other Offices in order to become familiar with potential supergrade nominees.

To assist top management, two important programs have been initiated; the Annual Personnel Plan (APP), and the Personnel Development Plan (PDP). These programs originated with the DCI, but the Directorate is deeply involved in the implementation phase. The APP is designed to reflect the current and projected status of personnel by category; i.e., clerical, professional or technical. The OP receives input from the Directorates and is ultimately responsible for producing the Agency APP. The PDP is designed to identify personnel with executive potential while simultaneously making plans to fill vacancies in the senior ranks. Key slots are identified and a number of potential incumbents matched against each slot. Once such individuals have been identified, it then becomes a matter of providing the proper training and experience to successfully function in the projected slot. In essence, the PDP is similar in objective to the Civil Service Commission's (CSC) Executive Development Program. Both of these programs are too new to assess results at this time, but when fully implemented, they should prove to be valuable management tools.

c. *Attrition*

Theoretically, the combination of a stringent selection process coupled with enlightened management should produce a body of well-adjusted and highly-productive employees. For the past five years the Agency attrition rate has hovered between ten and eleven percent (except in FY 1973 when a major forced reduction raised this to twelve percent).

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Retirements account for a significant proportion of personnel losses. The Agency operates under two retirement systems, both of which are administered by the Directorate. The normal Civil Service Retirement System (CSRS) accounts for fifty-six percent of all retirements. In 1964 Congress authorized a special retirement system termed the CIA Retirement and Disability System (CIARDS) and this Act has been amended five times since its passage. A formula usually referred to as "50-20-10 and 5" sums up the eligibility for retirement under CIARDS; 50 years of age, 20 years Federal service of which a minimum of 10 must have been performed with CIA with a minimum of 5 years of Agency service having been "qualifying" years—normally service at overseas posts. The number of employees who can retire under the CIARDS is controlled by Congress (3,600 have been authorized through July 1979) and to date (31 March 1974 a total of 1,584 have retired under this system. A comparison of the two systems is indicated in the following chart:

	<u>FY 69</u>	<u>70</u>	<u>71</u>	<u>72</u>	<u>73</u>	<u>74</u>
CIARDS	155	140	252	231	541	382
CSRS	165	221	350	344	559	348

The increasing number of retirements in the decade of the seventies is attributable to a combination of factors—the age of those who entered Federal service during World War II and continuing pressures to reduce personnel are paramount. It should be noted that while the Agency generally abides by the rules and regulations established for all Federal employees, it does impose a mandatory retirement age of 65.

Resignations and involuntary release, either because of a surplus situation or misconduct, are the remaining causes of attrition. Involuntary separations are relatively rare, but it should be kept in mind that the DCI has historically interpreted sections of the National Security Act of 1947 as giving him sole authority to "hire and fire" and to date this authority has not been effectively challenged.

d. *Services*

The Agency is a human-oriented organization and one evidence of this attitude is found in the scope and variety of services available to employees.

(1) *Northwest Federal Credit Union (NWFCU)*

This is a federally chartered organization which is self-supporting. It is managed by a board of directors elected by the membership and reimburses the Agency for its staffing and other overhead expenses. It is, however, the responsibility of the DDA through the Director of Personnel to provide staff supervision and guidance to the Credit Union. The records of 31 January 1975 indicate that the Credit Union had [redacted] on deposit \$66,003,650. Loans outstanding amounted to \$36,428,960 as of that date. There is nothing unique about having a credit union since most Federal agencies maintain them for the benefit of employees, however, there are certain subtleties employed. Because NWFCU is known as the CIA's Credit Union, employees under official cover may not cash checks through this facility and proceeds of loans are made by sterile check to ensure that the cover of these employees is maintained.

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(2) *Life Insurance*

There is a total of three term life insurance programs open to Agency employees and they are managed by the OP. One is the standard Federal Employees Group Life Insurance (FEGLI) available to all Federal employees which provides coverage in the amount of an employee's annual salary rounded to the next higher thousand plus \$2,000; e.g., an employee earning \$10,500 per annum would have \$13,000 worth of insurance in force. An additional \$10,000 "optional" plan is also available. Agency employees may join the Worldwide Assurance for Employees of Public Agencies (WAEPA) which has a \$30,000 limit, or the United Benefit Life Insurance Company of Omaha (UBLIC) plan which has a \$36,000 limit.

(3) *Health Insurance*

There are four health insurance plans available. One of these, the Association Plan, is designed exclusively for those employees under official cover. The insurance is placed with Mutual of Omaha, but the identities of the persons are protected from the public record. An identical plan called Government Employees Health Association (GEHA) is available to overt employees. The remaining three plans are for overt employees and compare with those found in other agencies. They include the Indemnity Benefit Plan (AETNA), the Service Benefit Plan (Blue Cross) and Group Health.

(4) *Other Insurance*

A number of specialized insurance programs are available to employees including a Dread Disease Plan, Income Replacement, Air Flight Trip, Military Air Flight Trip, and a Flight and Accident Policy.

(5) *Employee Activity Association (EAA)*

This element provides a wide range of services which include a Ticketron facility and a small store in the Headquarters Building. The store sells, at discount, a variety of goods such as cameras, film, records, stereos, televisions, watches, and a host of small household appliances. EAA sponsors a variety of extracurricular sporting events, self-improvement courses ranging from guitar to karate, an Arts and Crafts Club, and instruction in bridge and chess. One of its most popular events is the annual raffle of a limited number of Washington Redskin football tickets.

(6) *Voluntary Investment Plan (VIP)*

In the late sixties, two employees of the Directorate developed an idea for an investment program which would be available to all employees and be based on the concept of the investment club which had become popular in many sectors. Only one other U.S. Government employer, the Tennessee Valley Authority, had such a program and the Agency's planners relied heavily on TVA's experience. Since the "plan", as it is usually referred to, is relatively unique within Government, its availability is not published outside the Agency. It was approved by the DCI in December 1969 and actually began operating in May 1971 with a group of mutual funds as its investment base.

It is an internal plan administered by six Agency employees (appointed by the DCI as trustees) who have the legal responsibility for operation

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of the plan and investment of funds. Changes have occurred and investments shifted from one fund to another, but the premise remains the same—provide the employee with an opportunity to invest in the economy through a trust. In effect, the VIP acts as a trust for its members who purchase and hold units in the trust. Under such circumstances, capital gains taxes are deferred until the member liquidates his units. Ideally, this would occur upon retirement when the individual is in a much better position to claim the accrued capital gains. A member can use his "units" as collateral with NWFCU, can stop his investment at any time, and of course, "cash-in" his units at the time of departure from Agency employment (regardless of circumstances). To date, the plan has some 3,375 members who are currently investing at the rate of \$1.6 million per annum. The value of the fund fluctuates daily in line with the stock market, but the current value of shares owned by the trust amounts to approximately six million dollars.

(7) *Counseling*

A number of counseling services are administered by components of the Directorate. Regardless of the nature of an employee problem, there is someone to take it to. All Offices have EEO counselors and most Office Directors maintain some sort of "open-door" policy for their employees. In fields such as drug abuse, alcoholism, or other psychiatric areas, the Office of Medical Services (OMS) provides counseling and assistance. The Office of Security (OS) stands ready with guidance on writing for publication, public speaking and outside (Agency) employment. A security duty officer system is manned 24 hours each day and every employee knows that if there is some problem, whether it be a missed plane connection while returning from leave or a brush with a law enforcement agency, a specific extension can be called, the problem identified, and whatever assistance the circumstances warrant will be provided (the Agency will not, however, interfere with the due process of civil or criminal law). It should be stressed that not only is such counseling available, but that it is rendered in a confidential and compassionate manner which enables the employee to trust the counselor and provides a mechanism whereby many potentially serious personnel problems can be nipped in the bud.

2. *Security*

The security functions of the Directorate are many and affect not only the internal operations of the Agency, but also permeate the intelligence community. As a result of a series of Executive Orders, National Security Council Intelligence Directives, and inter-departmental agreements, the Agency, in the person of the Director of Security, is deeply enmeshed in establishing standards and providing guidance to the community as a whole. Specific responsibilities within the community include the provision of uniform compartmented security policy to national intelligence collection programs; operation of the Inter-Agency Training Center; and providing leadership and support to the National Computer Security Program which is designed to protect official data stored in modern information handling systems.

Within the Agency the underlying principle of security is based on compartmentation and the need-to-know. Unlike other agencies where individuals may be cleared for specific classifications (i.e., Confidential, Secret), all staff

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5. *Training*

Agency training is regulated by Title 5, U.S. Code, Chapter 14 (formerly the Government Employees Training Act of 1955). CIA, however, is exempted by Executive Order 10805 from supervision and control by the Civil Service Commission and from certain administrative requirements of the Code. It is the policy of the Agency to follow the general provisions of the Code as fully as possible, consistent with the Agency's operational and security requirements. Stated briefly, the basic principle of training management which is applied is that no training is given internally that can be done outside CIA with comparable effectiveness, economy, and security.

The lion's share of the training responsibility is vested in the Directorate's Office of Training (OTR). This Office has the task of developing, coordinating, and conducting training programs for staff and contract employees of CIA, for U.S. officials [redacted] reviewing the training conducted by other components of the Agency; and administering Agency-sponsored training at external facilities. Other components within the Directorate, namely the OC, conduct major training programs, and each of the Deputy Directors has certain training responsibilities and programs which satisfy parochial needs.

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a. *Language Learning Center*

Because the Agency is deeply involved in the collection of foreign intelligence, a great deal of time, personnel and money is devoted to providing language skills to its employees. The acquisition of language skills is encouraged by the granting of cash awards for designated languages and skill levels. Within the DDO, proficiency in languages must be commented upon in a professional's Fitness Report and is a factor weighed by the promotion boards of that Directorate. Certain personnel positions have been designated as Language Positions, and the incumbents must have or attain the degree of language skill stipulated. To meet this requirement, OTR offers 22 language courses taught by a complement of 63 contract employees, the majority of whom teach in their native tongue. A staff complement of 21 manages, coordinates, and provides support to the Language Learning Center which spent in FY 1974 \$1.3 million to teach 217 classes providing 19,326 student days of instruction.

Special requirements for a particular language or dialect which is not in the curriculum are met by sending the student to an external training facility or by obtaining tutorial assistance. Of course, if a trend develops and the same language requirement becomes repetitive, the Center may find it worthwhile (cost effective) to include it in the regular curriculum. Ten years ago the demand for a knowledge of the Vietnamese language was not appreciable, but during the past six years it has been a stable language . . . and one which it can be predicted will ultimately return to its previous status as a special requirement rather than regular curriculum language.

The Center does more than offer classroom instruction. It also conducts language proficiency tests, the results of which are input into the Agency's Language Qualifications Register maintained by the OP. (Prospective language students are given the Modern Language Aptitude Test by the Psychological Services Staff/OMS prior to enrollment in a full-time course of instruction to eliminate those who may obviously be unable to attain the desired proficiency.)

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d. *Career Training*

The Career Trainee Program began in 1951 and has been one of the principal means of acquiring highly qualified young professionals, particularly for the DDO. Until 1958 training was programmed according to the requirements of each Career Trainee (CT). In July 1958, an integrated program was introduced which required all CT's to take the same basic training. In the spring of 1970 the program was further refined to include interim assignments of approximately six months for each CT before final placement in an Agency component. CT's have entered the program from either internal transfers or external recruiting with the majority entering the program from the college campus.

Once the CT has begun the program, he remains on the Office of Training rolls for a period of from 12 to 18 months. During this time the trainee takes a 4-week basic course followed by an interim assignment and then more specialized training depending upon the area of specialization the trainee and his/her advisor feel is best suited to the individual as well as the Agency. At the end of this combination of study and on-the-job training, the CT is placed in a career service and is removed from OTR's rolls.

The fact that an individual enters on duty under the auspices of the CT program does not automatically guarantee a successful career in the Agency. The scope of the program has been reduced in recent years (to an average of 50 per annum) as a direct result of the general contraction of the Agency. The CT program is one of the more expensive of the training programs. Eight staff personnel are required to manage, counsel, and monitor the progress of individual trainees.

e. *Intelligence Community Training*

In 1972 the Directorate inherited from DIA the responsibility of providing training in information science. The curriculum currently offers three courses, with a fourth underway, in computer science, operations research, and systems analysis as they relate to intelligence collection, production, and support tasks. Originally, DIA was to make available three instructional slots, but this commitment was later withdrawn. NSA did make available two instructors and the Agency committed a total of five instructors plus three clericals to support the program. This program is meant to support the training needs of the Intelligence Community in these disciplines and it is hoped that other members of the community will eventually contribute their expertise—and resources—to ensure its success.

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5. General

The training enumerated above is among the larger and more costly programs, but do not represent the total effort by any means. OTR has recently pioneered a self-study program to assist employees. Most of the subject matter at this point concerns management topics, but it is hoped to expand the selection available. An off-campus program has been instituted under the auspices of the University of Virginia. Agency employees, accredited by the University, teach these classes for academic credit on Agency property after duty hours with the costs absorbed by the Agency.

One element of OTR, the Intelligence Institute, develops and conducts courses of the core curriculum which have as their main objective the expanding of knowledge and perspective of attendees about the Agency, the Intelligence Community, and the various factors which impact upon the intelligence profession. These courses include the Senior Seminar for upper level employees, the Midcareer Course and the Advanced Intelligence Seminar for middle-level officers, and the Intelligence in World Affairs Course for new Agency professionals. Area training includes the China Familiarization Course, the Latin American Area Seminar, and such ad hoc courses as are needed to meet specific requirements.

At the other end of the spectrum is OTR's Functional Training Division which, as the name implies, is responsible for the development and conduct of skills training programs [REDACTED] Subjects covered include Collection, Intelligence Research, Intelligence Production, Communications Skills (effective briefings, writing and reading), Information Science, Management, Supervision, Administration, and Clerical skills training programs.

In addition to the OTR and OC training responsibilities, other offices in the Directorate also provide training. The OMS provides courses in first aid and life-saving techniques. The Office of Joint Computer Support (OJCS) presents classes in the mechanical and language techniques pertaining to computers.

One final comment concerning the role of the Training Officer is in order. Each major component of the Agency has an appointed Training Officer. Usually these individuals handle training matters in conjunction with a myriad of other duties. Efforts are underway to upgrade the role of the Training Officer with the ultimate goal of each major component having one officer whose sole function is to monitor the training needs of the members of his component.

6. Medical

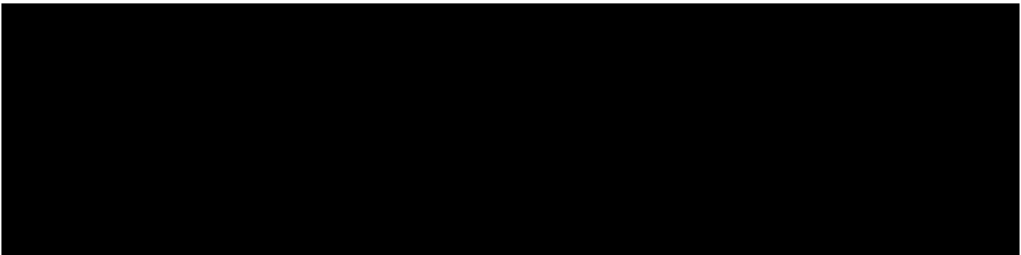
The medical function is one of the few that is performed *in toto* by a single office within the Directorate—the Office of Medical Services (OMS). This Office predates the formal establishment of the Agency having evolved directly from the medical element of the SSU. OMS also has the distinction of having had the same director since its inception in 1947, Dr. John Tietjen. The basic legal authority for the Agency Medical Program is PL 79-658 which authorizes the establishment of health service programs in Federal agencies. Basic authority for the extension of the program to overseas locations came with the CIA Act of 1949. The Agency Medical Program provides medical support for Agency activities at Headquarters, [REDACTED]

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a. *Conventional Health Services*

A Clinical Division within OMS is responsible for the traditional preventive medicine effort and includes first aid, health education, health inspections, occupational health, and certain types of physical examinations such as fitness for duty and medical disability retirement. For several years a Consultative Services Program for employees has been operative. In this strictly voluntary program, an employee may request and receive professional advice and assistance in personal and family problems.

A new clinical program was initiated in October 1973 whereby employees who are not seen for physical examinations on any recurrent basis are provided medical screening tests and a following physical examination when indicated. This program, called the Multiphasic Testing and Periodic Health Examination Program, has proved popular and during the first six months of operation screened a total of 1,075 individuals. A number of abnormalities have been uncovered such as hypertension, diabetes, and even tumors, none of which were suspected by the examinees.

The bulk of the physical examinations are performed by the Selection Processing Division. All applicants for employment receive physical examinations prior to or upon entrance on duty and must meet Agency standards for employment. Prior to certain personnel actions such as overseas assignment, return from overseas assignment, overseas TDY, and special training, the health of an employee is reviewed and, when indicated, another physical examination is given. Supergrade employees are given complete physical checkups on an annual basis. Dependents accompanying employees on overseas assignments are also examined prior to movement and this unit also provides all immunizations for employees and their dependents prior to movement overseas. OMS budgets for and coordinates the examination of individuals who, for cover reasons, cannot be seen on Agency premises. In specialized cases when outside consultation is deemed necessary, the Agency employs the services of such consultants.

In conjunction with the purely physical examination, all applicants are evaluated for their emotional stability. Certain assignments, because of their sensitivity or hazardous nature, require that the nominee be given a psychiatric evaluation in addition to the routine physical examination. The Psychiatric Staff provides clinical assistance to employees on request and fulfills the professional role in Agency activities such as the Alcoholic Rehabilitation Program and the Drug Abuse Program.

A drug display devised by this Staff won recognition from the AMA at its convention in 1972. Programs have been started to assist interested groups of employees who want to lose weight and also those who want to stop smoking.

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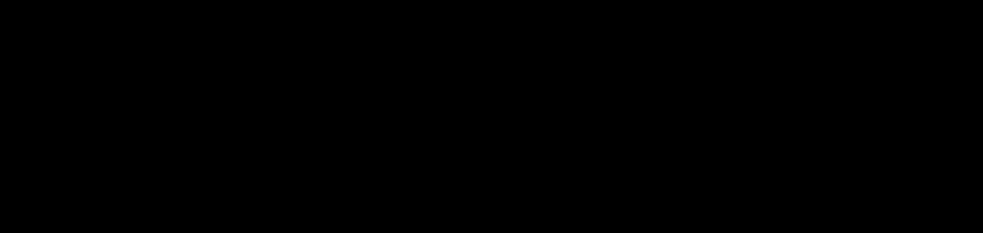
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computer equipment and personnel in OJCS, it does not preclude other components having computers when it is clear that a special operational responsibility warrants separate facilities. The DDS&T has, in its Office of Elint and at the National Photographic Interpretation Center (NPIC), organic computer capabilities. This Directorate's OC also has a dedicated computer capability used for message switching. Indicative of the trend towards centralization is the increase in both manpower and money in FY 1975. OJCS staff positions



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The OJCS Computer Center operates 24 hours per day, seven days a week. It contains nine large IBM computers with connections to 352 remote computer terminals allowing users to enter data, retrieve information, write programs, and process data without leaving their offices. A broad range of computer applications support the scientific, intelligence, and management operations of the Agency. For example, programs such as mathematical modeling and simulation, analysis of scientific data for overhead reconnaissance, and analysis of antenna design support scientific endeavors. A number of programs dealing with topics such as order of battle information, analysis of foreign missile and space activities, and simulation of air defense systems support the production of intelligence.

Managers have taken cognizance of the variety of applications ADP offers. Routine functions such as payroll, stock accounting, personnel and training records and reports have long been automated. However, in today's atmosphere, the requirement is for sophistication and quicker response. In line with the DCI's expanding authorities and responsibilities a program concerning intelligence community resource allocations has been developed to assist the decision makers. In key areas such as finance and logistics, Data Access Centers (DAC's) have been (or are being) installed to implement the Management Assistance Programs (MAP), developed as a joint effort between OJCS and the office of prime concern.

Another trend, and a logical outgrowth from the policy and technology which gives users direct access to the computer, is the trend towards storing more and more data on-line so that it is immediately available to the user. In recent years, additional systems storage has been effective in a variety of forms—core memory, random access disks, and magnetic drums. Unfortunately, over 25,000 reels of magnetic tape and 400 disk packs are still used in the systems and accounted for in the OJCS tape and disk library. OJCS is developing a mass storage system (termed ORACLE) for storing a trillion bits of data on-line—two to three times the data stored in the existing tape library. This will become operational in FY 76.

An evaluation of the workload, by component, was conducted in January 1974. As could be expected, the DDA turned out to be the largest consumer

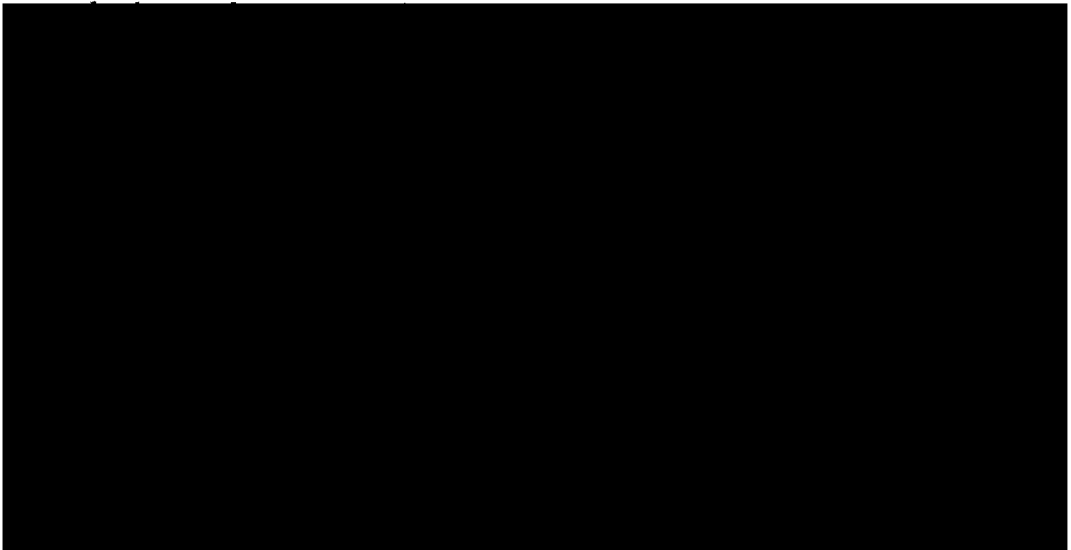
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of OJCS' services—42%. The next most voracious consumer of these services is the DDS&T which accounts for 32% of the workload. The remaining 26% was divided among the DDI (18%), DCI (7%), and the DDO (1%). With the acquisition of the DDO functions on 1 July 1974, these percentages changed and the DDO became a much larger consumer than heretofore.

One of the basic problems in this field is keeping pace with the demand. Managers throughout the Agency have been encouraged to acquaint themselves with ADP applications and as their appreciation has grown, so too has the demand. Coupled with this is the need to replace as many manually performed functions as possible with the machine as the Agency personnel ceiling continues to shrink. Outside influences, often unforeseeable, impact on the system. Recently the requirement to make retroactive payment to employees and ex-employees for the seven pay periods spanning the period October 1972 to January 1973 translated into additional work. In short, even though the resources are being increased, it is not at all certain that the capability will match the demand.

8. Finance

The finance function is divided between two elements in the Agency. The Office of the Comptroller is an autonomous unit reporting directly to the DCI. The comptroller function in the Agency is similar to that found in any other Government agency and concerns itself primarily with the budget, liaison with the OMB, and the allocation of funds to Agency components. This Directorate's Office of Finance (OF) performs the classic finance functions of accounting, disbursement, and, because of the unique mission of the Agency,



In addition to pay and allowances, the payroll unit also maintains leave balances for each employee. The current machine program has automated this function and each employee pay slip now includes a running total for both annual and sick leave balance at the start of the leave year, amounts earned and taken, and balance available as of the end of the pay period. The payroll function then is pretty much a routine matter, one that most people take for granted, but nevertheless a function of prime importance to the morale of the Agency as a whole.

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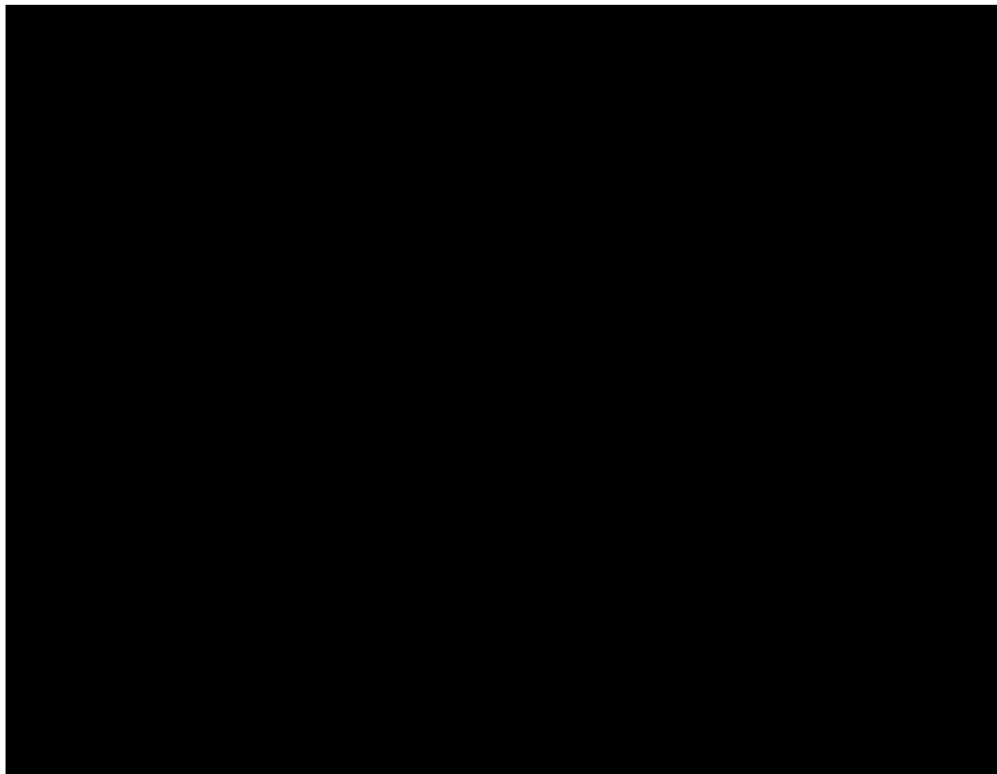
Another major statutory function is the operation of the Agency's accounting system. This involves the maintenance of official records reflecting the status, use, and accountability for all funds, property, and other assets [REDACTED] for which the Agency is responsible. Since the Agency is not subject to audit by other Government entities such as the GAO, the OF (complemented by an independent Audit Staff which reports to the DCI through the Inspector General) must be extremely careful to ensure that all financial transactions are conducted in a legal—and ethical—fashion.

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To assist the operating components, professionals from the Finance career service are assigned on a rotational basis as Budget and Fiscal Officers or as Certifying Officers. Major field stations are also provided with Finance Officers to ensure that support in this area is efficient, effective, and in consonance with the applicable financial procedures.

The OF and OL have developed a set of procedures for property accountability (FPA) which differs from that found in other Government agencies.

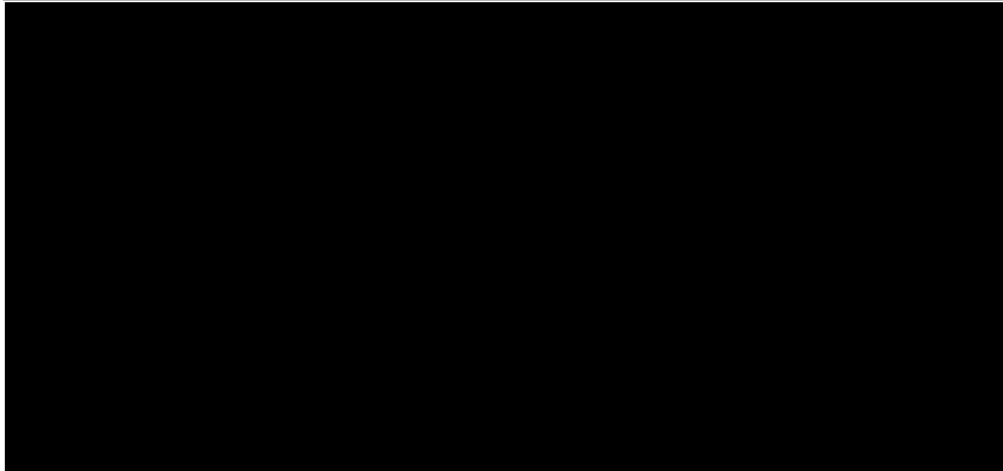
The audit function alluded to briefly in the foregoing paragraph is another split function. While the Audit Staff conducts annual audits of field stations and operating components, the OF is responsible for auditing the industrial and commercial contracts and is also responsible for prepayment audits of all claims and invoices. In the category of industrial contracts, the OF provides contracting officers and procurement personnel with financial information to enable them to achieve the maximum in services and materials at a minimum cost. End products are comprised principally of Survey Reports and Proposal Analysis Reports utilized by the contracting officer and by the Certifying Officer in final settlement of contracts. If the need arises, commercial auditors will be employed.



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In the section on Personnel, the Agency retirement system (CIARDS) was mentioned. Under terms of the enabling legislation, the DCI is charged with the administration of the system. Authority has been delegated to the OF to maintain financial records and compute and pay amounts due the annuitants and survivors. A concomitant responsibility is the management of the CIARDS investment portfolio. The workload involved in the function is a steadily increasing one because the number of retirees under this program continues to grow.

9. *Staff Functions*

The Staff of the DDA has recently been reorganized to add two Assistants, one for Resources and the other for Information. In addition to these two Assistants, there is a Special Assistant to the DDA for DDO matters and an Executive Officer. There are also five staffs; Historical Staff, the Information Systems Analysis Staff, the Information Review Staff, the Career Management Staff, and the Planning Staff.

a. *Executive Officer*

The Executive Officer performs the vital function of managing the flow of paper which concerns the Office of the DDA, assigning action requirements upon staff elements or the offices of the Directorate, establishing suspense dates and monitoring those dates and serving as a general aide-de-camp to the DDA and the ADDA.

b. *SSA/DDA*

This is a small staff consisting of two officers and two secretaries which serves as the bridge between the DDA and the DDO. The staff was established in the early 1950's as noted earlier in discussion of the relationships

between the DDO and the DDA. It serves to keep the DDA advised of those DDO operational problems which impact upon the DDA and likewise to ensure that the quality of support from the DDA elements to the DDO remains at a high level.

c. Assistant for Information

This is a newly created position which has general oversight responsibility for all of the information elements of the DDA staff: the Information Systems Analysis Staff, the Information Review Staff, and the History Staff. This position serves as the overall Agency focal point for matters affecting the Agency under the amended Freedom of Information Act of 1974 and the Privacy Act of 1974. As such, the position is responsible for the development of Agency policy with regard to public release of Agency information.

d. Assistant for Resources

This position, likewise a newly created one, is responsible for the formulation of recommendations to the DCI relative to Directorate policy on its utilization of resources. In addition to the normally considered resources available to the Directorate of manpower and money, the position also serves as the ADP Data Base Manager for the Directorate.

e. CIA History Staff

This element has existed in various modes during the past few years. It was primarily responsible to the DCI, but in 1973 it was determined that the DCI's span of control was stretched too far and thus responsibility for this staff was transferred to the Directorate. It is a small staff (scheduled to be reduced from 7 slots in FY 1975 to 2 slots in FY 1976) with a big job. For a number of years the various components concentrated on producing component histories and narratives of special projects. The problem was both a lack of centralized control and the establishment of a firm list of objectives. This problem has been rectified in the past year. Decisions have been made to allow the component histories to languish. The Agency Management Committee has received and approved a list of topics about which histories will be completed. This list includes 17 subjects ranging from operational histories of projects [REDACTED]

The Staff, of course, lacks the personnel, and in some instances the expertise, to actually write all the histories. Money has been budgeted to pay for consultants, usually retired Agency employees with an intimate knowledge of the subject matter. Security considerations place certain limitations on the hiring of consultants from outside the Agency "family." A major problem facing the Staff (which will be shared by the IRS) is in the area of declassification. In today's environment there appears to be an almost paranoid demand that the Government "tell all." It is also true that the Agency has had some impact on the conduct of foreign affairs and no recitation of the U.S. Government's activities in the foreign field could be considered complete without a knowledge of what contributions were made by the CIA. Publication of the "Pentagon Papers" gave the public the first real appreciation of the role played by the Agency at the national policy-making level and subsequent revelations seemed to have whetted

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appetites for more. It is anticipated, therefore, that some of these histories, or portions thereof, will ultimately see the light of day.

f. *Information Systems Analysis Staff (ISAS)*

This Staff is a relatively large one consisting of [REDACTED] personnel. It is responsible for the development and execution of an Agency-wide plan dealing with all aspects of information management other than that information which is processed through ADP. Included in the areas of concern of this Staff are copiers and duplicators, word processing centers, filing equipment and filing systems, micrographics, the operation of the Agency's Records Center and Archives, and the provision of the Directorate Records Management Officer. [REDACTED]

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Aside from the mechanical filing and storage function, ISAS also is the repository of expertise in the area of records management. Many aspects of this function are statutory in nature. The personnel in this field review existing procedures and systems and, where appropriate, recommend improved methods and equipment relating to the management of forms, correspondence, file systems, records control, vital records, filing and storage equipment and copier and word processing equipment. All requests for the purchase or rental of copy machines must be approved by ISAS and the staff also conducts a vigorous program designed to reduce the number of forms in use throughout the Agency. Any request to produce a new form is therefore closely scrutinized before it is accepted into the system. The proliferation of copy machines has likewise caused concern. The rental costs (currently running \$2 million a year)—the paper consumption—are becoming critical factors. ISAS has begun a pilot program to establish machine rooms. If successful, machines will be withdrawn from individual offices and consolidated into such rooms. While the program would result in some inconvenience, it could also reduce the number of machines needed to accomplish the reproduction task.

In conjunction with the records management program, the Staff also functions as the Agency's micrographics expert. Four staff and one consultant provide expertise to this body and their endeavors are concentrated on evaluating proposed micrographic applications, coordinating micrographic programs on an Agency-wide basis, and approving requests for procurement of equipment. A major aspect of this function is to publicize the benefits that can accrue to users of a sound micrographics program and to then render assistance in establishing programs for individual offices. In this manner it is anticipated that a savings in file space and a corresponding increase in efficiency will result.

g. *Plans Staff*

The Plans Staff provides staff guidance on the preparation of plans, programs, and budgets. Basically, the staff prepares the Directorate Programs and Budgets and coordinates these with the Office of the Comptroller. Plans Staff monitors the execution of all Directorate Programs and Budgets and is responsible for recommending the allocation or reallocation of resources within the Directorate. The Chief of the Plans Staff has been designated as the Directorate's MBO Officer and as such coordinates the many objectives meetings and acts as the catalyst for the MBO program.

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