



Office of the Deputy Director for Intelligence

DD/A Registry
2269X-88

NOTE TO: Deputy Director for Administration

SUBJECT: DI Research Plan for
October 1988-June 1989

25X1

[Redacted]

Attached is the DI Research Plan for the first three quarters of FY 1989. Throughout the Plan, you will notice a strong emphasis on such

25X1

key current issues

[Redacted]

25X1

[Redacted]

As was the case last year, I am sending the Plan to the NFIB members, a number of senior policymakers, Ambassador Armstrong, and the oversight committees. The DI office directors will also be using appropriate sections in their contacts downtown, particularly with new policymakers during and after the transition.

25X1

[Redacted]

I would value your comments on specific topics or program coverage.

25X1

[Redacted]

25X1

[Redacted]

Richard J. Kerr

Deputy Director for Intelligence

CL BY SIGNER
DECL OADR

188-3

As you are aware, you're addressing OIT's Division Chiefs' Conference next Tuesday. I've attached a copy of OIT's DA Goals for 1988 if it can help in any way to put your thoughts together on "team building."

2 Nov.

ROUTING AND RECORD SHEET



SUBJECT: (Optional)
 OIT Division Chiefs' Conference

FROM:
 C/MSD/MSG/OIT

EXTENSION

NO.

DATE
 4 Nov 88

OIT - 1162 - 88

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. DDA
 7D18 HQ

8 NOV 1988

Seen

2.

3. DDA Reg.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

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15.

DIA REGISTRY
 FILE: 100-3

QAM-7-

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OIT-1162-88
2 November 1988

MEMORANDUM FOR: Deputy Director for Administration
FROM: Edward J. Maloney
Director of Information Technology
SUBJECT: OIT Division Chiefs' Conference

Rae,

STAT
STAT
1. This will confirm your scheduled presentation at the OIT Division Chiefs' Conference [redacted] on Tuesday, 8 November 1988, from 1930 - 2030 hours. We have cleared you with [redacted] security for arrival between 1730 and 1800 hours so that you can join us for cocktails and dinner.

2. Your presentation on "Team Building" will be the kickoff event in our conference. It is my goal that our conference will be a meaningful and productive exercise in team building and networking by those officers critical to the performance of OIT's mission. We appreciate your assistance in this regard and look forward to hearing your thoughts on team building and the ensuing discussion.

STAT
STAT
3. If there are any questions, please contact me or [redacted] on extension [redacted]

STAT
[redacted]
Edward J. Maloney

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14 October 1988

25X1

MEMORANDUM FOR:

[Redacted]

Executive Assistant/DDA

25X1

FROM:

[Redacted]

Chief, Management Services Division/OIT

SUBJECT:

[Redacted]

Chiefs' Meeting

ILLEGIB

Carmen,

25X1

1. Attached is a copy of the agenda for the 1988 OIT Division Chiefs' Conference to be held on 8 - 10 November [Redacted]

2. The DDA has agreed to speak on the evening of Tuesday, 8 November. Please pass this agenda to him and express Mr. Maloney's appreciation for the time he is taking to make our conference a success.

25X1

3. If there should be any questions, please contact me on extension [Redacted]

25X1

(secure) or on AIM (userid [Redacted] Thank you for your help.

25X1

[Redacted]

25X1

*** APPENDED BY:

[Redacted]

ON: October 14, 1988 AT: 2:32 PM ***

11 October 1988

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MEMORANDUM FOR: See Distribution

25X1 FROM:

[Redacted]

Chief, Management Services Division/MSG

SUBJECT: 1988 OIT Division Chiefs' Conference

25X1 1. The Director of Information Technology has invited you to attend the OIT Division Chiefs' Conference to be held on 8 - 10 November 1988 [Redacted]. The theme of this year's conference is "teamwork" and our agenda has been structured to enhance the critical teaming and networking necessary for the accomplishment of our Office mission. In this regard, we have also broadened the attendance base to include representatives of our contractor force and those OIT careerists on rotation/detail.

2. A copy of the conference agenda and a listing of attendees are attached for your information. Overnight accommodations will be provided either on base or at nearby motels. Please confirm your attendance to the undersigned no later than Friday, 14 October.

3. This memorandum is also being sent to you in hardcopy form with a "Management Skills Profile" package that you and a mix of your supervisors/peers/subordinates should complete and return to us as soon as possible. These will be evaluated by our Office of Training and Education and will form the basis for some interesting and informative discussions.

25X1 4. Lastly, please note that a pre-conference meeting will be held by the Director of Information Technology for all attendees on Wednesday, 2 November 1988, at 1530 hours in the OC/OL Conference Room (2C-19, [Redacted]).

25X1 5. If there are any questions, please contact me on extension [Redacted]
25X1 (secure) or on AIM (userid [Redacted])

25X1 [Redacted]

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Distribution:

- 1 - Director of Information Technology
- 1 - Deputy Director of Information Technology
- 5 - Each Group Chief
- 53 - Each Attendee
- 3 - ISC
- 1 - Subject File
- 1 - LSS Signer

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OIT DIVISION CHIEFS' CONFERENCE

8 - 10 November 1988

L I S T O F A T T E N D E E S

Office of the Director

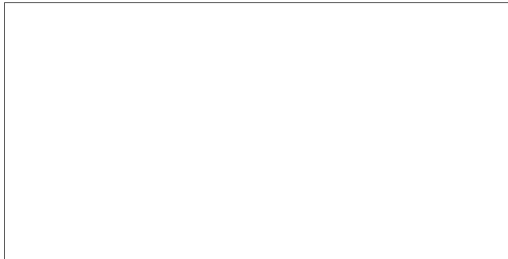
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Requirements and Plans Staff
Arch. and Tech. Planning Staff
Executive Officer

Management Services Group

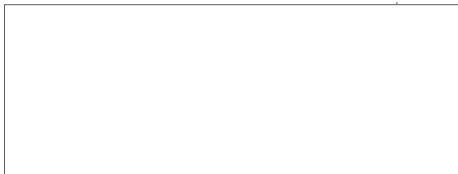
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Management Services Division
Information Services Division
Support Staff
Human Resource Program
Human Resource Program
Contracts Division
Technical Security Division

Development Services Group

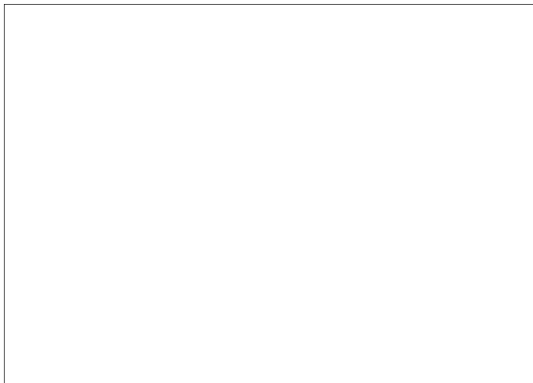
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Development Services Division
Corporate Systems Dev. Division
CAMS Project Office
Systems Engineering Staff

Network Services Group

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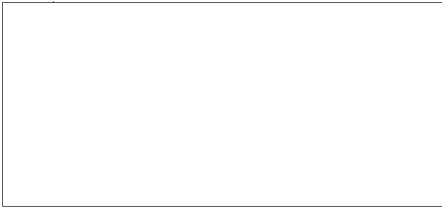
U.S. Networks Division
Communications Engr. Division
Domestic Field Division
Digital Network Services
Maintenance Management Division
Customer Assistance Division
Data and Voice Services Division
Information Management Division
Installations Division
Service Desk
O/C/NSG

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Computer Operations Group

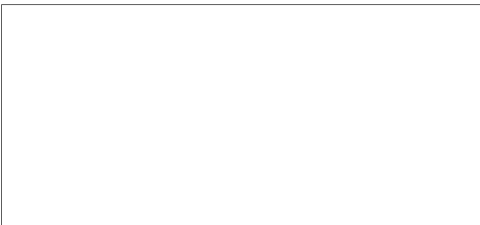
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Operations Division
Production Division
Technical Services Division
Integration and Planning Staff
Operations Duty Office

Engineering Services Group

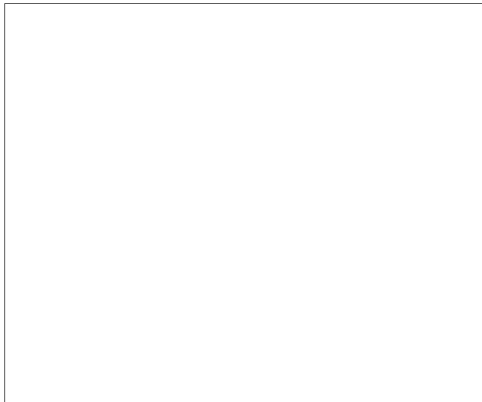
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Operating Systems Division
Data Base Systems Division
Office Products Division
Data Communications Division
System Planning & Evaluation Div.

Other Offices and Directorates

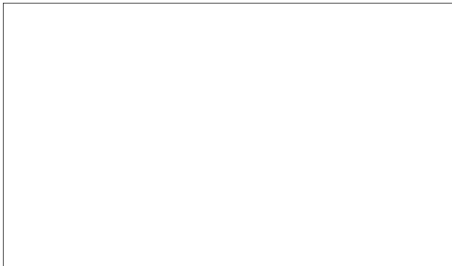
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DA/OF
DA/OS
DCI/OIG
DCI/OCompt
DCI/OCompt
DCI/SIO
DCI/SIO
DI/OSWR
DI/OIR
DI/CPAS
DI/OIR

Contractors

25X1



CONTEL
Eaton
TRW
IBM
CSC
QSI
Wang

Guests

25X1



DA/OMS

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TOPICS AND STRATEGY FOR "OIT ISSUES"

1. Available Topics:

- (a) employee development;
- (b) office image and customer relations;
- (c) 100% CAP;
- (d) what should OIT managers look for in their successors;
- (e) what discontinuous developments in the next 5-10 years will dramatically affect OIT and CIA;
- (f) what is/should OIT be doing to increase managerial accountability and initiative.

2. Strategy:

This exercise has been structured so that teams will be paired -- one to present on an issue and the other to challenge the position taken (i.e. be devil's advocate). The challenge teams will know the subject of the presentation they must challenge but not the actual positions taken by the other team; they must build their challenge on a real-time basis. The three senior officers present shall constitute a scoring committee and award the OIT Medallion to the team demonstrating the best "presence."

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OIT DIVISION CHIEFS' CONFERENCE
8 - 10 November 1988

A G E N D A

Tuesday, 8 November 1988

- 25X1 1700 - 1900 Hours: Arrival and check-in
- 1730 - 1815 Hours: Dinner [optional]
- 1900 - 1930 Hours: Welcome, Introduction to our Agenda,
Organization of our Teams, and Tasking
- ~~1930 - 2030 Hours: "Team Building" --
A Discussion with Mr. Huffstutler, DDA~~
- 2000 - 2200 Hours: Social Camradarie and/or Team Preparation
[as required]

Wednesday, 9 November 1988

- 0645 - 0715 Hours: Tai-Chi Program
- 0715 - 0815 Hours: Breakfast [by teams]
- 0900 - 1000 Hours: Team Introductions to the Assembled Group --
("You are a new OIT service organization;
you must sell yourself to the 'Group';
discuss name, motto, logo, strengths, etc.")
- 1000 - 1100 Hours: First Round Volleyball Tournament
- 1100 - 1200 Hours: "OIT Issues" --
Assignment and Topic Selection
- 1200 - 1300 Hours: Lunch [by teams]
- 1300 - 1500 Hours: LifeLine Exercise [by teams]
- 1500 - 1600 Hours: Management Skills Profile --
Briefing and Review of Results
- 25X1 1600 - 1700 Hours: "What I Look For in Senior People" --
A Discussion with DD/OIT

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- 1700 - 1730 Hours: Happy Hour
- 1730 - 1815 Hours: Dinner [by teams]
- 1815 - 2200 Hours: Social Camaraderie and/or Team Preparation
[as required]

Thursday, 10 November 1988

- 0645 - 0715 Hours: Wake-up Program (OMS)
- 0715 - 0815 Hours: Breakfast [by teams]
- 0900 - 1100 Hours: "OIT Issues" --
Team Presentations and Challenges
- 1100 - 1200 Hours: Second Round Volleyball Tournament
- 1200 - 1300 Hours: Lunch
- 1300 - 1400 Hours: "Executive Wellness" -- A Discussion with
[redacted] OMS
- 1400 - 1500 Hours: Management Skills Profile --
Team Discussions
- 1500 - 1600 Hours: "The Critical Factors: What the Agency Looks
for In SIS Nominees and Senior Appointees"
-- A Discussion with [redacted] DD/OP
- 1600 - 1630 Hours: Wrap-up

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88-2416X

ADMINISTRATIVE - INTERNAL USE ONLY

19 September 1988

MEMORANDUM FOR: Executive Assistant/DDA

FROM: [REDACTED]

Chief, Management Services Division, OIT

SUBJECT: Status Report on DA Goals for 1988

REFERENCE: Your Note of 2 September 1988, same subject

This is in response to your referenced note; our status report follows and is keyed to the two background DDA memoranda. Please contact me on extension [REDACTED] or AIM (userid [REDACTED]) should there be any questions.

In re DDA 88-0066, paragraph 2.a. GOAL: We will strive to improve customer relations, service standards and responsiveness.

1. Customer service is the number one goal of the Office of Information Technology and we have taken decisive action to structure our Office and to position our assets in order to deliver the highest quality central computing and records management services to the Agency.
2. To more directly apply necessary resources to customer problems, to clarify functions, and to improve lines of authority, we formed the Network Services Group which will be responsible and have the necessary resources for providing all data and voice communications services to our customers. The Group is formed from those units formerly in the Customer Service Group as augmented by the Domestic Field Division and the Communications Engineering Division.
3. To provide the necessary and equitable allocation of OIT resources to our customers, we established a Requirements and Plans Staff within the Office of the Director of Information Technology to be responsible for managing and tasking all customer requirements other than the routine maintenance of OIT-supported equipment.
4. We also established an Architecture and Technical Planning Staff which is responsible for working with our customers and the Customer Standards Committee to establish hardware and software standards for ADP procurements in order to insure the necessary connectivity for all Agency ADP users.

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5. To monitor our delivery of services, Levels of Service (LOS) standards were established, approved by the Customer Standards Committee, and distributed. We also established the Services Management Board and the Operations Scheduling Panel to review, approve, and schedule all changes to the operations hardware and software in an effort to meet those service standards. We also centralized availability reporting and monthly briefings are provided to the members of the Customer Standards Committee.

6. To improve our delivery of main-frame computer services, we are aggressively automating many of the manual functions in the Computer and Communication Centers to reduce errors and improve availability and processing throughput. Examples of successful automation efforts are the Consolidated Cosole Operations (CCOP), which reduce the number of terminals and operators required to manage our computer systems, and the automated tape stackers which reduce the number of tapemounts by operators and improve processing time.

7. To improve the delivery of software development, we have initiated a broad-based outreach program to our customers. In all instances, customers are invited to OIT planning and standards development sessions; indeed, we view the customer as a necessary and active participant in the development team. In many other instances, we have reached agreement with other components to detail permanently OIT development teams where they can work closely with our customers and their projects. We view such teams as the singularly most effective way to provide quality development services to our customers.

8. We established the OIT Service Desk to provide our customers with a single point of contact for information and assistance and for reporting problems concerning the general services provided by OIT including, but not limited to, computer terminals, secure and non-secure telephones and telecommunications. More recently, we have initiated planning for the Voice Messaging System which will provide our customers with immediate access to system availability data and direct access to technicians skilled in particular types of OIT-supported equipment.

9. We initiated a multi-faceted effort in the area of electronic forms including the creation of a standalone prototype system, an automated Form 4340 to request telephone and terminal service for our customers, and a new Form 2600, Document Courier Receipt, which is not only more economical to produce and user-efficient, but, more significantly, utilizes barcoding for automated tracking and improved record keeping.

10. We spearheaded the acquisition of the new Agency workstation and, in conjunction with our customers, established standard hardware and software configurations, simplified and automated the ordering process, and developed handbooks to assist customers in using the new workstation.

11. Recognizing the difficulties in metro area communications, we completed significant efforts to upgrade the microwave service, particularly during bad weather, and to provide more secure and non-secure lines between Agency installations.

12. And, recognizing our continued commitment to our disabled employees

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and customers, we established the Physically Challenged Employee Resource Information Center (PCERIC) to provide ADP assistance to those employees with disabilities.

In re DDA 88-0066 paragraph 2.b. GOAL: We will continue efforts to increase the numbers of minorities in the Directorate and encourage their advancement.

1. We are committed to this goal; during this fiscal year:
 - o we converted 4 members of the Minority Undergraduate Students' Program to full-time staff employment;
 - o we converted 1 minority summer-only employee to full-time staff employment;
 - o we enrolled 3 new students in the Minority Undergraduate Student Program;
 - o we continue to employ 2 minority Student Trainees (co-ops) at the present time; and,
 - o we entered on duty 3 STOKES candidates.

In re DDA 88-0066 paragraph 2.c. GOAL: We will fit up and begin the move into the New Headquarters Building while continuing daily support to the Agency with a minimum of down time and inconvenience to those being supported and those being moved.

STAT 1. Both [redacted] were successfully moved to the New Headquarters Building Computer Center over the Memorial Day and Labor Day weekends, respectively, with a minimum of down time and inconvenience to the user. In the words of our IBM contractors, these were the largest and most complex moves of a computer system against a fixed deadline in history. In both cases, the systems were restored to full operating capability significantly ahead of schedule.

2. To date, numerous components, including DS&T/OTS, DI/OSWR, DI/NESA, DI/OEA and various OIT units, have relocated to the New Headquarters Building. The data processing and communications needs of our customer offices were carefully coordinated and satisfied before and after their office moves. Next day system accessibility after the office relocation is the standard support provided by OIT; on numerous occasions, same day system accessibility for critical applications has been accommodated. Of all office ADP devices relocated to the New Headquarters Building during Fiscal Year 1988, 98 percent were made operational during, or the day after, the office relocations.

3. We opened two new Information Service Centers in the New Headquarters Building to provide high quality registry, data output, and communications services to NHB components. These centers were opened one week prior to

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office moves to minimize disruptions in their information handling requirements.

In re DDA 88-0066 paragraph 2.d. GOAL: We will further define the standards for "corporate data base" and continue the process of having the offices within the DA jointly move toward meeting that standard for automated data processing.

1. The Corporate Data Base standards continue to be developed with the finalizing of the Integrated Database Management System Standards, Procedures and Guidelines and with the drafting of a Data Administration process for all IDMS applications within the DA. This will ensure an integrated data dictionary that will provide data definitions and rules on how the data may be accessed and used. This will greatly facilitate the development of new data base applications in the DA. Initial accomplishments include the establishment of a single dictionary development environment and the development of a global database structure for the sharing of personnel, insurance, and training data.

In re DDA 88-0066 paragraph 2.e. GOAL: We will expand career development efforts, increase management training and establish a DA Executive Development Program.

1. Our commitment to career development is evidenced by our recent adoption of an occupationally-based evaluation panel system and the appointment of chairpersons for each occupational group to provide counseling on training, assignments and other career matters.

2. We have also aggressively pursued management and executive development training as evidenced by our initiation of an OIT Management Development Seminar, a series of Customer Relations Workshops, and a study by Price Waterhouse to determine the full scope of our management training needs.

3. We continue to encourage external full-time undergraduate, graduate, and executive training. During the past year we sent one employee each to Harvard, Carnegie-Mellon, and the National War College. We also placed one employee in the highly-prestigious President's Exchange Program. Lastly, as part of OIT's Fellowship Program we sponsored 6 individuals for full time training -- 2 at the graduate level and 4 at the undergraduate level.

In re DDA 88-0066 paragraph 2.f. GOAL: We will strive to improve managerial accountability, discipline and follow-up.

1. Through mergers with elements of OC and the former OIS, and more recently, reorganizations within OIT, we created a crisp, responsive

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organization capable of bringing to bear all of the technical resources necessary to resolve a customer's problems without unnecessary bureaucratic involvement. A typical example is the recent formation of the Network Services Group which is responsible for all aspects of a customer's voice and data instruments and connectivity. Another example is the creation of the Technical Security Division responsible for all aspects of computer and information security (INFOSEC) within the Office of Information Technology.

2. We developed an aggressive on-going dialogue with selected outstanding leaders in private industry to discuss and view firsthand how managerial accountability and initiative are achieved and maintained. It will be our challenge to apply these lessons to our unique operating environment.

3. We initiated a policy of delegating to line management the authorities necessary to serve our customers; we recognize that these are the individuals who are capable of serving our customers and that they must be empowered to act.

4. In addition to the LOS meetings (see comment (4) in re Paragraph 2.a. goal), many units established reporting requirements which highlight service statistics and discuss the resolution of particular problems. For example, the OIT Service Desk developed a data base to track the length of time to respond to trouble calls; as a follow-up, morning meetings have been initiated to review troubles which have not been resolved within two days.

In re DDA 88-0066, paragraph 2.g. GOAL: We will, in collaboration with other concerned elements of the Agency, take steps to improve the counter-intelligence posture of the organization.

In re DDA 86-1166, paragraph 2.j. GOAL: The surge of additional resources into the technical security arena should be maintained.

1. At present, there is no evidence that a hostile intelligence service or other nations have successfully penetrated Agency computer systems. This record can be preserved only through the wise application of increased resources and extreme vigilance. A description of significant activities follows.

2. To improve our counterintelligence posture and to better coordinate the Office's INFOSEC program and make it more responsive, productive and accountable, we established the Technical Security Division which will focus on improving the security and control of information processed and stored on Agency telecommunications and automated information systems. Three additional positions have been established; more have been requested from the Office of Security.

3. A multi-faceted program has been established:

- o develop and maintain a cadre of INFOSEC specialists;
- o develop and maintain an on-line database of INFOSEC

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9. SIGMA Task Force - The Office is also a participating member of two of the Task Force panels.

- o Threat and Risk Panel - Risk management is an integral part of developing an effective security program. The panel is charged to assess factors affecting security of automated information systems overseas throughout its life-cycle and to develop a methodology for assessing the risk.
- o Projected Automated Information System Panel - This panel is charged with projecting long range automated information systems security requirements for overseas sites.

10. Information Security Policy Panel - TSD is an active participant in this Agency panel which was established to review, formulate and recommend INFOSEC policy applicable to all Agency components.

In re DDA 86-1166, paragraphs 2.h.i. GOAL: ... better coordinate the activities of OC and OIT ... [and] ... upgrade and recapitalization of our ADP facilities and capabilities.

1. The reorganizations between OC and OIT and within OIT have produced a more crisp and responsive organization; notwithstanding, regular joint planning sessions are held between the offices to maximize our return on investment and the benefits of our fast growing technology.

2. Our commitment to continual upgrading and recapitalization of our technology base continues unabated and ranges from the procurement of a new generation work station, to wideband network enhancements, to mainframe enhancements as evidenced by the procurement of the CRAY Supercomputer. In addition, we work hand in hand with the Office of Communications to bring to full operating capability the new generation message hardware and software systems MERCURY and MHF. Similarly, we work with IMS/DO to provide needed connectivity today and to assist in their planning and development for the next generation in field automation -- Project DOLPHIN. We extend similar services to each office in the Agency. In sum, our goal is to provide our customers with the latest is reliable and effective computing services now and in the future.

STAT



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