

6 Jan

**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

Status Report on DA Goals for 1988



FROM:   
EXA/DDA  
7D24 Hqs

EXTENSION

NO.

DDA 88-1864

DATE

2 September 1988

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.)

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15. EXO/OS ✓

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As we approach the end of 1988, we need to assess the progress that we have made toward accomplishing the goals that we established for ourselves early in the year. The DDA has requested that each office provide a status report on the goals (relevant to your office) outlined in the 6 January 1987 memorandum for the DCI (attached). Each office should respond to goals "b", "e", and "f". Goal "i" refers to "The DA - An Action Agenda" dated 27 June 1986; please address goals from this document which you are still pursuing. I would appreciate having your status report by COB 23 September 1988.



Attachments:

6 Jan 1987 memo

27 June 1986 memo

DDA REGISTRY  
FILE: 100-3

ORIG: EXA/DDA

Distribution:

Orig - Addressee

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OTM-10-AR

DDA 88-0066  
6 January 1987

MEMORANDUM FOR: Director of Central Intelligence

FROM: William F. Donnelly  
Deputy Director for Administration

SUBJECT: The Directorate of Administration - Goals for 1988

1. The Directorate of Administration (DA) is involved in activities which impact on the Agency as a whole as well as activities which are internal to the Directorate and to its offices. Thus, its goals for 1988 may be Agency-wide in nature or focused on the DA or one or more DA office. The last-mentioned goals--or objectives--which in some cases are quite detailed, are presented as attachments to this memorandum, one for each DA office.

2. In no particular priority order, Directorate-wide goals for 1988 are presented below:

a. We will strive to improve customer relations, service standards and responsiveness.

b. We will continue efforts to increase the numbers of minorities in the Directorate and encourage their advancement.

c. 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.

d. 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.

e. We will expand career development efforts, increase management training and establish a DA Executive Development Program.

f. We will strive to improve managerial accountability, discipline and follow-up.

g. We will, in collaboration with other concerned elements of the Agency, take steps to improve the counterintelligence posture of the organization.

DDA REGISTRY  
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h. We will make a special effort to create and implement a medical insurance strategy to provide for our employees through the Association Benefit Plan.

i. We will complete or continue to follow up on items, as appropriate, set out in "The DA - An Action Agenda," dated 27 June 1986, copy enclosed.

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William F. Donnelly

Attachments

- A. DA individual office objectives
- B "The DA - An Action Agenda"

cc: DDCI

ORIG:DDA:WFDonnelly:bs

Distribution:

Original - Addressee

- 1 - DDCI
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S E C R E T



DDA 86-1166  
27 June 1986

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

FROM: William F. Donnelly  
Deputy Director for Administration

SUBJECT: The DA - An Action Agenda

REFERENCE: Memo for DDA fm DCI, dtd 10 June 1986,  
Same Subject

1. This paper deals with ten topics. They are interrelated. However, each in its way stands alone and requires specific direction, planning and follow through. Several require changes in culture, attitudes and perhaps organizational structure. Three (h, i, and j below) are the continuation of what is underway. All demand a clear focus on our evolving intelligence mission, and, in that light, require us to make choices between what we do which is merely useful and that which is essential.

2. In no particular priority, stated simply, I think the following should be done by or within the Directorate of Administration:

a. In the interest of the whole Agency, the activities of the Offices of Personnel, Security, Training and Education, Medical Services and the compensation functions of Finance must be brought closer together and be better coordinated.

b. A processing center for new Agency employees should be established and the recruitment process overhauled.

c. The background investigation and polygraph process should be reexamined and adjusted both at the initial and at the reinvestigation stages.

d. A compassionate but firmly managed structure needs to be put in place to handle Agency employees living on the "margin".

e. The compensation and reward systems of the Agency must be converted to a modern, flexible system which directly contributes to bringing out the best in all Agency employees.

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f. An aggressive education/reeducation program should be established for selected Agency employees and blended with a meaningful executive development program.

g. For fiscal, security, and efficiency reasons, the number of overt compounds (buildings) occupied by the Agency in the Washington area should be reduced

h. In the interest of the whole Agency, we should continue steps to better coordinate the activities of the Offices of Communications, Information Technology, Information Services, and the publication and printing functions of Logistics.

i. The upgrade and recapitalization of our ADP and communications facilities and capabilities, which serve the whole Agency, should continue unabated.

j. The surge of additional resources into the technical security arena should be maintained.

3. In a few words I will expand on each action item listed above. The paragraphs below deal with the topics in the same sequence as presented in paragraph 2.

a. The Offices of Personnel, Security, Training and Education, Medical Services and the compensation functions of Finance are particularly involved in people-related activities. A workload increase in one office usually plays out through the others. The record shows, for example, that OS should have expanded sooner to meet the recruitment upswing in OP in the past few years. It didn't. There are other examples of uncoordinated, uneven response to change from office to office. This group of offices--along with line managers--are responsible for the well being of our people from the employee services viewpoint but equally important they should be concerned with assessment, signals of vulnerability, and all the other small indicators which reveal morale slippage and individual human problems which may lead to suitability problems. Each of these offices probably has a separate record--paper or computerized--about each of us. This is duplicative. These offices have traditionally operated more or less independently of each other. I intend to move to correct this situation by (a) making the ADDA responsible for ensuring that these offices carry out their activities in a closely coordinated program in the interest of the Agency as a whole, and (b) by instituting a standard corporate computerized data base with appropriate compartmentation.

b. The recruiting process has been the topic of much debate. There is general agreement, however, that for security and efficiency reasons it would be wise to have a processing center for new employees located away from the buildings where the bulk of us work. I intend to move toward the establishment of such a center

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## S E C R E T

25X1 [ ] As for the recruitment process, the existing system produced more than [ ] new employees in 1984 and again in 1985. (For comparison, about [ ] were recruited in 1980.) But the mix of employees in the pipeline is not right and we have not been able to keep a balanced flow of CTs and secretaries and DI analysts and communicators and ADP specialists, etc. We don't respond quickly to new special recruitment requirements for diverse types of people. The queue is cluttered with "easy" candidates. The OS backlog stifles us. The mass of paperwork in OP and OS slows us down. In my view, the whole recruitment processing system needs to be streamlined from end to end and more closely managed. It needs to be turned into a recruitment system for the 1990s which is responsive to our needs and changes in our intelligence mission. I intend to model the recruitment process through OP, OS, OMS to OTE, then overhaul it where required to make it more flexible, responsive, productive, and accountable. I also aim to expand the co-op and similar special programs wherein we seek to develop an earlier relationship with the types of people we want. But a word of caution. The existing process needs to be improved while continuing to operate. We must recruit in the meantime.

(A word needs to be said about the customers of the recruitment process. The Agency's employee mix is changing. We have career and short-term requirements. Our mission is evolving and changes in emphasis and technology are changing us. As a result, the talents we need now and into the 1990s are different from the 1970s. These changing personnel requirements create new recruitment criteria which must be clearly conveyed to OP so we recruit for present needs and with an eye on tomorrow.)

c. An IG inspection of the Polygraph Division of OS is in final draft. It deals with a critical area of our security/personnel system which needs reexamination and tuning. I intend to adjust the background investigation and polygraph processes so that we can proceed more rapidly in these areas. We are already taking steps to increase the number of RIPs, to perform more analysis, and to cause OS to work more closely with OMS. But OS, as I have stated on other occasions, in my opinion, is presently a traumatized organization. The impact of new leadership, reorganization, added emphasis on technical security, several senior retirements, the Howard and Chin cases as well as the infusion of a large number of new employees into the Polygraph Division needs to be digested.

d. The need to put a structure in place to handle Agency employees living on the "margin" is a sensitive topic. It smacks of intrusion into one's privacy. But, with compassion, it is a topic that an intelligence organization must face because of the inherent security overtones. Steps have already been taken to begin to identify the magnitude of the problem.

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[redacted] I intend to establish a mechanism, hopefully unobtrusive and compassionate in outlook, to identify, monitor, and assist--in the interest of the employee and the Agency--employees who are in difficulty.

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e. In my opinion, the employees in this Agency deserve a new compensation system! We have been stuck too long with the inflexible, bureaucratic GS schedule. The fact that we have implemented "banding" in OC for about [redacted] employees and are taking the final steps toward implementing a similar new pay system for a larger group of secretaries are clear indications that the time for change is here. Recently, I mentioned at the EXCOM meeting [redacted] where the FY-88/89 budgets were reviewed, that the whole Agency should have a new compensation system. No one disagreed. I intend to aggressively move to establish a new compensation system to be implemented in the next two years.

The granting of awards--particularly fiscal awards--is an important but uneven process across the Agency. I have asked the ADDA, in consultation with others, to propose a new standard awards guide/criteria for use across the whole Agency.

f. We are living in dynamic times. Change is all around us, particularly technological change. One way of coping with this change is to have an aggressive education/reeducation program for selected Agency employees. I have in mind full-time external education wherein analysts, engineers, ADP specialists and others are invested in by the Agency by being sent for a year's training at various universities. In the past five years such education has been provided to 30 persons per year. I believe triple that number should be training externally per year and this education/reeducation program should be meshed with an executive development program.

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g. In my opinion, the Agency in the Washington area is dispersed in too many compounds (buildings). We work in [redacted] areas. This is costly from an efficiency, fiscal, and security viewpoint. Just to provide secure communications to all these locations is extremely expensive. I intend to reduce the number of overt compounds in the Washington area to [redacted]. I think that this can be accomplished by the 1989/90 time frame. I visualize our facilities being the Headquarters Compound, [redacted]

[redacted] Initiatives to accomplish this objective are already underway.

h.i.j. Finally, we already have taken steps to bring closer together OC and OIT. The upgrade and recapitalization of our ADP and communications facilities and capabilities is well underway. More resources are being added to technical security. These continue to be action items. These ongoing initiatives need to be brought to fruition.

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I aim to keep the momentum in these areas by appointing a senior "coordinator" to ensure that the investments being made, and the reorganizations associated with them, stay on course and are followed through and integrated.



4. This action agenda is ambitious but if accepted and accomplished, it should improve and strengthen the Agency for several years to come.



William F. Donnelly

ORIG:DDA:WFDonnelly:be:27Jun86

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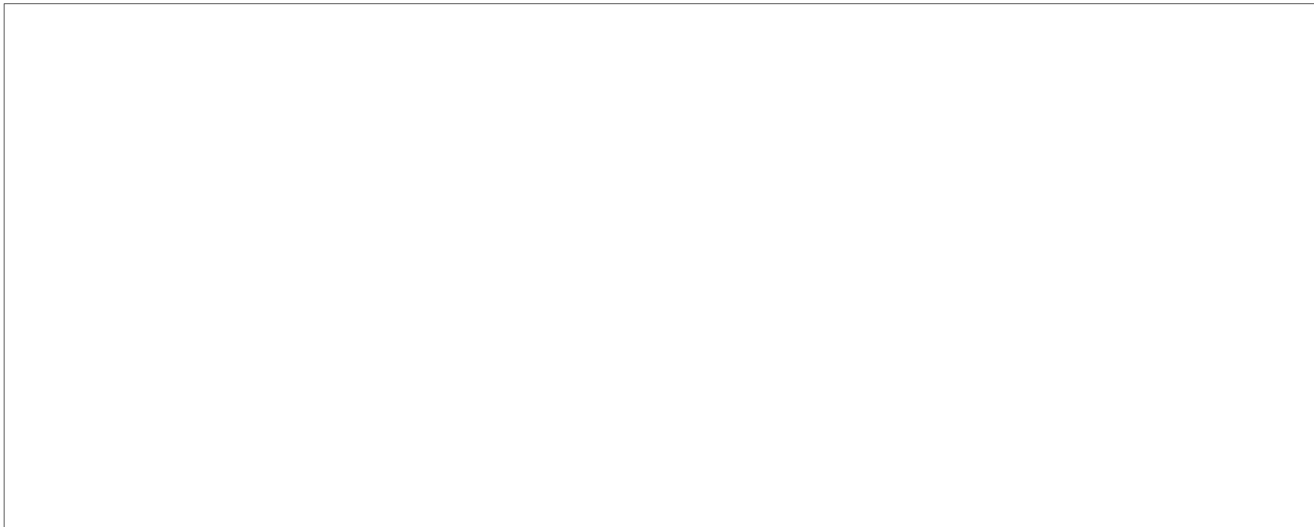
1988 Office of Logistics Objectives

1. Our principal objective in 1988 is to provide the best logistical support possible to the Agency. Closely aligned with this objective is our goal to manage Office of Logistics personnel--our most important resource--recognizing that this objective and our functional goal are, indeed, inseparable.

2. More specifically, our objectives for 1988 are listed below (not in any order of priority):

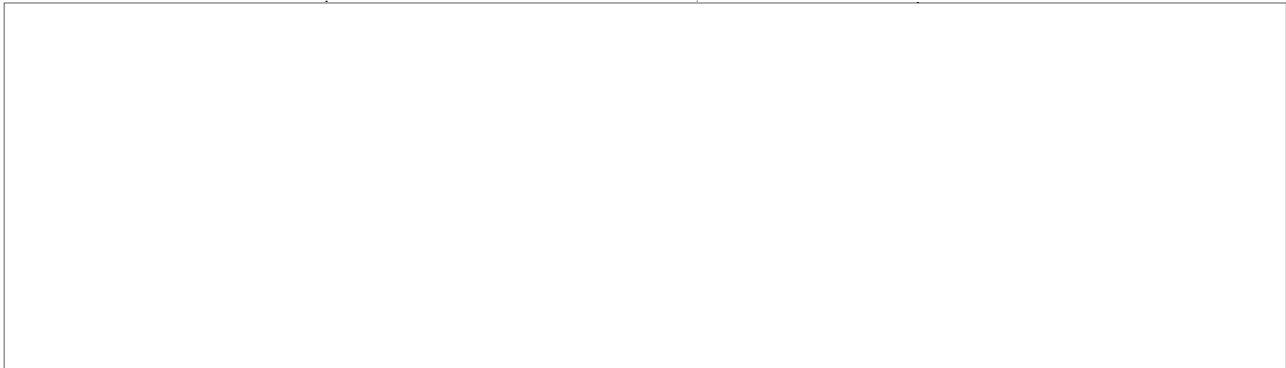
a. Facility Management: (1) The move of components into the New Headquarters Building, along with consolidation of Agency external facilities; and, (2) begin backfill program and cafeteria expansion.

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d. Procurement: (1) Complete last phase of Coopers and Lybrand report, i.e., decentralization/reorganization of procurement function; (2) increase competition via directorate goal setting; and, (3) expand reviews of decentralized procurement teams.

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1988 Office of Finance Objectives

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° Continue improvements in field financial control and reporting processes through the use of automation. Specifically, "testbed" the Station Accounting and Reporting System (STARS) at [redacted] sites and expand the use of the Field Accounting System (FAS) to [redacted] installations.

° Significantly reduce the backlog of cost contract post award audits through an increase in staff resources devoted to the process and by the development of performance measurements to aid in managing the process. We will introduce certain ADP applications to monitor and measure the workload in process, and make improvements in the process itself.

° Improve the timeliness and efficiency of financial services provided (FMIP) by the budget and finance units in the Directorate of Operations components as well as selected Directorates of Science and Technology and Administration components. Specifically, under contract with Price Waterhouse, Inc., complete the adoption of statistical sampling methodologies in the voucher examination and vendor payment processes, set productivity measures and standards for the major services performed, and publish a standardized operating manual for use in all budget and finance units.

° Improve Agency property and procurement financial controls and budgetary reporting through the Commercial Logistics Application System (CLAS) and the Budget and Accounting Resources Systems (BARS). This effort will take place jointly with the Office of Logistics.

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[redacted]

° Improve the professional training of Agency finance career officers through the development of an expanded orientation course and a budget execution course. Continue to use the CT Program to the maximum extent possible for highly qualified junior professionals, and invest in language training for finance officers assigned abroad.

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## CONFIDENTIAL

## 1988 OIT Objectives

1. Our paramount objective in 1988 is to support the Agency move to the New Headquarters Building. This involves the movement of the following critical information technology resources and personnel into the new building:

- Central OIT information systems  
(computer centers, communication center)
- Decentralized customer equipment (e.g., workstations, telephones)
- OIT HQs components

The movement of these essential resources is to be accomplished with minimum disruption, no degradation of customer service and no schedule delays.

2. Our second objective which is of significantly lower priority than support to the move discussed above is the enhancement of customer service in the face of shrinking resources

- Complete installation of the new secure communications network (PBX-based) in the Old Headquarters Building
- Provide foreign field DESIST support during the 1988 Winter and Summer Olympics
- Award a requirements contract for a new OIT standard workstation
- Implement a new data network architecture (IBM's System Network Architecture---SNA)
- Meet or exceed OIT Level Of Service standards (availability and performance)
- Deliver scheduled software releases for SAFE (6), CAMS (2), Corporate Data (8)
- Continue the decentralization of ADP support to DA offices
- Continue to add security safeguards to OIT systems and networks

3. Our lowest priority objective is to continue the integration of the three OIT disciplines: communications, adp and information management; and continue the sensitizing of OIT employees to the importance of customer service to the office mission

- Revitalize OIT's business communications both internally and with customers
- Establish occupationally-based career sub-panels
- Define career development tracks for all OIT occupations
- Develop a new training program with a goal of broadening the perspective of OIT managers and the forging of a new integrated OIT culture

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1988 Office of Personnel Priorities

- Medical Insurance - By April 1988 build strategy to defend and fund the Agency's Association Benefit Plan.
- Automation - Start development of an integrated personnel/payroll system. Improve ADP support to component personnel officers. Support the Agency's Human Resource Modernization initiatives.
- Human Resource Implementation - Devise strategy to implement the Human Resource Modernization Plan approved by the Executive Committee.
- Employment - Work to refine and improve the employment system with emphasis on building an end-to-end system.
- Career Service - Improve training and career development aspects of the Career Service.

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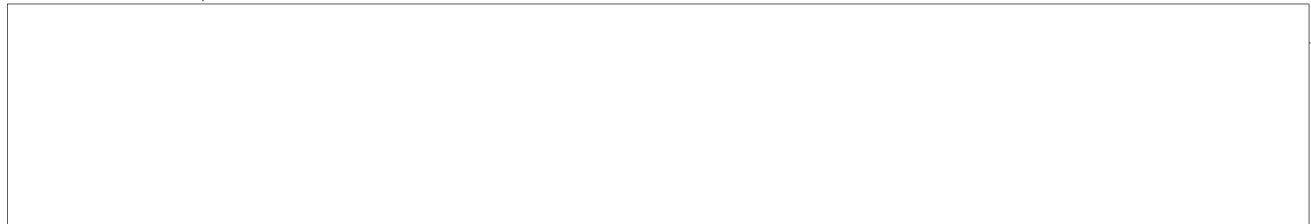
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OFFICE OF MEDICAL SERVICES 1988 OBJECTIVES

## EMPLOYEE HEALTH AND SAFETY SERVICES

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Conduct fire and safety inspections of [redacted] Agency facilities; install fire detection and alarm systems in two OC facilities; develop training for OC on systems O&M.

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Provide psychiatric/psychological consultations for [redacted] employees, and vocational/clinical psychological testing, assessment and counseling to [redacted]

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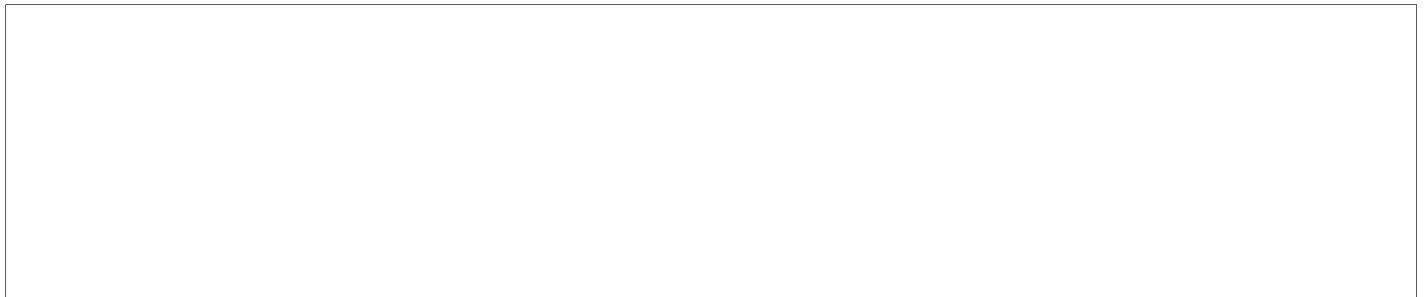
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Provide Employee Assistance Program counselling services to [redacted] new cases (60% general counseling, 30% financial counseling and 15% alcohol counseling).

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Support [redacted] employee visits to the Headquarters Fitness facility; design and implement specialized physical fitness training programs for specific occupational groups; open the New Building fitness and stress testing facility.

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## APPLICANT SELECTION

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Administer preliminary psychological testing to [redacted] potential applicants in the field; complete psychiatric/psychological screening on the [redacted] applicants culled from the field group.

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Administer additional testing and complete assessments on [redacted] applicants, [redacted] CT applicants, and [redacted] applicants.

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Conduct [redacted] multiphasic screenings (including blood tests and other measures) on applicants.

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Support Polygraph Division with a total of [redacted] consultations, including [redacted] on-site consults. Support Industrial and Contractor Branch/Appeals Office with [redacted] consults. Participate in [redacted] Applicant Review Panels.

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## TRAINING

Provide training in Basic Safety and Health, CPR, Medical Preparedness,

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[redacted] Employee Assistance Program Use and Individual Fitness to

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[redacted] Agency employees and family members. Deliver 2 safety courses for the handicapped.

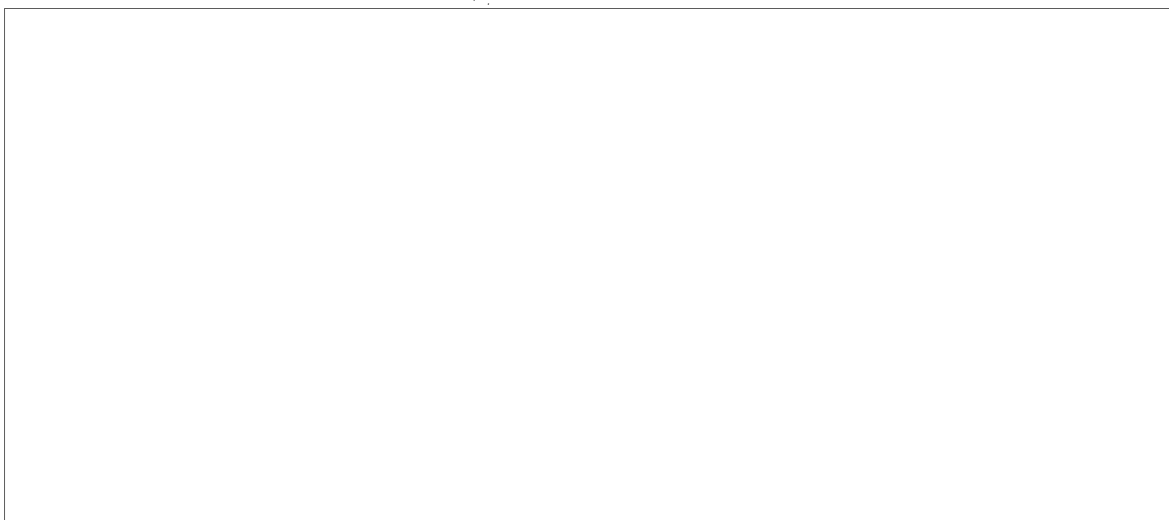
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DIRECTOR OF TRAINING AND EDUCATION

1988 OBJECTIVES

- o Develop a counterintelligence training program that provides all CIA officers with training before and during overseas assignment.
- o Organize the first annual "DCI Off Site." The DCI would meet with his component chiefs to communicate his objectives to those who will implement them. A natural follow-up to the current exercise.

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- o Provide training for IG officers.
- o Implement ethics presentations in orientation training. (The Agency should develop and publish a statement of ethics.)
- o Strengthen our overseas training program. This means Learning Centers, self-study training materials, and additional traveling training teams.
- o Begin to build a small Community analyst training effort; in anticipation of additional resources in FY 1989.
- o Begin the implementation of an Executive Development program for the DDA.
- o Strengthen OTE's people management by publishing a career development and employee handbook.

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### ROUTING AND RECORD SHEET

**SUBJECT:** (Optional) Challenges and Accomplishments in the Directorate of Administration

<b>FROM:</b> Henry P. Mahoney ADDA 7D24 Hqs	<b>EXTENSION</b> [ ]	<b>NO.</b> DDA 88-1363  <b>DATE</b> 24 June 1988
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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.)
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Some files for Rose

TKS

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