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17 November 1988

DDA:

STAT Here is OF's draft strategic plan that [redacted]
STAT [redacted] mentioned in the staff meeting. As I
said yesterday, I think it is a good start
particularly since the team drafting it had a very
short deadline. You say it best--it's not an easy
task!

This version will serve as the point of
departure for action plans to cover the next five
years or so. I hope these discussion groups will
begin to look beyond current plans (i.e. signi-
ficant progress has already been made in audit
backlog, prompt payment, and end-of-year closing
STAT goals). Corporate Data and [redacted] effort
should eventually help them be more specific and
corporate in their ADP planning. Note the switch
in male/female officer ratios (Section 3-3) over
the past decade.

The final version, with some alterations, will
be out probably out in the next week or so.

STAT



Attach: A/S

~~SECRET~~

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

CIA Financial Management for the 1990s - A Strategic Plan



FROM:
Deputy Director for Financial Systems
1212 Key Building

EXTENSION NO. OF-0349-88
DATE 26 October 1988

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

DATE RECEIVED FORWARDED

OFFICER'S INITIALS

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

1. DA Registry
7-D-18 HQS



2.

3. DDA
7-D-24 HQS

4.

5.

6. DA Registry
7-D-18 HQS

7.

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14.

15.

Attached is a draft copy of the financial management strategic plan that we discussed. This draft will be reviewed by Dan Childs and our people over the next two weeks prior to publication later in November. Please let me know if there are any additions, deletions, or corrections that you want made to the plan before it is issued. Thanks.

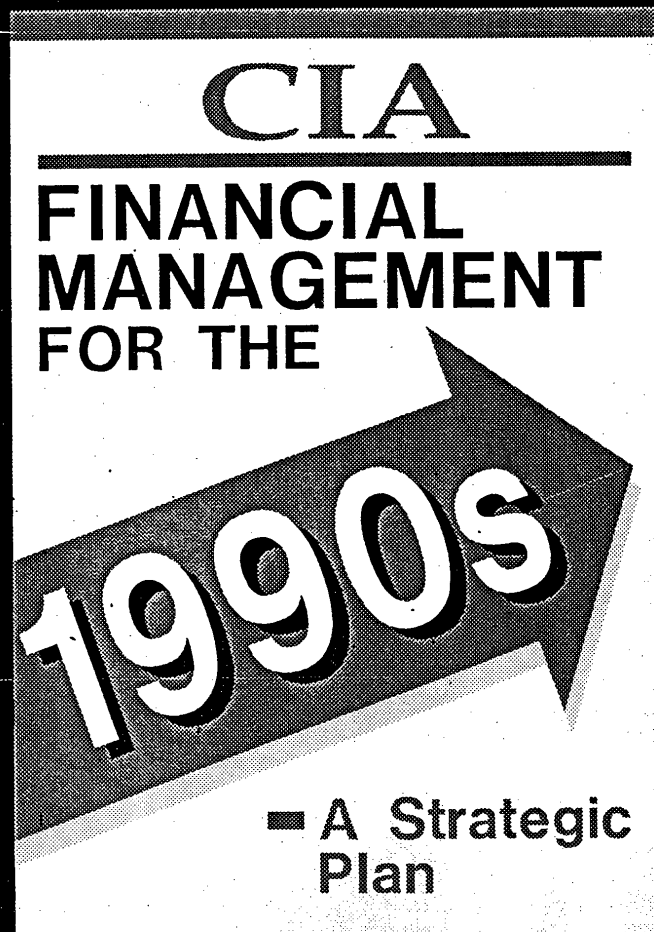
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FILE: OVM-38

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CIA FINANCIAL MANAGEMENT FOR THE 1990'S

A STRATEGIC PLAN

CONTENTS

A Message from the Director of Finance.....(Page)

Foreword.....(Page)

Section

1. An Overview of the Plan.....(Page)

2. Implementing the Plan.....(Page)

3. Office of Finance Service Areas.....(Page)

3-1. Financial Controls.....(Page)

3-2. Financial Services.....(Page)

3-3. Employee Recruitment and Development.....(Page)

3-4. Planning and Budget Services.....(Page)

Annex

1. Objectives.....(Page)

2. Strategic Architecture for CIA Financial Systems.....(Page)

Form

1. Action Plan.....(Page)

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S E C R E T

CIA FINANCIAL MANAGEMENT FOR THE 1990'S
A STRATEGIC PLAN

Improving customer service is the major financial management challenge facing us. Technological improvements have provided business with the capability to expand the range, quality, and timeliness of the services they provide to their customers. More knowledgeable customers, who rightfully expect to see dramatic improvements in the services they receive, mandate that governmental organizations take advantage of the technology to provide their customers with services that are comparable to those offered by the private sector.

We have taken the preliminary steps needed to improve our service. These steps include an intensive effort to recruit the type of employee needed to meet future demands, development of the systems necessary to satisfy those demands, and revisions in organizational structure to meet future requirements for better service while maintaining high standards for financial integrity.

My charge to you in this plan is to aggressively pursue the course necessary to expand your role from being a provider of basic financial services to being a key player in Agency financial management. If we are unable to make that transition, we lose our credibility and our effectiveness.

This plan represents a blueprint for implementing the changes necessary for us to meet financial management responsibilities of the 1990's. The objectives we have developed will be the basis of our program and budget formulations and the benchmark against which we measure the performance of our senior managers. In the weeks following publication, we will develop specific action plans, both near- and long-term, to achieve the plan's objectives. I will meet with the responsible officers periodically to review our progress.

Because it sets the tone for the future, the plan is as vital to the rank and file as it is to management. A well conceived plan has no chance of success without your individual and collective support. Since becoming Director of Finance, I have made a concerted effort to get away from the Key Building and visit careerists where they work. Time and again during those visits I have been impressed with the caliber and esprit de corps of our people. I am resolved that with your help, we will continue to accomplish our mission with distinction and excellence.

Daniel A. Childs, Jr.

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S E C R E T

SECTION 1

AN OVERVIEW OF THE PLAN

One of the first steps in strategic planning is defining the organization's business. The recently revised Office of Finance mission statement provides a clear definition of our business.

MISSION

To provide the highest quality financial, budgetary, and resource management services in support of the mission of the Central Intelligence Agency.

We have identified four areas critical to the accomplishment of that mission. The four service areas, in rank order of importance, are:

- Financial Controls
- Financial Services
- Employee Recruitment and Development
- Planning and Budget Services

The service areas are addressed in Section 3, including the objectives established for each. For easy reference, a consolidated list of the objectives is included as Annex 1.

S E C R E T

SECTION 2

IMPLEMENTING THE PLAN

Success in accomplishing the objectives specified in the plan is dependent upon active involvement of managers at all levels to implement it systematically. This strategic plan sets out eighteen financial management objectives which we expect to accomplish over the next decade. Some will be achieved in a year or less; some will take several years. Others, like systems modernization, are linked to technological evolution and never truly end.

Responsibility for meeting objectives set out in the plan will be assigned to OF Divisions by the Director of Finance according to the functional responsibilities of each Division. The responsible Divisions will then develop goals and prepare specific action plans to accomplish the objectives. Deadline dates for submitting action plans to the Director of Finance will be established shortly after responsibility for meeting the objectives is assigned. (See Form 1 for a suggested action plan format.)

It is crucial that managers be realistic in developing their action plans. Define the steps which must be performed to accomplish the objective by breaking the objective down into a number of small, specific steps having start and end points. Approved action plans which require additional personnel resources and/or funding will be integrated into the 1989 budget and will be included in out year budgets as necessary.

The Director of Finance will meet with managers on a regular basis to review the progress being made to accomplish the objectives set out in the strategic plan.

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ACTION PLAN

OBJECTIVE

GOAL(S)

ACTION STEP	START DATE	END DATE	RESPONSIBLE COMPONENT/ OFFICER

WORK YEAR ESTIMATE

COST ESTIMATE

COMMENTS
