

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Status Report on DA Goals for 1988

FROM:

C/IMSS/OL

EXTENSION

NO.

DATE

9 September 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. PE/OL

2. C/P&TS

3. C/PMS/OL

4. C/ACG/OL

5. C/CSG/OL

6. C/FMD/OL

3E14 HQ.

7. C/P&PG/OL

154 P&P Building

8. AC/RECD/OL

9. C/SG/OL

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Unclassified when separated from SECRET attachment

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12 SEP 1988

MEMORANDUM FOR: Procurement Executive, OL
Chief, Personnel & Training Staff, OL
Chief, Procurement Management Staff, OL
Chief, Security Staff, OL
Acting Chief, Agency Contracts Group, OL
Acting Chief, Covert Services Group, OL
Chief, Facilities Management Division, OL
Acting Chief, Printing & Photography Group, OL
Acting Chief, Real Estate & Construction
Division, OL
Acting Chief, Supply Group, OL

FROM:

[Redacted]

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Chief, Information & Management Support
Staff, OL

SUBJECT: Status Report on DA Goals for 1988

REFERENCE: Multiple Addressee R&RS from EXA/DDA,
dated 2 September 1988, same subject

[Redacted]

ILLEGIB

1. Attached for your review and appropriate response to IMSS by 19 September are the referent routing and record sheet from [Redacted] and attachments thereto: 6 January 1987 memorandum for the DCI (DA Goals for 1988) and 26 June 1986 memorandum for the DCI and DDCI (The DA - An Action Agenda).

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2. In order to assess the progress made toward accomplishing the goals established early in 1988, the DDA has requested that each office provide a status report on the goals (relevant to each office) outlined in these two documents.

3. With regard to the 6 January memo, all OL components should report on Goal 2a; P&TS, on Goals 2b, 2e, and 2f; and FMG, on Goal 2c. IMSS will respond to Goal 2d.

4. Concerning the 27 June memo, RECD should report on Goals 2g and 3g. P&PG and IMSS should report on Goals 2h and 3(h.i.j.).

5. If you have any questions or need assistance, please call [Redacted]

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[Redacted]

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Attachment:
Routing sheet w/attns

Unclassified when separated
from SECRET attachment

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SUBJECT: Status Report on DA Goals for 1988

Distribution:

- 1 - Each addressee, w/att
- 1 - OL Reader, w/att
- 1 - OL/IMSS Official, w/att
- 1 - OL/IMSS Chrono, w/att
- 4 - OL/IMSS, w/att

OL/IMSS (8 Sept 88)

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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.)
	RECEIVED	FORWARDED		
1. EXO/OC []				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 [redacted]
2. []				
3. EXO/OF [] 616 Key				
4. []				
5. EXO/OIT []				
6. []				
7. []				
8. []				
9. EXO/OMS [] 1D4061 Hqs				
10. []				
11. EXO/OP []				
12. []				
13. EXO/OTE [] 936 CofC				
14. []				
15. EXO/OS []				

EO (VD)
DIL
DOK

Action IMSS
IMSS Action - Suspense 9/21

Attachments:
 6 Jan 1987 memo
 27 June 1986 memo

On 13 Sep IMSS was notified that DDA now wants this on 19 Sep

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S E C R E T

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:

- OL → (a.) We will strive to improve customer relations, service standards and responsiveness.
- P+TS → (b.) We will continue efforts to increase the numbers of minorities in the Directorate and encourage their advancement.
- FMG → (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.
- IMSS → (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.
- P+TS → (e.) We will expand career development efforts, increase management training and establish a DA Executive Development Program.
- P+TS → (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.

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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.

OL → (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.



William F. Donnelly

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Attachments

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

cc: DDCI

ORIG:DDA:WFDonnelly:bs

Distribution:

- Original - Addressee
 - 1 - DDCI
 - 1 - ExReg
 - 1 - DDA
 - 1 - ADDA
 - 1 - Each office director
 - 1 - C/MS/DA
 - 1 - EXA
 - 1 - DDA Subj
 - 1 - DDA Chrono
 - 1 - WFD Chrono

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.

All Portions SECRET



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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.

RECD →

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

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P+PG →
IMSS

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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for the recruitment process, the existing system produced more than [redacted] new employees in 1984 and again in 1985. (For comparison, about [redacted] 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 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. For example, we know that out of [redacted] current loans granted by the Credit Union, payment on 35 are in arrears by six months or more. There is no system today, for a combination of reasons, that signals these

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35 cases to us so that we can monitor them or assist the individuals involved. 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.

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.

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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.

RECD →

g. In my opinion, the Agency in the Washington area is dispersed in too many compounds (buildings). We work in [redacted] separate overt 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 a number less than [redacted]. I think that this can be accomplished by the 1989/90 time frame. I visualize our facilities being the Headquarters Compound, [redacted]

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

IMSS →
P+PG

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



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



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William F. Donnelly

ORIG:DDA:WFDonnelly:be:27Jun86

Distribution:

- 0 - Addees
- 1 - DDA Subj
- 1 - WFD Chrono

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