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OFFICE OF INSPECTOR GENERAL
INSPECTION REPORT
OF
OFFICE OF TECHNICAL SERVICE
DIRECTORATE OF SCIENCE AND TECHNOLOGY
VOLUME I

APPROVED FOR RELEASE
DATE: AUG 2006

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NOVEMBER 1980

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INTRODUCTION

This is the fifth inspection of the Office of Technical Service (OTS), a component of the Directorate of Science and Technology (DS&T), or its predecessor organization under the (then) Deputy Director for Plans. The previous inspections were in 1957, 1963, 1971 and 1976 (a limited survey focusing on legality and propriety). Our findings in 1980 are similar to those of the earlier inspections. We believe that this similarity reflects the continuity of the OTS mission and the challenging, if not insolvable, nature of persistent technical support needs.

The Deputy Director of Central Intelligence, on 18 October 1979, approved an inspection of OTS. In November 1979, we initiated interviews with the more than [] OTS employees. These interviews were supplemented by group discussions with key managers, visits to domestic installations and, in March 1980, [] At home and abroad we met with officials of OTS customer organizations, particularly those in the Directorate of Operations (DO), Directorate of Administration (DA) and National Foreign Assessment Center (NFAC), to obtain their views on OTS support. At the conclusion of the interview phase, we met informally with senior OTS managers to inform them of preliminary findings.

During the inspection there were a number of management reassignments, the most significant of which was the transfer of the Director of Technical Service in June 1980. The incumbent, who had been director since 1974 and during most of our inspection, was replaced by an officer from another DS&T component. There were also a few organizational changes. We have used the organization structure and staffing complement of May 1980 for our report.

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Our major conclusions are reported in this Volume I which contains an OTS overview with substantive commentary on the most significant and general issues and findings, and a consolidated list of recommendations. Volume II has detailed observations and descriptions of each component, including OTS regional bases and [REDACTED]

[REDACTED] In addition to recommendations, we offer throughout our report suggestions (highlighted by underlining of the initial "we suggest" phrase) for management's consideration.

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OFFICE OF TECHNICAL SERVICE OVERVIEW

OTS is a viable and productive organization which has a history of notable accomplishments. The previous Inspector General's (IG) survey of 1976 concluded that OTS was functioning effectively. We affirm that conclusion. It is fulfilling its mission. Relations with its customers are excellent. It is in compliance with extant laws and Agency regulations; employees reported no illegalities or improprieties and we found none. Our most significant finding concerns the ability of OTS to sustain its fine performance. Specifically, will OTS continue to have the people and equipment needed to accomplish its mission?

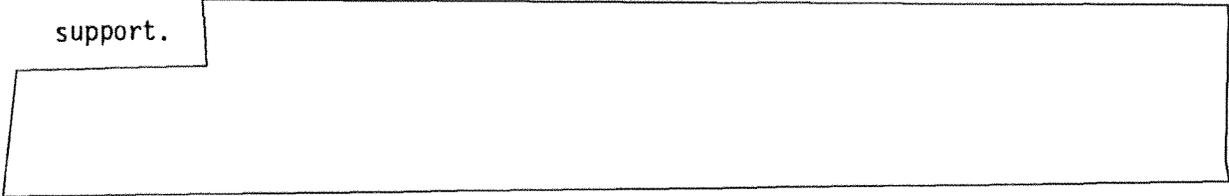
Our inspection of OTS came as the Agency was adjusting to major changes in the operational environment. Hostility toward the United States has increased in many countries. Publicity and exposure have stimulated public awareness and suspicion of Agency activities. Unwelcomed attention is being given to operations and personnel. Potential collaborators exhibit a growing reluctance to become involved with the Agency. Not only does the Agency have to work harder to obtain information and cooperation, but also collection and action requirements have increased dramatically in many areas of the world.

The above changes evolved during a period when the DO was undergoing an unusually high rate of attrition due to personnel reductions and retirements with concomitant decreases in the level of available experience and morale of those who remained. Moving to meet these challenges, the Deputy Director for Operations (DDO) increased the number of career trainees, placed new emphasis upon basic tradecraft and made new demands for technical

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support.



The effects upon OTS have been significant, and OTS anticipates that the demands will continue to increase. They come at a time when OTS is experiencing some of the same personnel adjustments that the DO has already made -- significant reductions and retirements. Already some sections of OTS have a shortage of experienced officers and the aging of its staff in some units portends future voids. Many of the OTS functions are unique and require lengthy training and on-the-job experience before an employee becomes proficient, and OTS is experiencing difficulties in recruiting and retaining personnel. At the same time funds are contracting and those available are often tapped to meet overruns of large-scale projects which forces restrictions, postponements and even cancellations of some OTS small-item efforts. OTS, like others, is being asked to do more with less, but in an arena unique to the CIA mission and with potential long-range negative impact.

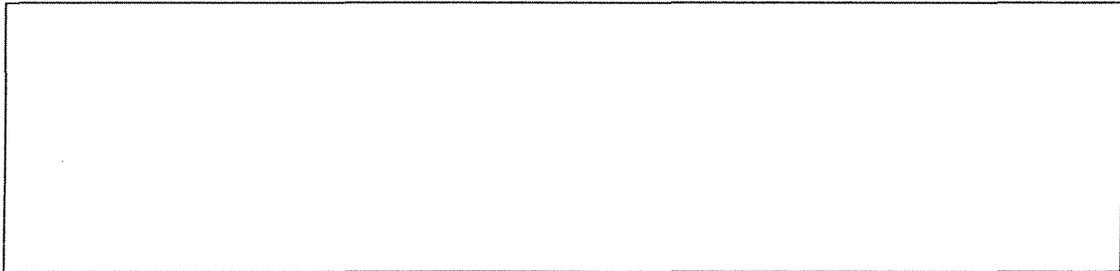
This situation is a challenge to OTS management.

Mission and Organization

OTS is one of six offices in the DS&T.

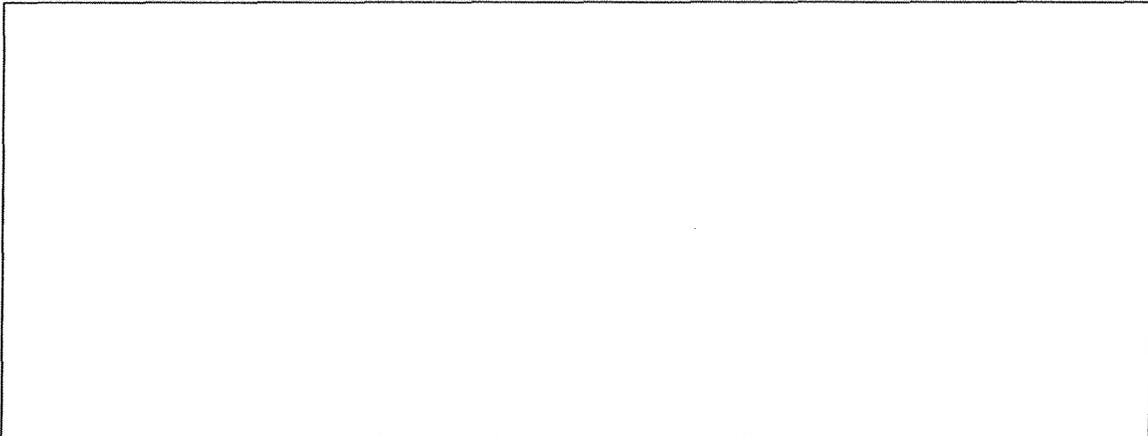


states its mission as follows:



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This mission statement is being revised to incorporate [redacted] responsibilities [redacted]

[redacted] Although OTS devotes 90 percent of its effort to support the DO, it also supports NFAC and DA requirements -- a fact not evident in the mission statement.

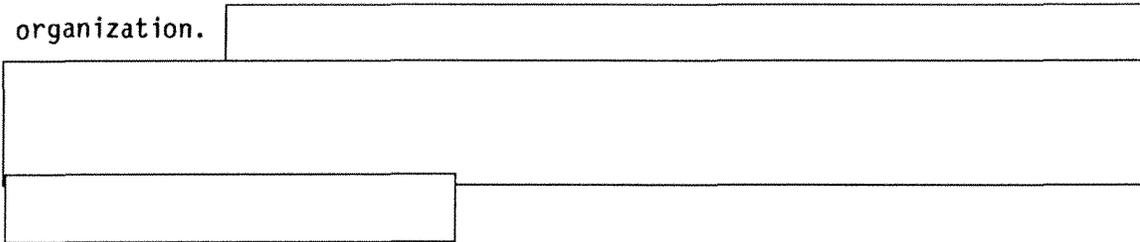
A director and deputy director manage more than [redacted] employees and extensive facilities. They are supported by the [redacted] [redacted] which provides assistance on budgetary, planning and resource utilization and a [redacted] which provides administrative services of common concern. [redacted]

[redacted] Three groups conduct the major business of OTS: [redacted] provides operational support in the form of equipment and personnel; [redacted] develops the equipment, materials and techniques to support operations; and [redacted] purchases or produces, tests and certifies the operational suitability of technical items. Each group is sub-



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divided into divisions and branches responsible for specific aspects of OTS work. A [] and a [] meet regularly to provide a forum for senior managers to advise, discuss and communicate matters of mutual concern and interest. Figure 1 shows the OTS organization.



Management

To OTS management's credit, and the credit of their employees, the organization's reputation as a "can-do" outfit has been sustained -- resourceful, innovative, dedicated and responsive. The record of accomplishments is good, and OTS receives high praise from its major customer, the DO. However, our inspection confirms signs of stress and strain which could lead to future problems. With the benefit of interviews with virtually every OTS employee we have developed a consensus of attitudes and opinions that should be helpful to management to detect and correct problems or, if management concludes that no problem exists, to correct misperceptions.

We offer specific suggestions and recommendations on management-related matters throughout our report, but focus here on personnel. This is the subject which emerged as a major management issue. In the 1971 inspection report on OTS (more precisely of TSD -- Technical Services Division as it was known then) the inspectors declared that "the most striking feature" of management's philosophy was that it was "people-oriented." Management was

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Fig. 1

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Office of Technical Service

OCTOBER 1980

Director
Deputy Director

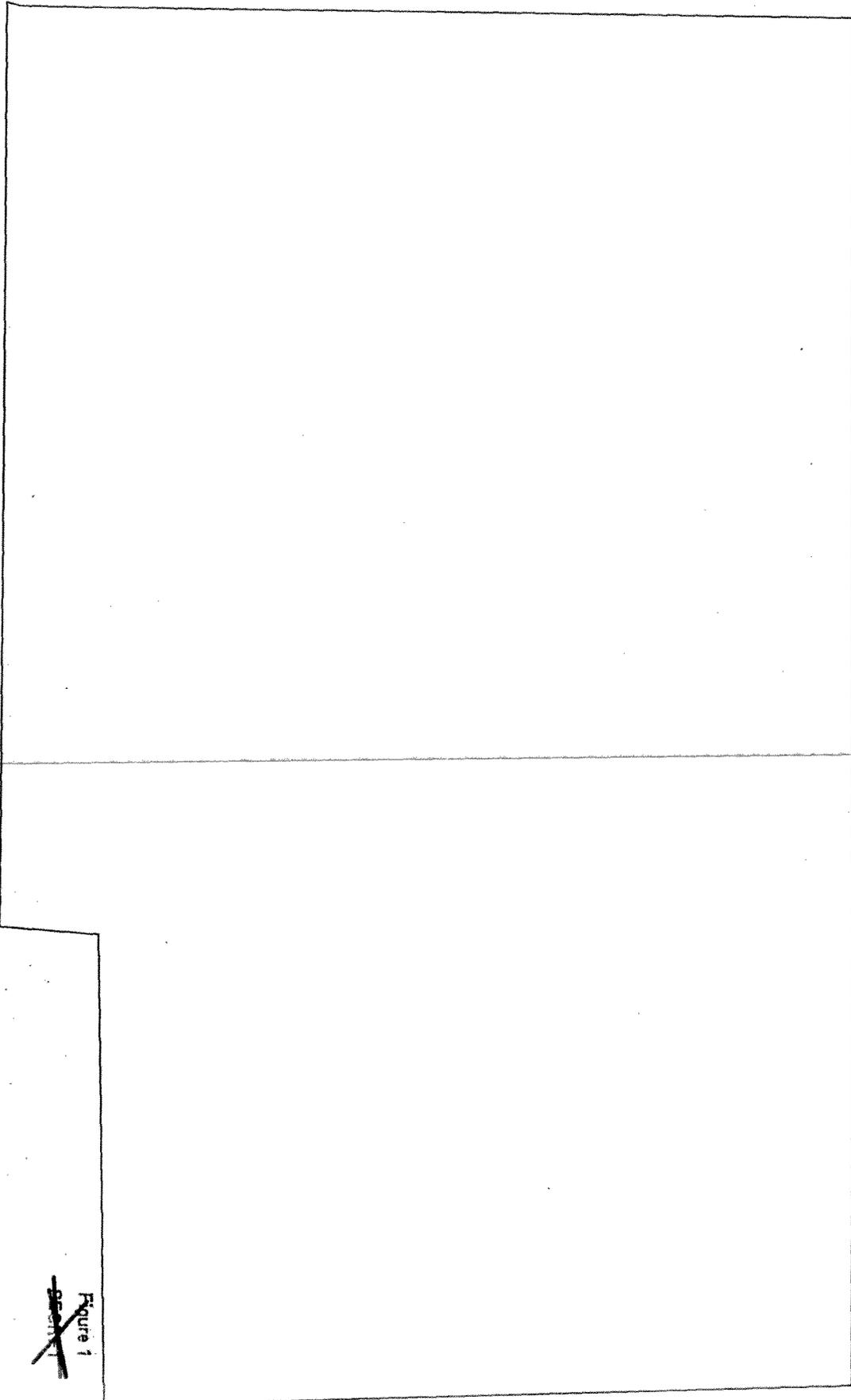


Figure 1
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Fig. 2



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hailed as doing "a discernibly better job than do most Agency components in managing its work force," which the inspectors thought was all the more remarkable given the multitude of different functions, disparate talents and qualifications of employees and the office's fragmentation into small, isolated self-sufficient units. Their description of OTS remains valid today. Present management continues to do its job well, but in the eyes of its employees today it is singularly unworthy of the "people-oriented" accolade.

The perception of employees that OTS management is not people-oriented is pervasive and profound. We found that their perceptions were influenced more by the personality and style of the director than by his policies or programs. The director entered the Agency in 1964, as deputy director of the Foreign Missile and Space Analysis Center, after wide experience in the design, development and testing of rocket and guided missile engines. He was the second director of OTS following the transfer of OTS from the DO to the DS&T in 1973. Since its inception, OTS had been a part of the DO and this transfer called for many adjustments. Most employees had familial feelings toward the DO, and especially toward a former OTS director who knew the activities and staff intimately, was gregarious, attended staff parties, visited offices, called individual employees to wish them a happy birthday, etc. -- a father figure. By contrast, the incumbent during our inspection was unfamiliar with the small-item operational orientation of OTS. His seemingly aloof manner, style and idiosyncrasies put him at a further disadvantage when compared with his predecessors. While any officer might do things differently, we have no reason to question the overall effectiveness of OTS management; we simply record the widespread perceptions that management is not people-oriented. Repeatedly we heard

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comments that "management doesn't care," "management doesn't understand," or "management doesn't even know we are here or what we do." We found that not to be the case; management does care, does understand and, generally, does know.

Some of the negative views expressed by employees may be traced to their personal and professional disappointments and their search for someone or something to blame. During the course of our interviews we collected evidence which supports this possibility. Many employees have "topped out" at an early age, reaching a level where they can only hope to advance if they move into a management position. We found widespread ignorance about career planning; suspicion of the promotion panels; employees who had been in grade for 18 and 22 years; some positions undergraded; new employees paid more than incumbents who supervisors said were doing more and better than the newcomers; conversely, newcomers who were judged to be performing two grades above where they entered; and engineers with PhD degrees limited to GS-13 grades. These are but examples of situations which fuel the flames of discontent and reinforce the employee's belief that management just does not care for its people. But we also found that some of the personal and professional disappointments were warranted.

In 1971 our predecessors "were taken aback by the widespread and strongly voiced criticisms" against competitive rankings for promotion. The criticisms centered on two aspects: competitive rankings of employees with diverse skills, and favoritism shown those working in the more "spectacular" positions. The inspectors shared the concern over mixing "apples

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and oranges" in the competitive ranking process, e.g., engineers and scientists with operational technicians, linguists with disguise specialists, and opined that it would be "preferable to rank within related skills." The "apples and oranges" complaint prevails in 1980, as does the view that the more visible and operationally oriented employee is favored. Employees who have served on panels report difficulty in weighing the comparative merits and strengths of individuals performing disparate tasks and support some sorting of employees on a functional basis when considering promotions. Since the head of a career service is empowered to establish separate areas of competition because of differences in occupation or functional lines of work, management should consider this possibility.

The 1971 inspectors reported "a considerable disparity" between the grade structure in OTS and units elsewhere in the Agency where employees performed similar work. They also reported that OTS officers who had transferred to other units had been promoted to grades higher than they could reasonably have expected had they stayed in OTS. The inspectors observed: "There would seem to be an inequity." We believe the inequity prevails in 1980 as confirmed by the flow of engineers from OTS to other parts of DS&T. Employees remain alert for opportunities within and without the Agency; some, no doubt, will leave should an opportunity arise.

Employees complain that they are not consulted in making decisions and are not kept well informed by management at all levels. In 1971 the inspectors hailed a newly formed Employee Council as "an uncommonly good idea." The Council, with a rotating membership of GS-09 through GS-14 employees, was to meet periodically with management to identify situations

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adversely affecting them and to propose corrective actions. It sounds like "an uncommonly good idea" in 1980 too -- one which would help relieve some employee tensions and concerns, as well as provide management with an opportunity to improve its communications with employees. We do not know what happened to the Employee Council. It would be useful if it were around today because during our interviews we heard what might be characterized as the Agency employee's endemic and perennial complaint: "Management never tells us anything." Many employees voiced their dissatisfaction with management's perceived shortcomings in keeping them informed. They often heard of significant changes and decisions by word of mouth or after the fact. Their supervisors did not pass on information or hold staff meetings. Management never explained why it made major decisions. The frequency with which we heard such comments underscores the need for management to be alert to them.

A purpose of Advance Work Plans and Performance Appraisal Reports is to ensure two-way communications and understanding between supervisors and their immediate subordinates. The long-range goal is to improve productivity. The process is not yet working in OTS. Although some components had drafted work plans, many employees said they had never heard of them. Many were not aware that they could inquire of their supervisors as to their performance standing; others reported less than satisfactory conversations with their supervisors.

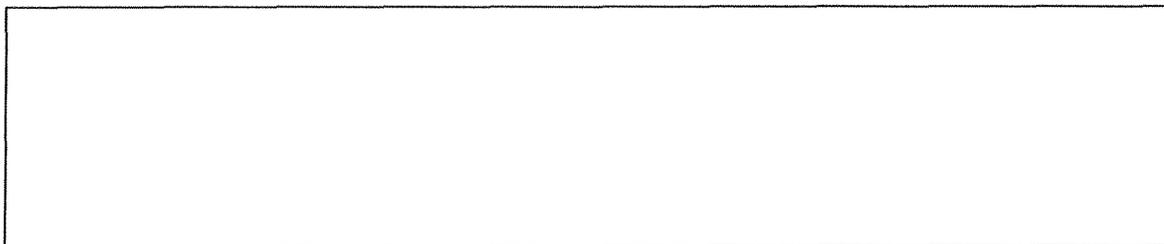
In a 1976 survey, the IG reported that OTS personnel were concerned about career planning, that many officers had only a vague idea of what was involved, and that they had a feeling that "someone" should be conscientiously planning their careers -- all echoes of what we found during our

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1980 inspection. The IG suggested then that it would be useful if OTS managers explained how the career system works and what the individual can do to enhance his own career. We do not know if the suggestion was implemented in 1976. In any event, the problem remains. Most employees have no concept of a career plan. They vaguely hope that "someone" is working on one for them, yet they have deep concerns about their future opportunities and progression.



 In 1976, the IG reported that the then current and prospective  officers were concerned about their status and management's view of the program. The IG suggested that OTS management clarify the aims of the  program and identify what assignment and promotion opportunities  officers could expect. In 1980, we again found that nearly every  officer was concerned about his career development, his chances of promotion, his next assignment and whether his  experience would be career enhancing. Prospective  officers collectively were unusually critical of management and its personnel policies.

A stated objective of Agency personnel policy is to maintain staffing patterns which will attract and retain highly qualified and competent employees. The evidence today, as in the past, suggests that this objective is not being fully achieved in OTS. Many experienced employees have left

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the Agency and many others indicate that they will retire as soon as they are eligible. As in other parts of the Agency, several promising recruits have been lost due to the lengthy waiting period before they are given a firm job offer and the fact that the salaries offered were not competitive with private industry. Management can consider many options in its attempts to attract and retain the best employees. Premium pay can be offered to promising workers. The single-grade promotion schedule for grades GS-07 to GS-11 could be abandoned or time-in-grade guidelines relaxed. Career programs could be developed which provide more opportunities for rotational assignments, travel and external training. Working conditions and communications could be improved. A new category of employee could be created so that skilled specialists might be promoted without moving into management positions for which they may not be suited. The new director of OTS has a unique opportunity to take a fresh look at available options and to consider new initiatives in order to strengthen the bond between management and employees.

Recommendation 1: That the Director of Technical Service consider all the options available to him to improve personnel management.

Effectiveness

To measure effectiveness we noted OTS achievements and assessed and evaluated the views and perceptions of OTS management, employees and customers. We interviewed nearly all OTS employees, and talked with senior management of most customer components in the Agency. We did not investigate the effectiveness of specific activities such as but

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rather we asked the question, "Is OTS fulfilling its mission -- getting the job done?"

The 1976 IG report on OTS found that "OTS is doing an excellent job in responding to division (DO area divisions) requirements, primarily because of its association with the full range of DDO technical activities" and described its efforts as "first class." Since that report, several events have impacted OTS' effectiveness: its responsibilities increased significantly with the transfer of [redacted] from the Office of Communications; it suffered budget and personnel cuts at a time when it was being asked to do more in a troubled world;

[redacted] and it has lost many experienced officers leaving voids in specific areas. Notwithstanding these events, OTS continues doing an excellent job in satisfying customer needs except in the area [redacted]

[redacted] Overall, OTS is doing more with less and can be proud of its accomplishments.

We are deeply concerned, however, about what the future portends. The preceding section on Management highlighted the problems with respect to personnel; and this section focuses on the equally important area of equipment.

The joint DO-DS&T process for identifying and setting priorities for equipment development and production is working well -- better, in fact, than ever before. Improvements, however, are still needed. One would be more dialogue on the status of DO requirements and DS&T's response to them.

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Senior DO officials have stated that "nothing new is coming out of the pipeline" and perceive DS&T to have an attitude of "tell us your needs and leave us alone until we deliver the product." DS&T, on the other hand, which may require three to five years to turn a concept into operational equipment, needs a well defined statement of the problem to pursue an efficient and cost effective development program. These views reflect the cultural differences between the two directorates. The DO operates in an environment which it cannot always control or predict and one that changes often; the DS&T operates in an environment in which the end product is specified and the path to follow to obtain it is defined precisely. These differences have caused major problems in the past, but we believe relations between the two directorates regarding equipment development and production have improved. Only by open and straightforward communications at all levels in both directorates can the problems each face be understood and resolved for the good of the Agency. Because equipment takes years to develop and because requirements and their relative priorities change in response to the world situation, a continual dialogue is essential.

We heard from officials throughout OTS that equipment shelves are getting bare. While no OTS-supported operations have been denied, there have been instances where less than optimum equipment was used and where delays have occurred. The impact of FY 1980 budget cuts and contract overruns has been hard felt with bearing the brunt of money shortages. We heard about several cases where new equipment development programs were canceled or deferred; where an item was about to reach fruition only to be terminated; where development was

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completed, but production could not commence; and where production quantities had to be reduced. Most OTS employees acknowledged that FY 1980 was a bad year but speak with optimism about FY 1981 and FY 1982 for which OTS has budgeted substantial increases. DO officials believe the level and mix of development and engineering work for FY 1982 is responsive to their priorities, but note the absence of any provision for cost growth -- an almost inevitable likelihood. Thus, they expect that some wanted items will be cut. For production of equipment in FY 1982, the DDO identified [] [] high priority needs; yet provision for only [] is included in the OTS budget submission. Even this reduced amount is vulnerable and the desired equipment levels likely will not be attained -- thus, our earlier pessimism for the next two to five years. Our concern is exacerbated by the growing need for clandestine human intelligence collection as a backbone to the Agency's overall collection effort. We believe that adequate funds must be made available for OTS to provide the required support to clandestine operations and to reverse the downward trend in the inventory of new and stock equipment.

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Recommendation 2: That the Deputy Directors for Science and Technology and for Operations and the Comptroller review the technical equipment requirements of the Directorate of Operations, establish a realistic delivery schedule to meet specific needs and budget sufficient funds to meet the schedule. To the extent possible, funds should be used only for the specific purposes for which they were budgeted.

General Findings

We discuss details of the above major issues in the specific reviews of each component in Volume II. There are also general findings with OTS-wide implications which include the following:

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We found substantial compliance with prevailing rules and regulations. One question we asked each OTS employee was whether or not he knew of anything illegal or improper. We did not have a single response suggesting any significant illegality or impropriety. With selected employees we probed to determine if there were any residue from the highly publicized previous OTS involvement with drugs and toxins. We found none. We made unannounced inspections of work areas, storage bunkers, storerooms and laboratories and we found nothing untoward. We queried most employees about their knowledge of and compliance with Executive Order 12036. We found a general awareness of the specific prohibitions which pertained to OTS activities, although individuals did not always link these restrictions to the executive order. Periodic reviews of the executive order and other pertinent policies, rules and regulations are desirable to remind personnel of their individual responsibility to ensure that the activities they pursue are authorized and legal. We commend management's attention to the practice at the [redacted] where the chief holds "brainstorming" sessions with employees to discuss reactions to various situations which might be encountered during operational support activities. This practice sounds useful and might be applied elsewhere.

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Organizational Location

When OTS was transferred from the DO to the DS&T in 1973, there was much concern and divided opinion as to the merits of the move. In 1976 the IG reported these concerns but concluded that it was still too soon to make any judgement. Opinions continue to be varied. Many OTS employees declare that DS&T management lacks understanding and appreciation of clandestine operations, and since more than 90 percent of their efforts are in support of the DO it would be more efficient if OTS were a part of the DO. This view was particularly prominent within the [redacted] where employees directly support DO operations. Others expressed the view that the directorate to which OTS was assigned really did not matter because the work

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would be the same. Few expressed strong views that OTS was properly located within the DS&T; but the silence of many could be interpreted as at least general acceptance of the status quo. A senior OTS officer opined that the transfer to DS&T had ensured more funds for OTS as well as protection from the severe personnel cuts applied within the DO in 1977; otherwise there was no significant change in OTS functions or activities.

We make no judgement on the subject of organizational location. OTS employees make cogent arguments on both sides, although the preponderance of opinions expressed supported transferring OTS, or at least the back to the DO. The most significant determinant of OTS' organizational location may be the future availability of equipment: i.e., whether the perceived DS&T emphasis on "big ticket" items at the expense of smaller DO "bread and butter" items will seriously affect the DO's ability to sustain operations. The organizational placement of OTS would not appear to have a major impact upon this issue since there are steps which management can take to solve any problems once they are identified. The decisions of the managers rather than the placement of their organization would seem to be the determining factor. The preservation of the "bread and butter" operational support to the DO, that is unique to the CIA, must be carefully ensured during the annual program review and budget exercise and the relevance to this organizational location should be assessed in future IG inspections.

Equipment Support

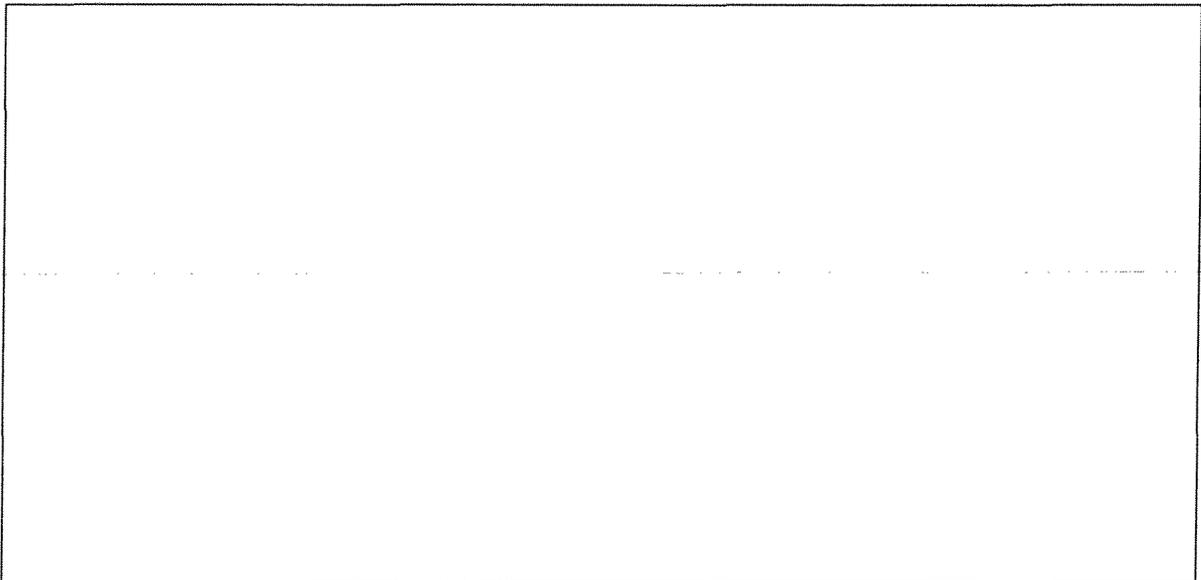
OTS has an extensive and effective approach to testing equipment prior to its operational use overseas. This approach is working as evidenced by

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the few reported operational failures attributed to equipment. DO components at home and abroad praise OTS products.

Officers at regional bases had two equipment support concerns: the length of time to receive some equipment they order; and the substitution of items, by OTS Headquarters, that do not meet operational needs. We believe both concerns can be alleviated by better communication between support officers at OTS Headquarters and regional bases. We suggest that OTS management review these concerns and make any changes that will improve them.



In the 1971 inspection, [] were identified by OTS overseas personnel as needing improvement. The same comment was made in 1980, but OTS is making progress. For example: OTS is clearly identified as the focal point within the Agency for information [] the different types [] from which to chose is being narrowed; quality control procedures and manufacturing techniques are being improved; courses

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are given to technicians on the [redacted]
[redacted] experts are
involved in the early design process of new equipment. While these steps
will help [redacted] further improvement can be ex-
pected as OTS moves from [redacted]
[redacted]

Communications With Employees

OTS has initiated some innovative ways to communicate with its employees, especially those overseas. For example, the office director video tapes an end-of-the-month staff meeting, usually with a guest from another component who discusses his office and its relationships with OTS. The tape is available for viewing at OTS Headquarters and is sent to OTS field installations. It offers a medium to announce important personnel changes and discuss significant events. It allows employees to see their managers in action and to identify with them and the issues discussed. It also exposes employees to facets of OTS and the Agency about which they might not otherwise be aware. In our opinion, the tape program affords employees a unique opportunity to be informed. At one OTS regional base where we witnessed a showing, attendance was poor and comments were not particularly favorable or appreciative. It is regrettable that more employees do not take advantage of the opportunity to view the tapes, especially since they might help to overcome complaints about lack of communication from management. OTS plans to expand usage of the tape system to provide specialized instructions or training in several of its disciplines, particularly to instruct field personnel in new techniques or new equipment. Management

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is to be commended for its initiative and should continue to make the tapes available.*

Another laudable effort to improve communications is [] -- an attractive printed bulletin distributed at OTS Headquarters and abroad. Published by the Resource Management and Planning Staff, it contains material on promotions, personnel changes, policies, new equipment, technical developments, budgeting or management, articles of special interest from Washington newspapers or other publications and cartoons -- a potpourri designed to inform, attract, interest, educate and stimulate the reader. [] has been published about four times a year, but its future is under review as a result of the DDO's efforts to minimize classified holdings overseas*. The publication is a resourceful use of media to communicate with employees.

In a different vein, the [] (published by the Training Branch; see comments Vol. II, page 62) is an internal tool designed primarily to inform non-OTS employees about available equipment and services. It also acquaints OTS employees, especially new ones, with the breadth of OTS activities and serves as a reference to obtain specific information. The in-house familiarization course serves a similar purpose. The course was highly praised.

In spite of these commendable efforts, many employees perceive that management does not communicate well with them. For example, we encountered one branch which had been without a supervisor for 15 months and

*A recent DO policy precludes sending the tapes and [] to the field for security reasons -- a policy we believe OTS should appeal.

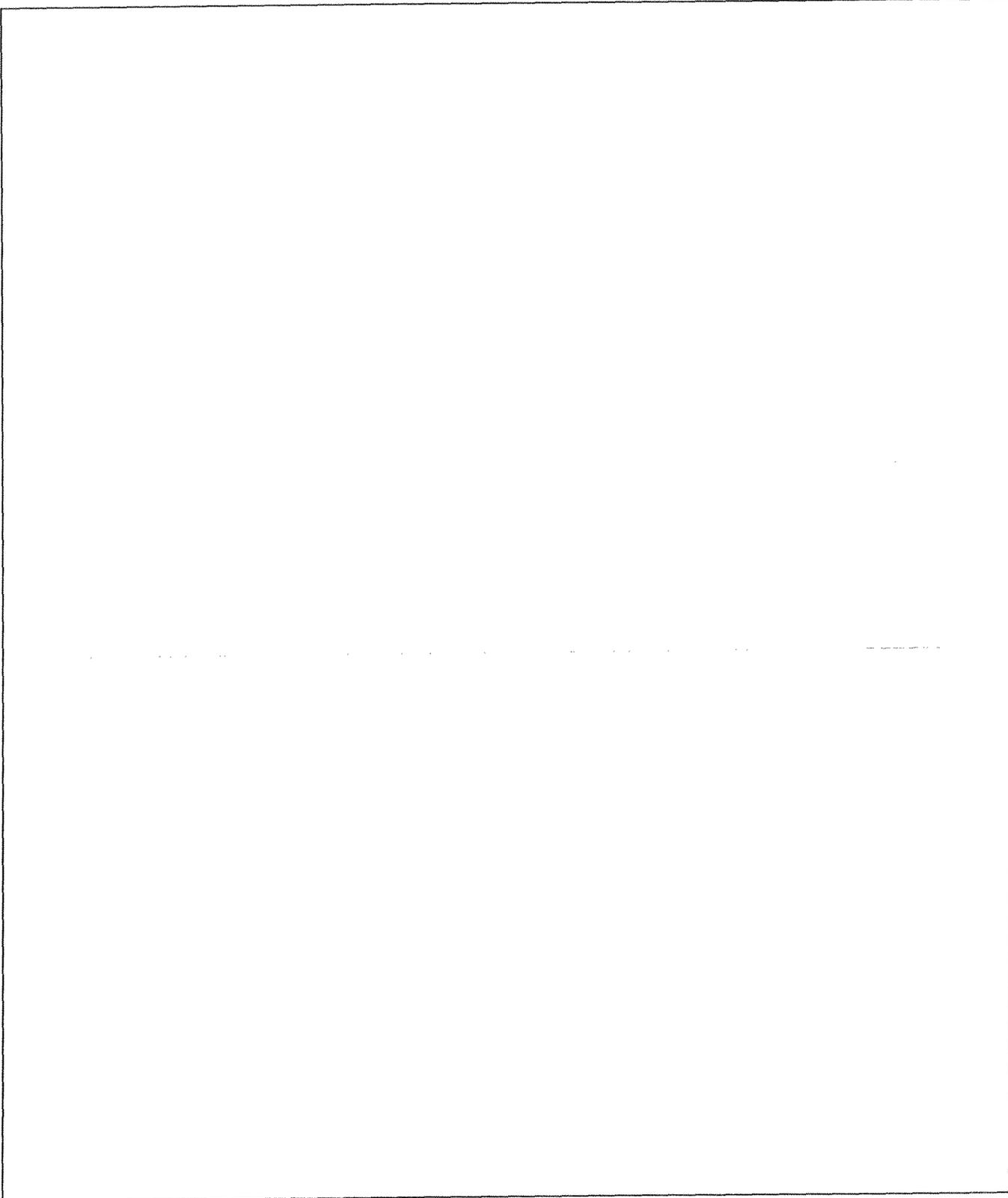
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several branches where staff meetings were not held on any regular basis, where orders were given without any explanation and where employees literally did not "get the word." First-line supervisors must make an effort to keep their employees aware of developments which affect them professionally and personally. They must relay information from staff meetings which they attend and seek answers to employee questions. There can be no substitute for the role of first-line supervisors and their supervisors should judge them on how well they communicate with their subordinates. OTS management must continue to maintain communication channels to employees and be sure that supervisors at all levels share this responsibility.

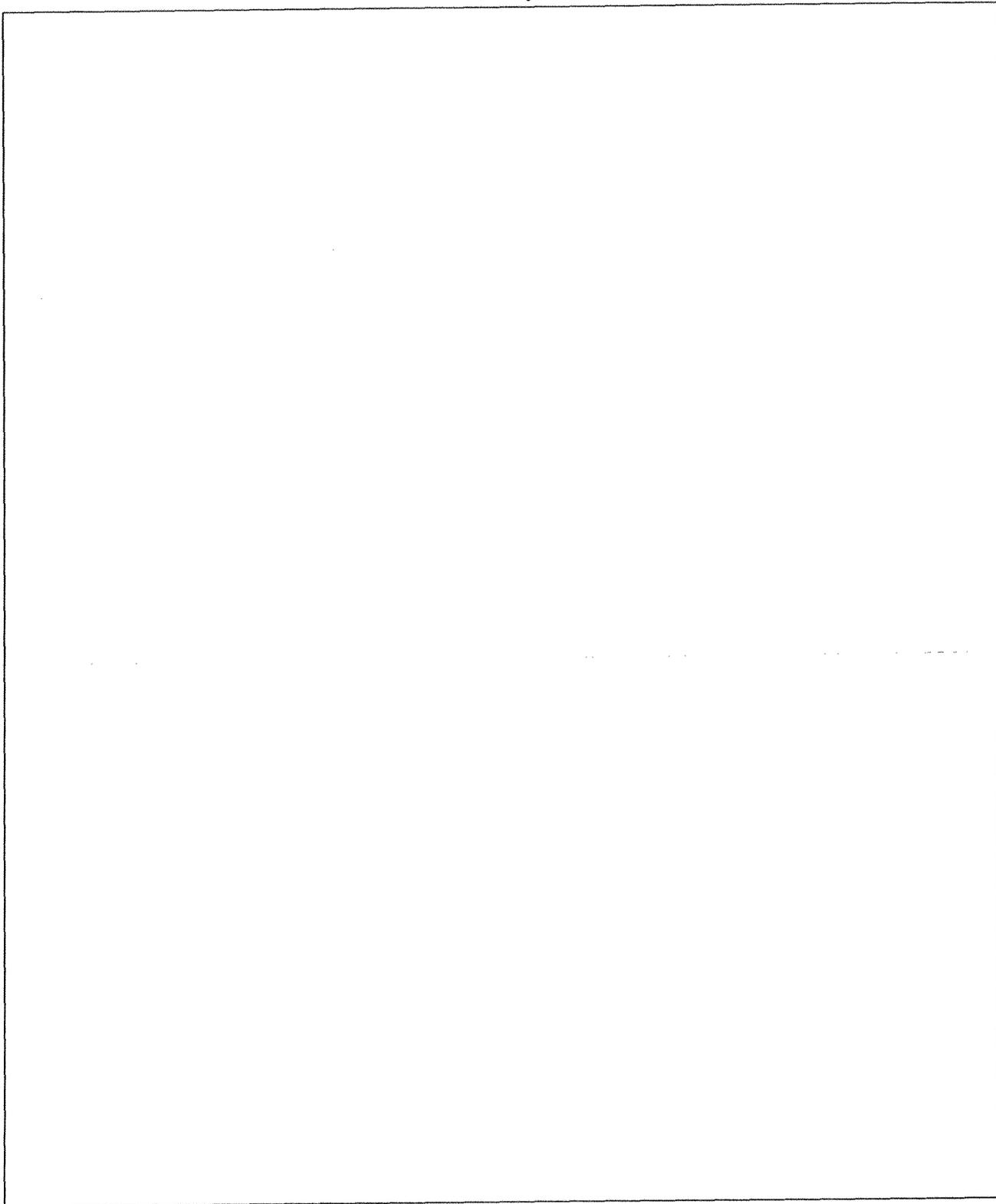
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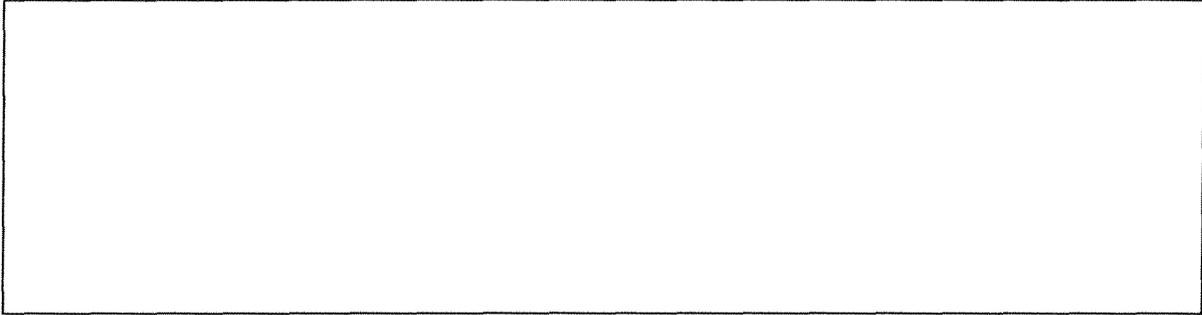


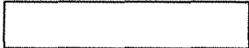
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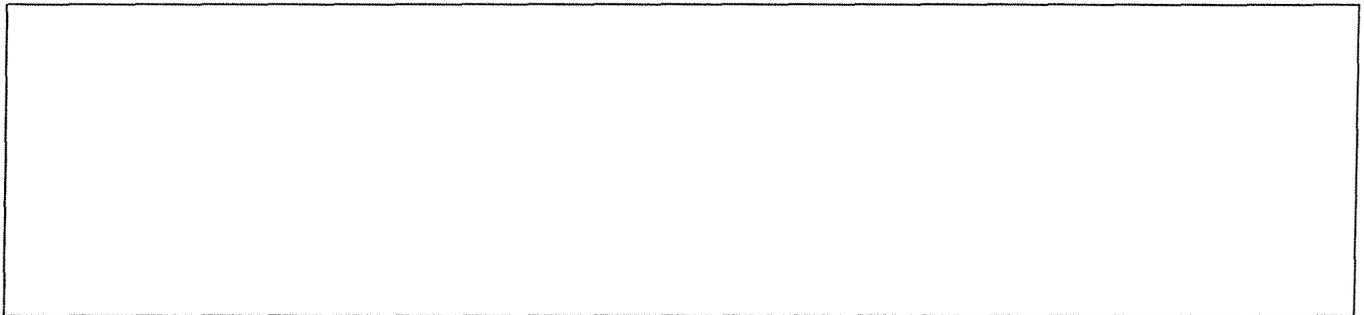


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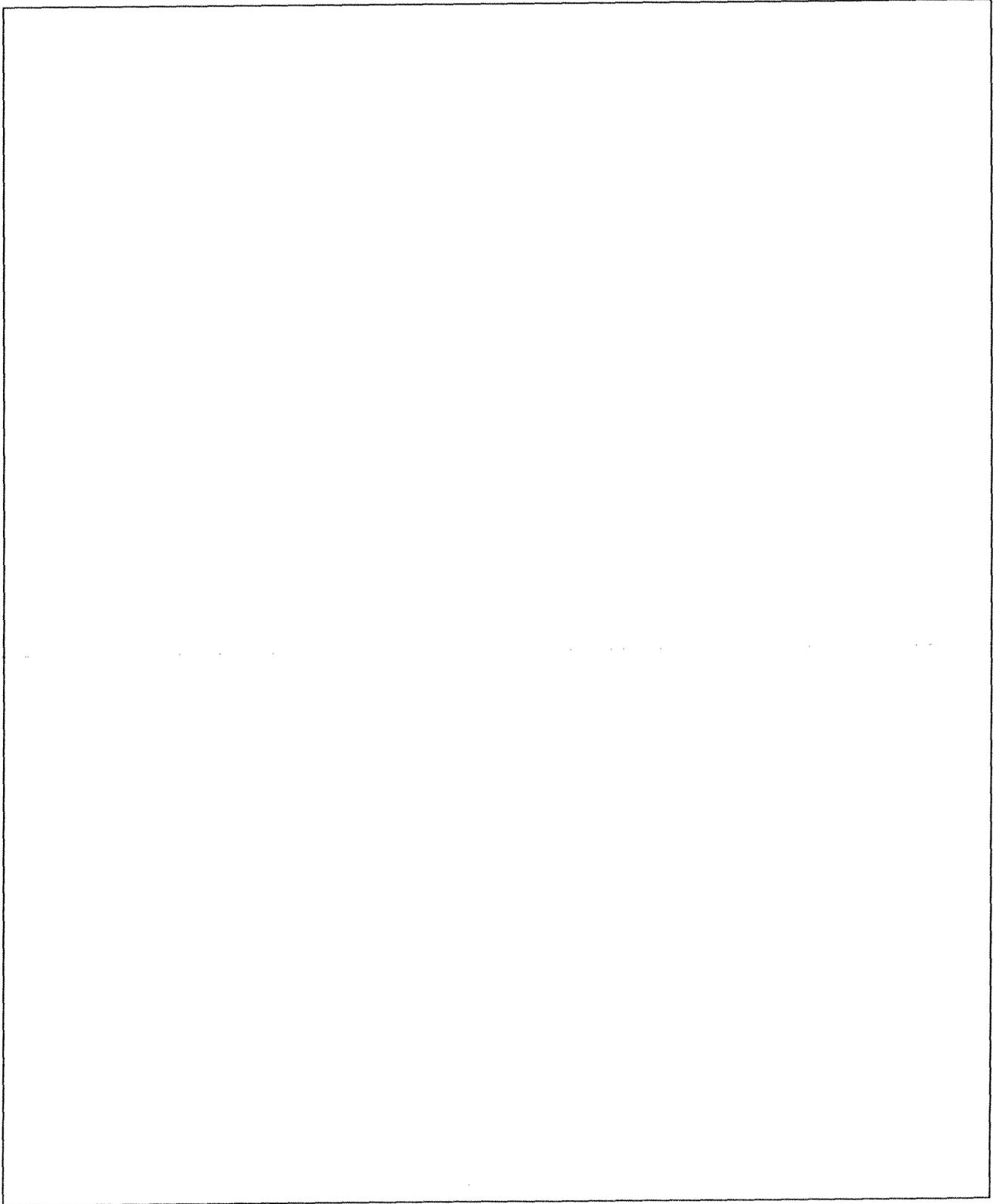
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Our interviews revealed wide-spread and long-standing employee complaints and concerns over safety and health conditions in 
 Buildings. We believe that the lack of corrective action has seriously eroded the morale of many employees. Their feelings were so strong and their perceptions that the GSA landlord and the Agency had failed to respond were so pervasive, that we compiled the most frequently mentioned concerns in a memorandum to the Deputy Director for Administration (DDA) with the conclusion that we believed that employee "concerns are legitimate and that appropriate action should be taken to alleviate them." The DDA's staff since has met with OTS representatives to review the situation and to find solutions.

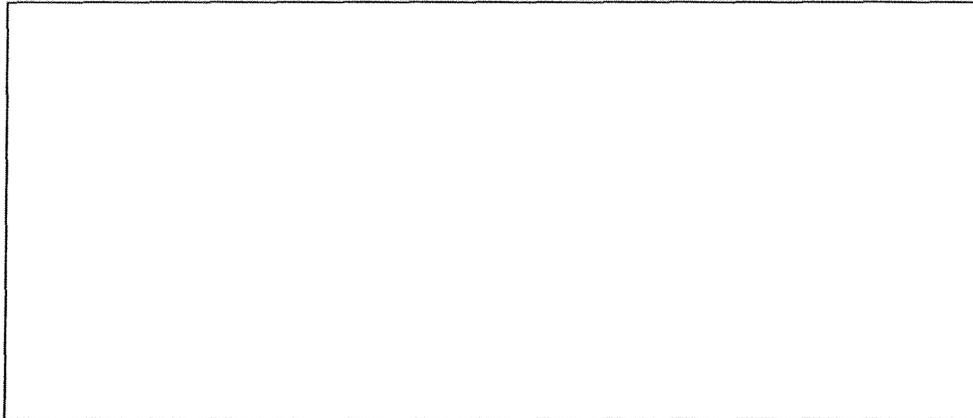
Recommendation 3: That the Deputy Director for Administration aggressively pursue the General Services Administration to ensure that Office of Technical Service employees have a safe and healthful working environment.

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Parking

A near-universal complaint by OTS personnel working in [redacted] [redacted] was made about parking facilities and the [redacted] fee which is to be increased in 1981. The comments were negative and intense; morale has been adversely affected. We foresee the possibility of similar reactions spreading among employees as parking fees are instituted at Headquarters. While most employees are resigned to the fact that the fees are not likely to be abolished, they resent them and perceive inequities about which they are critical of management. Even when the proposed parking fee is instituted at Headquarters, the OTS employees in [redacted] [redacted] will take home less per year than a CIA Headquarters-based counterpart. The Director, OTS reported that the parking fee has created difficulties in filling vacancies, especially at the secretarial and clerical level, and that some employees have requested reassignments because of it. He expects more difficulties when the fee is increased.

The bulk of the parking area at OTS is referred to as the "bull pen" where cars are massed one behind the other in side-by-side rows which restricts availability during the day. All employees pay the same fee

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regardless of grade or whether they park in the "bull pen" or in one of the few reserved single spaces. These conditions contribute to employee dissatisfaction and discontent. We catalogued the complaints of employees, their perceived inequities and their suggestions for improvement and relayed them on an informal basis to the DDA. We believe that Agency management should make known to employees the results of its review of parking and the options available and actions planned. We believe that this action would have a wholesome effect by at least letting employees know that their concerns have been addressed, if not assuaged.

Travel

Many OTS employees travel, some as much as 50 percent of their time. Trips from the OTS regional bases especially are lengthy and cover areas where airline service can be random and undependable. Often employees initiate travel on a "crash" basis in response to an urgent operational requirement. In addition to the cover and security aspects of travel which we discuss under [redacted] there are two other problems which we believe can be resolved administratively. First, many OTS travelers from Headquarters have found that the procedures of the [redacted] of the Office of Personnel Policy, Planning and Management are not sufficiently flexible to meet their sometimes urgent demands. This is particularly true with regard to visas which OTS officers often visit embassies to obtain. Second, officers traveling abroad on occasion waste time at isolated airports for as long as a week because economy class seats are not available. The cost spent waiting often exceeds the difference between the economy and first class fares. The

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23 July 1980 revision to [redacted] permitting Deputy Directors, vice the DCI/DDCI, to authorize first class airline travel should resolve this problem.

Silver Reclamation

An employee brought to our attention shortcomings in efforts to recover silver from used film, photographic fixing (hypo) solution and other silver-bearing scrap. The price of silver was unusually high at the time and we shared his concern that a more coordinated and determined effort should be made to exploit this resource, conserve a precious metal and enhance the environment by reducing pollution. A 1978 Audit Report of OTS recommended that a process to reclaim silver be instituted. Some steps were taken but OTS reported in October 1978 that it was awaiting Office of Logistics (OL) promulgation of a policy and program. We subsequently learned that while the National Photographic Interpretation Center (NPIC), one of the largest users of film in the Agency, was participating in a silver recovery program, an Agencywide policy was still being developed. In May 1980, the OL reported that procedures had been established for major Agency film users. The procedures directed OTS to turn over waste film to NPIC which, in turn, would process it under a Defense Logistics Agency contract. [redacted] OL was assigned responsibility for collecting photographic hypo solutions from OTS and others to process and recover the silver. In order to meet the needs of the Intelligence Community, the OL reported that the National Security Agency plans to construct a silver recovery facility. OL plans to initiate an educational program and issue a Headquarters regulation establishing policy and pro-

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cedures for the collection of silver-bearing materials. This Agencywide effort should be encouraged and expedited. The Director, OTS should ensure OTS participation.

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Recommendation 1: That the Director of Technical Service consider all the options available to him to improve personnel management. (Vol. I., Page 12)

Recommendation 2: That the Deputy Directors for Science and Technology and for Operations and the Comptroller review the technical equipment requirements of the Directorate of Operations, establish a realistic delivery schedule to meet specific needs and budget sufficient funds to meet the schedule. To the extent possible, funds should be used only for the specific purposes for which they are budgeted. (Vol. I., Page 16)

Recommendation 3: That the Deputy Director for Administration aggressively pursue the General Services Administration to ensure that Office of Technical Service employees have a safe and healthful working environment. (Vol. I., Page 26)

APPROVED :

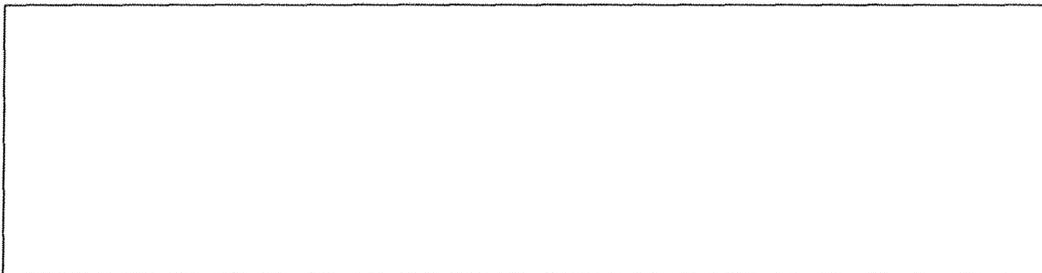
15 DEC 1980

DISAPPROVED: _____

Recommendation 4: That the Deputy Director for Science and Technology review the requirements for Office of Technical Service secure telephone communications and initiate action to satisfy them; and that the Director of Technical Service remind employees periodically of the vulnerability of regular telephone lines to intercept. (Vol. I., page 28)

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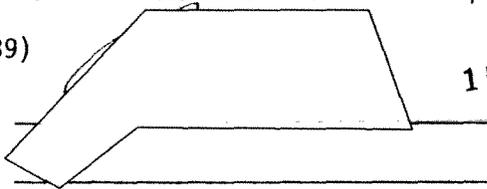


Recommendation 6: That the Director of Technical Service explore with the Office of Personnel Policy, Planning and Management the pros and cons of continuing two wage scale systems. (Vol. II., Page 14)

Recommendation 7: That the Deputy Director for Administration, in consultation with the Deputy Director for Science and Technology, review their respective graphics and printing capabilities to ensure their most efficient and productive use. (Vol. II., Page 39)

APPROVED :

DISAPPROVED:

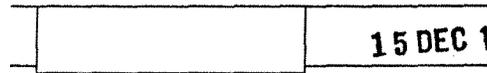


15 DEC 1980

Recommendation 8: That the Deputy Director of Central Intelligence review the Agency's anti-terrorist program to ensure that it is achieving the desired results and is adequately organized, managed and supported. (Vol II., Page 57)

APPROVED :

DISAPPROVED:



15 DEC 1980

Recommendation 9: That the Director of Technical Service, in consultation with the Office of General Counsel, ensure that a policy on the use of firearms is established and promulgated



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Have joint review by DOD + DOS + T with report to DDCI



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Recommendation 10: That the Deputy Director of Central Intelligence survey Agency psychological testing and assessment activities to ensure that maximum individual opportunities and organizational needs and benefits are being realized.
(Vol. II, Page 72)

APPROVED : _____
DISAPPROVED: _____ 15 DEC 1980



Have DDS&T, DDO & DDD provide DDCI with a report on this subject with options to consider



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