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D/Pers 85-1075

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85-1436

APR 5 1985

General Counsel 85-01528

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Executive Director
Deputy Director for Administration
General Counsel
Comptroller

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Secretarial Pay Plan

1. Action Requested: Your approval of the recommendations contained in paragraph 3 to establish a new pay level for Agency secretarial positions and to revise the Agency Secretarial Grade Pattern.

2. Background: Since the revision of the Agency Secretarial Grade Pattern in 1980, which established a secretarial position at the GS-07 level to support GS-15 level supervisors, there has been persistent concern on the part of both secretaries and managers over the corresponding grade compression. With the 1980 revision, the Secretarial Grade Pattern now has a built-in anomaly since GS-15 supervisors and SIS-1/2 supervisors are both authorized GS-07 level secretaries. In many cases, the anomaly has resulted in the secretary to a SIS-1/2 supervisor being responsible for reviewing the work of a secretary to a subordinate GS-15 level supervisor. Although it is clear that the secretary to the SIS-1/2 supervisor in such a case has greater responsibility than the secretary to the subordinate supervisor, a solution within our Agency position classification system has been evasive.

During the Position Management and Compensation Division (PMCD) survey of the secretarial occupation in the Summer of 1984, the problem of compression at the GS-07 level again surfaced as a major concern and a contributing factor to a morale problem throughout the Agency. Although the study found that the problems within the secretarial occupation go far beyond this single issue, the GS-07 compression problem is clearly on the minds of all secretaries and managers; it is real; and it can be dealt with separately from the other issues articulated in the study. The other issues will be the subject of a separate memorandum.

When the decision was made in 1980 to revise the Pattern, PMCD made it clear that the compression would be aggravated at the GS-07 level. However, in terms of the position classification issues involved, PMCD believed that the change in the Pattern was necessary to recognize the level of responsibility inherent in secretarial positions serving the GS-15 level supervisor. It was also necessary to clearly differentiate the level of

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responsibility in this secretarial position from other clerical positions having lower levels of responsibility.

It is now clear that there is a quantifiable distinction in responsibility between the secretary to a GS-15 and the secretary to the hierarchically more senior SIS-1/2, although this difference is insufficient to support a GS-08 classification for the secretary to the SIS-1/2 and an upward adjustment for all other senior secretary positions. This conclusion takes into account the factors common to all federal positions, and also the additional demands that are placed on our employees in terms of the rigorous security requirements for appointment to an Agency position, lifestyle restrictions, and the requirement for periodic polygraph examinations.

The solution to this problem is an alternative to the current Agency Secretarial Grade Pattern which would establish a new level, GS-07B, with pay rates between the GS-07 level and the GS-08 level for the secretary to the SIS-1/2. Movement to the new GS-07B level would mean a promotion equivalent to a one step pay increase for the secretary, and would establish a clear upward movement in status. Establishment of this new level is within the authority of the DCI under Section 8 of the CIA Act; it can be accomplished quickly; it can be accomplished without an increase in the Agency average grade; and the cost will be only approximately $250,000 per year.

The alternative to this proposal, upgrading the SIS-1/2 secretary to GS-08, would begin to skew our internal position alignments and contribute to serious interoccupational inequities. Furthermore, such an upgrade of the Secretarial Grade Pattern would cost approximately $1,000,000 per year, and would require an increase in the Agency average grade of about .07 point from our currently approved 10.90. The Agency currently has an unapproved requirement for an average grade increase of .07 points to meet other requirements already approved by PMCD through the position classification process. The Comptroller has submitted a request for an increase in our average grade to 10.96 for FY 86 to help meet our current requirements. A request for an additional .07 point and $1,000,000 to support a general secretarial upgrade likely would not be well received by the Office of Management and Budget. Approval of our proposal, on the other hand, will serve the needs of the Agency and of the secretarial population, without distorting the classification system or leading to the problems of a general upgrade of the Pattern, while at the same time providing a strong message to the Agency secretaries that management is sensitive to their concerns, and intends to act.

3. Recommendation: I recommend you approve the following actions:

a. Establishment of the Secretarial Pay Plan (Attachment A), with a level GS-07B added between GS-07(now GS-07A) and GS-08, with promotion to the

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new level to be equivalent to at least one step at the GS-07A level. The effective date of the new plan will be the beginning of the first pay period after approval of this recommendation. Attachment B shows General Schedule pay rates prior to the Secretarial Pay Plan.

b. Revision of the Agency Secretarial Grade Pattern to link the GS-07B secretary to the SIS-1/2 supervisor (Attachment C), with the effective date of the new Pattern to be the date of the approval of this recommendation.

STAT

[redacted]

Robert W. Magee

Attachments

CONCUR:

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Com

4/19/85
Date

STAT

[redacted]

4/17/85
Date

STAT

for

[redacted]

4/23/85
Date

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[redacted]

4/24/85
Date

APPROVED:

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[redacted]

01 MAY 1985
Date

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The quote "secretarial problem" as such is by no means a single or simple problem. There is wide variance of opinion as to what the problem is and even where there is an agreement on particular aspects of the problem, there is no unanimity as to how to resolve the various issues.

As a result of our in-depth review of the secretarial occupation and as a result of the very helpful comments on our draft secretarial study which we received from each of the Directorates, we are persuaded that there are at least five separate problems which need to be addressed. Collectively, these five problems we have entitled the "secretarial problem."

The Grade 07 Crunch

Secretaries are hired at the GS-04 and GS-05 level, most frequently move with reasonable speed to the 07 level and remain there for the remainder of their secretarial career. Over 60 percent of the secretarial positions are at the 07 level and the "stagnation" at this level leads to frustration, particularly against the backdrop of differing responsibility between grade 07 secretaries.

This particular problem is real, is a persistent thread in all of our discussions with managers and with secretaries and can be resolved now within our existing authorities.

We have proposed that the difference in responsibility level, at least as evidenced by differences between branch and division level secretaries, be addressed as follows: secretaries working for GS-15 officers would remain at the current 7 level and secretaries working for SIS-1/2 officers would be at a grade 7B level. Such secretaries would get an immediate step increase and the 7B level would generally allow for further progression.

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Career Enhancement

A more fundamental problem which has been identified in our study of the secretarial occupation has been a growing concern about "professionalism" in the secretarial ranks. There are experienced secretaries who are concerned that their job continues to be nothing more than that of a typist and receptionist. Senior managers coming at this problem from a somewhat different perspective emphasized that an experienced "professional" secretary is a key member of the management team. The secretary is not simply the typist and receptionist, does not simply have well-honed shorthand and word processing skills, does not merely arrange travel and schedule appointment, but acts in a wide variety of ways as a expeditor and facilitator making the manager more effective and productive than would otherwise be the case.

It is clear to this office that the secretarial occupation is an extraordinarily important one to the Agency and there needs to be enhancement of a secretarial career. The entry level of clerk typist, receptionist, the journeyman level as stenographer and word processing expert and the senior level as virtually special assistant needs to be developed in a more orderly fashion and with commensurate training utilization and compensation. Although we have used to some advantage the great attraction principle, there is a justifiable concern that this may work also to the disadvantage of certain secretaries. We believe that regardless of the grade of the supervisor certain components at certain times need nothing more that clerk typists. In other components at other times there may be the need for the master secretary performing the full range of skills. This argues in favor of the creation of a senior secretarial cadre, members of which would be put into positions where their particular talents are required without regard to the grade of the supervisor.

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The enrichment of the secretarial career field along with ones described above would, we believe, help to retain secretaries, would help to make it a more attractive career field but most of all would enable the Agency to make maximum use of some very talented employees. We believe that a intra-Directorate task force should be set up to explore this problem further and to assess how best to meet the challenge.

Career Ladder or Stepping Stone

Another managerial concern which has surfaced as a result of our review of the secretarial occupation and our discussions with both secretaries and managers has been a kind of schizophrenia leading to the perception of the secretarial service.

There are those who feel that the secretarial occupation is a dying field both because of sociological considerations whereby women are now more able and are willing to enter nontraditional occupations than those women who are interested in a secretarial career and technological factors which may make not only shorthand but typing obsolete. The technological marvels which lie just over the horizon include computers taking dictation and producing hard copy from the spoken work.

There are those who believe that a majority of people entering the secretarial field do so only to get their foot in the door of a particular organization and then rely on upward mobility programs to get into different fields where the pay is higher and where their talents can be fully utilized.

Finally, there are those who believe notwithstanding sociology or technology, there will continue to be a need for professional secretaries who will act almost as the alter ego of the supervisor in a variety of ways on a variety of issues and that strenuous efforts need to be made to insure to attract, train, and retain those persons who can serve on a career basis as senior secretaries.

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We believe that there is a kernel of truth of the above described positions. We do not believe that it is more apparent for women who have proven their worth to the Agency to be allow to transfer to other career fields, but at the same time we very strongly support the idea that there is a vital need, and a continuing need for the professional secretary. We believe that much of the confusion in this area can be sorted out as more attention is given to the kind of career enrichment within the secretarial field which was discussed in the previous section.

Lost to Contractors

One area of great frustration which exists almost across the Agency has been with the process by which a particular component develops a secretary only to lose her to another component or to an outside employer at the point at which she is beginning to make a major contribution in the workplace. The most egregious example of this occurs in the S&T area where Agency contractors literally steal our best secretaries and pay them several thousand dollars more than their Agency salary. It is not clear whether this is because the skills are worth several thousand dollars more, or simply because they are buying the clearances and SCI accesses which the individual possesses and that even paying the several thousand dollars in salary is preferable than waiting for the noncleared secretary to receive the necessary clearances and accesses.

Regardless of the reason for the loss of the secretary to the private concern, the reality is that the Agency is spending significant amounts of money to clear and train the individual and it makes very little sense for us to be running a feeder system for private enterprise. One answer to this problem may be to develop a different and less rigid pay system for secretaries so that Agency managers have a measure of the flexibility which provide employers now having to attract and more important to retain secretaries they would otherwise lose.

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It is, of course, easier to articulate the problem than it is to develop a solution which does not contain the seeds of still other problems and we believe that this issue also should be the subject of a intra-Directorate task force which would explore a variety of options which we now have under consideration.

GENERAL RECRUITMENT AND RETENTION

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TRANSMITTAL SLIP	DATE 4 APR 1985

TO: DD/PA&E 4 APR 1985

ROOM NO.	BUILDING

REMARKS:

Your Copy

FROM: Linda / PMCD

ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

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