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16 May 1957

TO : Deputy Director (Support)

THRU : Comptroller



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SUBJECT: Reorganization and Allocation of Departmental Positions - Finance Division, Office of the Comptroller

1. Problems - The addition of new responsibilities and increases in workload require redeterminations with respect to the organization and staffing pattern of the Finance Division.

2. Facts Bearing on the Problem

a. The present organizational structure of the Finance Division was approved as a result of a survey by Management Staff, dated 22 August 1955. (Tab A)

b. The survey by the Management Staff included determinations with respect to the staffing pattern and recommended that departmental positions be allocated to Finance Division as constituting the manpower requirement to properly handle the then existent workload. (Tab A)

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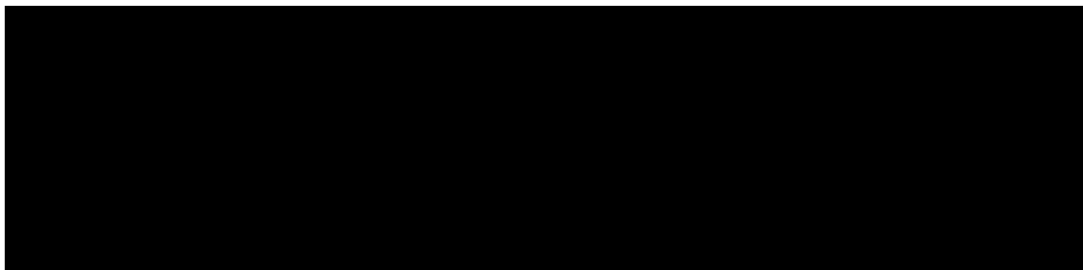
c. Due to increasing pressure on the Agency to reduce its personnel, the personnel strength of recommended for Finance Division has never been attained. On the contrary, since issuance of the Management report, the Division has been required to reduce its I/O to conform with a ceiling of positions.

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d. Since the date of the above mentioned Management Staff Survey, substantial increases in workload have occurred in the Finance Division. The nature and extent of these increases are indicated in memorandum for the Comptroller, from Chief, Finance Division, dated 25 January 1957. (Tab B)

e.



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f. In order to provide a staff to meet the responsibility arising from the new policy on taxes, Finance Division has found it necessary to establish a new

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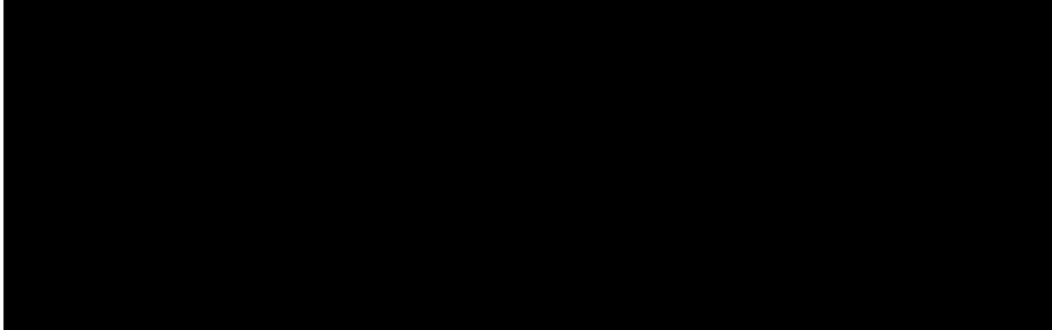
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3. Discussion

a. In recognition of the necessary restrictions imposed on increases in personnel and in order to minimize the need for increased staff to handle new and additional workloads, functional assignments within Finance Division have been examined in an effort to identify areas wherein economies in operation can be effected through adjustment of procedures, transfer and/or consolidation of functions, etc. As a result of this review, it has been concluded that the following transfers of responsibilities and realignment of functions in the Finance Division will strengthen its capacity to handle increased workloads without sacrificing necessary controls.

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(1) Abolish the [redacted] of the Payroll and Travel Branch and transfer responsibility for examination and certification of Staff Employees travel vouchers to the Operations and Liaison Branch.

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(2) Establish a fifth section in the O & L Branch and increase the strength of present [redacted] as necessary to handle the increased workload. This to be accomplished without an overall increase in staff by utilizing positions saved in the elimination of the [redacted] Payroll and Travel Branch.

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(3) Transfer responsibility for accountings by [redacted] from the [redacted] Accounts Branch, to the Operations and Liaison Branch. This function to be absorbed by the Operations and Liaison Branch without increase in its staff or decrease in the staff of Accounts Branch.

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(4) Consolidate (by transfer of [redacted] responsibility for administration of all tax, compensation and allowance matters in one Branch to be identified as the Compensation and Tax Accounts Branch. As indicated under 2.f. above, additional responsibilities placed with the [redacted] have compelled an increase in staff to handle. The proposed organization and staffing pattern provides for these activities without overall increase in ceiling or T/O by utilization of positions saved in the

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elimination of the [REDACTED]

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- (5) No present change is proposed in the staffing patterns of elements of the Finance Division other than the Operations and Liaison and Payroll and Travel Branches.
- b. The proposed organization for the Operations and Liaison Branch requires only the establishment of additional positions identical to positions previously classified and approved by the Personnel Evaluation Division.
- c. The establishment of the new Compensation and Tax Accounts Branch involves a realignment of functions and responsibilities which will require position evaluation by the Personnel Evaluation Division. Appropriate position descriptions will be furnished for these positions when required for this action.
- d. Increases in workload and assignment of new responsibilities indicate that the T/O for Finance Division should be increased. Notwithstanding this fact, an increase is not being requested or proposed at this time. It is probable, however, that as Finance Division is able to restore the strength lost due to transfers of Finance personnel to newly created project and overseas positions, the question of adequacy of staff will have to be re-examined.

4. Recommendations

It is recommended that:

- a. the proposed modification of the organization and staffing pattern of the Finance Division be approved for immediate implementation (Tab D)
- b. the allocation of grades reflected in the staffing pattern be conditionally approved subject to review and final allocation by the Personnel Evaluation Division.

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[REDACTED]
Chief, Finance Division

CONCUR:

CONTROLLER

DATE

CHIEF, MANAGEMENT STAFF

DATE

The recommendations contained in paragraph 4 are approved.

DEPUTY DIRECTOR (SUPPORT)

DATE

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Approved For Release 2000/08/15 : CIA-RDP80-01240A000100060002-4

Approved For Release 2000/08/15 : CIA-RDP80-01240A000100060002-4

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TAB B

TO : Comptroller
FROM : Chief, Finance Division
SUBJECT: Finance Division T/O

25 January 1957

1. In accordance with your request at staff meeting 24 January 1957, the present T/O of Finance Division has been reviewed to determine its adequacy.

2. You will recall that on several occasions during the past months, I have indicated that it is my view that the present authorized strength of Finance Division is not adequate to the increasing responsibilities and workload of the division and that I proposed to submit a formal request for an upward adjustment. I believe that you will agree that the facts presented in the following paragraphs support and strengthen this view.

3. The results of the last complete formal and independent review of the organizational and staffing pattern of the Finance Division are reflected in a report by the Management Staff dated 22 August 1955. With respect to the staffing pattern of the Division, that study recommended an increase of eight positions. The study was approved by the Acting DD/S and subsequent T/O action established the T/O for Finance Division at [redacted] vouchered positions and [redacted] unvouchered or a total of [redacted] positions.

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4. Subsequent to the Management Survey action rather than receiving the indicated increase in its T/O, Finance Division was required to reduce its T/O to conform with its established ceiling. Accordingly, our T/O was reduced to [redacted] vouchered and [redacted] unvouchered positions, or a total of [redacted] or [redacted] positions less than that recommended by the Management Report.

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5. Since the period of the Management Survey which established Finance Division staffing requirements, the workload of the Division has shown a steady increase. Although the time limit for presentation of this report does not permit the development of comprehensive comparative statistics, the following increases have been established from readily available records:

- a. A 20% increase in the number of station, agent, interest fund, etc., accountings.
- b. A 1/3 increase in the number of travel accountings.
- c. A 10% increase in the number of Disturbing Office transactions.
- d. A 20% increase in T/A's.

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e. An approximately 20% increase in the number of personnel administered by [REDACTED]

f. A 20% increase in the number of contractors' invoices processed, indicating a comparable increase in contracts to be audited.

g. A 180% increase in Bureau Schedules processed.

h. A 35% increase in accounts payable.

i. Increase from 1 to 9 in number of stations submitting financial reports on property.

6. In addition to the increase in normal workload handled by Finance Division since the date of the Management Survey, Finance Division has been required to assume additional and new responsibilities with respect to servicing employees for income and social security taxes. Although no additional personnel were authorized in connection with the assumption of these responsibilities, Finance Division has found it necessary to establish two new units as a result of these new responsibilities. Accordingly, the [REDACTED] and a new [REDACTED] has been established to handle contract employees consisting primarily of WAE field employees who must now be administered by Headquarters for Social Security purposes.

7. Thus it is seen that although the Management Staff established a staffing requirement based on the workload of mid-1955, since that date the T/O of Finance Division has been reduced by 10% below the established requirement, while the workload has increased by 20% and new responsibilities requiring at least 7 persons have been added.

8. Another factor for consideration in relation to staffing requirements for Finance Division is the rotation program to overseas installations. Based on present field finance positions, Finance Division is required to furnish from 50 to 55 finance officers to the field per year. It is estimated that training, processing, travel, overlap, home leave, etc., time involved in rotating personnel between the field and headquarters is approximately 6 months. Thus, it is estimated that 25 to 30 man years of non-productive time per year is borne by Finance Division in connection with field staffing. A portion of this time is absorbed by assignments to the training section, however, since that section has only [REDACTED] positions, at least half of the 25-30 man years is taken from the regular authorized strength of the Division.

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9. The effect of the above factors on the staffing requirements of the Branches of Finance Division is as follows:

a. Operations and Liaison Branch

An increase of 7 positions from [REDACTED] to recognize

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personnel requirements for the [REDACTED] Units is required. In addition, the general increase in volume of normal workload may require further upward adjustment.

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b. Payroll and Travel Branch

Recent determinations regarding the reporting of compensation for tax purposes, the necessity for a heavy overtime schedule to handle current work, the fact that the staffing pattern is considered to be below the norm recognized by the Budget Bureau all indicate a need for additional personnel. Based on previously established standards of 175 employees per payroll clerk, an increase of 2 payroll clerks and one file clerk is indicated.

c. Accounts Branch

The addition of financial property accounting functions together with the increase in workload indicated above, indicates the need for at least 3 persons.

d. Monetary Branch

An increase of 1 person is required to handle new business and additional workload.

e. Industrial Contract Audit Branch

Workload data has established that each field auditor should produce 13 reports per year. [REDACTED] reports are scheduled for the current year, an increase from [REDACTED] in the field audit staff is indicated if we are to handle contract settlements currently. Comparable increases will also be required in the invoice auditors and typing staff.

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f. Office of Chief and Registry

No change is proposed at this time.

g. [REDACTED]

As is indicated under paragraph 8 above, the T/O of the [REDACTED] should be increased from [REDACTED]

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11. In summary, it is my view that the T/O of the Finance Division should be adjusted upward, if we are to maintain the capability of rendering proper financial support to operations and to maintain minimum control over agency funds and assets. The pattern of the adjustment is indicated by the following:

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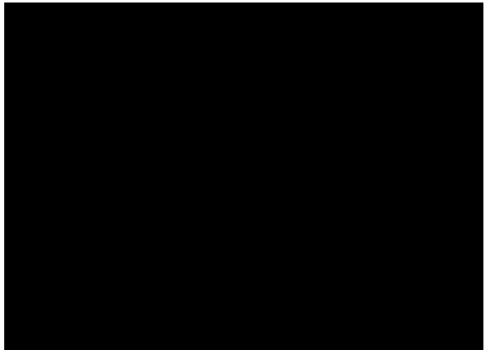
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<u>Present</u> <u>T/O</u>	<u>Estimated</u> <u>Increase</u> <u>Required</u>	<u>Adjusted</u> <u>T/O</u>
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Office of Chief (1)
 Accounts Branch
 O & L Branch
 Monetary Branch
 Payroll and Travel Branch
 Industrial Contract Audit Branch
 Total Vouchered



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12. In accordance with our recent discussions, we propose to submit a proposal for some realignment of the functions within Finance Division as well as request an increase in our authorized staffing pattern. In view of this fact, we do not request that any action be taken with respect to the views expressed in this memorandum, except as is appropriate to supporting the position that overall not only is the present T/O of Finance Division justified but that it is inadequate to the responsibilities of the Division.



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