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PROPOSED PROJECT STUDY
ON
PERSONNEL AND CAREER SERVICE
STRUCTURE
IN
THE AGENCY

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PREFACE

From a period of time during which personnel administration in the Agency was substantially centralized, through a period of gradual growth of the Career Service Program during the last three (3) years, a duality of organization structure, functions, files and procedures has developed.

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While the Agency is regarded as a single employer, the Career Service structure of some eighteen (18) Boards and twelve (12) Panels has assumed or been delegated more and more responsibilities for personnel planning, management, selection, utilization and development. The very manner in which these various Boards have implemented the Career Service Program lacks uniformity. This trend toward Career Board personnel management has not reflected any significant change in the staffing of the central Office of Personnel. As of 31 March 1957, there were [REDACTED] on board with a ceiling of [REDACTED]. Total Career Service Staffing Authorization of SP designees stands at [REDACTED] 25X9

A fairly complex set of governing regulations has evolved for the purpose of reconciling and integrating a "centralized personnel program" with the Career Service Program. These regulations, together with a comprehensive study of existing procedures, and the organizations governed by them should be re-examined.

Decentralized personnel administration must be accepted as a realistic operating requirement. The maximum degree to which decentralization should be effected poses a major question.

The need for a re-evaluation of manpower requirements for administration of the Agency Personnel and Career Service Program is evident.

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QUESTION:

How should the Agency, with a size that has doubled and redoubled, and the very character of which underwent major changes in the midst of its periods of greater growth, adapt its personnel administration system to meet the Career Service Program needs of flexibility and yet retain an integrated and centrally directed personnel program at minimum cost?

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1. PROJECT OBJECTIVES

- a. The purpose of the project is to research and analyze the current structures and mechanisms, formal and informal, with a view toward determining needs and methods to:
- (1) Achieve maximum delegation of authorities to Heads of Career Services, their Boards, and Operating Officials consistent with centralized policy, direction and support necessary to achieve an integrated personnel program.
 - (2) Establish organizational staffing authorizations and criteria for SP positions at all levels.
 - (3) Clarify and simplify action channels and functions of personnel administration at all levels of organization.
 - (4) Delineate those functions and duties related to personnel administration which are collateral to the duties performed by the general administrative type individual, and not requiring Personnel Technicians.
 - (5) Effect such adjustments in manpower and costs as may be indicated by the findings.

2. BACKGROUND

- a. The need for providing operating offices maximum flexibility in development, utilization and control of their manpower resources to meet shifting requirements is an accepted fact. Efforts in the direction of increased delegation of responsibilities and decentralization of personnel administration have resulted in:
- (1) The establishment and growth of the organization structure and responsibilities for administering the career program.
 - (2) The continuing assignment of responsibilities to Heads of Career Services and their Boards, i.e.,
 - (a) The establishment of the Career Service as a competitive promotion area with such internal areas as may be required by the Head of the Service.
 - (b) The administration of Career Service Staffing Authorizations which may be approximated and adjusted to provide for known needs. (This is manpower planning.)
 - (c) Long-range development, rotation and advancement planning of Career Service personnel.
 - (d) Maintenance of Career Service records.

- (3) The acceptance by the Agency Career Council, in November 1955, of a "Staffing/Development Complement" concept of manpower control. The Council approved a pilot installation of this system in the Office of Communications which actually began functioning on a pilot installation basis 1 April 1956 (Tab A). This new manpower system was devised to:
 - (a) Reduce to a minimum the controls exercised by the Management Staff, the Office of Personnel and the Comptroller.
 - (b) Provide greater flexibility in the movement of personnel within the framework of established position evaluation principles.
 - (c) Accomplish a reduction in paper work and time delays inherent in the present T/O system.
- (4) Current consideration by the Office of Personnel of methods by which the current position classification system can be modified to provide increased flexibility within a framework of adequate controls.
 - (a) One proposed compensation system provides for monetary recognition of outstanding work performance and growth of personnel, more satisfactorily than the present system, without distorting the present grade structure. The proposed plan provides for salary ranges comparable to those of private industry, flexibility in establishing initial salaries for recruitment, and a system of merit wage increases based on performance.
 - (b) The manpower control system being tested in the Office of Communications (paragraph 2a(3) above) provides flexible positions subject to multiple occupancy at the discretion of the Office, supplemental positions which may be utilized at the discretion of the Office, as needs arise and multiple incumbency within the "Development Complement" without regard to the classification of the individual.
- b. Emphasis on the support and policy guidance role of the Office of Personnel, with a continued trend toward the assumption of a greater scope of responsibility on the part of Heads of Career Services and their Boards should be a guiding consideration in the project study.

3. PROJECT OUTLINE

- a. The following is provided as a guide in the conduct of the study. It is not to be construed as excluding whatever additional factors and data as are considered pertinent:

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- ✓ (1) Review the functions which constitute the present Personnel and Career Service Programs
 - ✓ (2) Review the current organization structures which have been created to carry out segments of personnel and/or Career Service functions.
 - ✓ (3) Review current published authorities which accompany the assignment of responsibilities for carrying out officially assigned functions.
 - ✓ (4) Review and analyze the methods and procedures by which current personnel administration and career management functions are carried out at all levels.
 - (5) Review and analyze the Career Service Staffing Authorization of the SP Career Service together with the ceiling and on duty status of the headquarters Office of Personnel.
 - (6) Develop dollar costs of the present Personnel and Career Service Programs and compare with counterpart programs in other agencies.
 - ✓ (7) Determine areas of overlapping, duplication and wasted effort capable of improvement; better utilization of high grade personnel now performing lower grade work.
 - ✓ (8) Analyze the effectiveness of delegations of authorities, and the absences or gaps in delegations, to carry out assigned functions; and the possible redundancies in review procedures.
 - (9) Review the Career Service Structure and make a comparative analysis of secretariat and technical personnel staff requirements.
 - ✓ (10) Analyze, quantitatively and qualitatively the policy direction and guidance, and the support given Heads of Career Services by the Office of Personnel.
 - (11) Determine the need for, and the extent to which, definite program objectives with specific target dates, have been established.
 - ✓ (12) Inventory and analyze the total personnel records and files maintained at all organizational levels.
 - ✓ (13) Inventory and analyze the personnel reports and reporting system, both of the Office of Personnel and other organizational levels.
 - (14) Explore, with the Management Staff, the feasibility of greater utilization of business machines in record preparation, information storage and reporting.
- b. Other factors for consideration in the project study are set forth in Tab B.

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4. REPORT COVERAGE

The overall study should be sufficiently comprehensive in analysis and findings to permit determinations, plans and recommendations with regard to:

- a. The proper staff role of the Office of Personnel in planning, policy direction and monitoring the application of the Agency Personnel Program.
- b. Establishing firm program objectives with time schedules for attaining them.
- c. Methods of determining sound organizational staffing authorizations and criteria for SP positions at all levels.
- d. The extent to which additional delegations of authorities should be made to Heads of Career Services or other organizational levels.
- e. Improvements which might be effected in the reporting system.
- f. Clarification and simplification of action channels.
- g. Feasibility of greater utilization of business machines in the personnel functions of record, preparation, keeping and reporting.
- h. Changes in the organization and functions of the Office of Personnel indicated as desirable to better accomplish the objectives.
- i. Methods of accomplishing such adjustments in manpower and costs as may be warranted by the findings.

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