

CONFIDENTIALDD/S 68-2623
22 MAY 1968

OFFICE OF PERSONNEL

FILE *Meeting 1*

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing of Mr. Joseph E. Winslow on 22 May 1968

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1. This is to record the briefing of Mr. Joseph E. Winslow of the staff of the Position Classification Subcommittee of the House Post Office and Civil Service Committee on 22 May 1968. Present for the briefing were Mr. Winslow, Mr. Bannerman, Deputy Director for Support, [redacted], Assistant Legislative Counsel, [redacted], Deputy Director of Personnel for Plans and Control, and the undersigned. Following the briefing Colonel White hosted a luncheon in the Executive Dining Room for Messrs. Winslow, Bannerman, Maury, [redacted] and the undersigned.

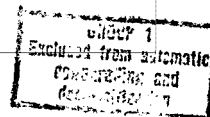
2. Attached is an outline which was followed in its essentials in briefing Mr. Winslow. As a matter of fact, the briefing was essentially a dialogue largely responsive to specific areas of interest described by him. The burden of the discussion was whether the classification system as it existed under the Classification Act of 1949 was responsive to our needs and whether we had any specific or general suggestions for improvement. Mr. Winslow indicated that he would probably reflect in the report nothing specific about this Agency but by his visit could reassure the Subcommittee--and eventually the full Committee--that CIA, along with the other excepted agencies, had been reviewed. We were reassured by Mr. Winslow that it was not his intent, and probably not that of the Committee, to change in any way the excepted authorities which we presently enjoy should any new legislation result from the study. The exchange was open, friendly in tone, reflected a mutual understanding of problems, and in the opinion of the undersigned well served the interests of both parties. In conclusion, Mr. Winslow assured Colonel White and the rest of the group that should the final report require any specific reference to the Agency, he would be back in touch with us. (A full file of the material prepared for the briefing is being held in my office.)

/s/ Robert S. Wattles

Robert S. Wattles
Director of Personnel

Attachment

MORI/CDF Pages 1, 6-9, 15 & 16.

CONFIDENTIAL

DD/S 68-2490

FILE *Meetings*!

DD/S 68-2490

15 MAY 1968

MEMORANDUM FOR: Director of Personnel

**SUBJECT : Briefing of Joseph Winslow - House Post Office
and Civil Service Committee**

1. Reference is made to the meeting with the Executive Director-Comptroller today. Mr. Winslow will visit the Agency on 22 May at 1030 for a briefing on the Agency's classification system with a luncheon to follow. The following arrangements were established for this briefing:

a. Mr. Wattles to give the briefing;

b. Outline of the briefing:

(1) Cite the Director's authority to establish his own system of classification; Agency prefers not to be affected by any new law;

(2) Discuss the Agency's classification system, how it operates; cite the fact that we have chosen Civil Service Commission system for grade structure and tried to adopt to the degree feasible the system as it applies to the rest of Government;

(3) Cite principles that we incorporate in the operation of our system such as security requirements, operational considerations, and flexibility of assignment and responsibility to officers to operate under cover conditions;

(4) Cite legal backup for our concept of rank with the man rather than rank with the position;

(5) Our experience with Wage Board systems; cite the fact that we have no unions in the Agency;

c. Review outline with DD/S and Executive Director-Comptroller on Tuesday, 21 May.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support



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14 May 1968

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Mr. Bannerman:

Colonel White is having a short meeting
tomorrow after EXCOM with you, Wattles,

 and  to discuss a visit from Mr.

Joseph Winslow of the Position Classification Sub-
committee of the House Post Office and Civil Service
Committee. Winslow is to come to the Agency next
Wednesday, 22 May, and the purpose of Colonel
White's meeting tomorrow to discuss that.

*Winslow - formerly on Tracy's White House staff -
letter in March to Agency - no need to answer
letter - wanted to come out for a briefing*

Boring Wed. 22nd - 10:30 AM -

briefing - then lunch -

History etc of each system -

*Classification system needed overhaul
in 1940 but deferred - now needs
action.*

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Thursday - 14 March 1968

9. (Confidential - JCO) Met with Mr. Charles E. Johnson, Staff Director and Mr. Joseph Winslow, Staff Counsel, Committee on Post Office and Civil Service. The letter of 7 March to the Director from Representative James M. Hanley (D., N. Y.), Chairman of the Position Classification Subcommittee, on CIA participation in a study of civilian classification systems in the Executive Branch was reviewed. It was noted that Agency exemption from the Classification Act is based on security considerations and informally agreed that the Agency would have little of substance to contribute. In general, we follow the Classification Act standard and do consult with the Commission on problems arising thereunder. Although no return response to Chairman Hanley's letter is necessary and no final designation need be made of a person to act as liaison in this matter, it was requested informally that consideration be given to meeting with Mr. Winslow so that the Subcommittee may be protected in the event question should arise later regarding CIA participation in the review. I advised that I would relay the request, and would be back in touch with Mr. Winslow during the coming week.

POSTAL OPERATIONS

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William J. Green, Pennsylvania	<i>H. R. Gross, Iowa</i>
Jerome R. Waldie, California	<i>Edward J. Derwinski, Illinois</i>
Richard C. White, Texas	

Ex Officio Voting Members

Thaddeus J. Dulski, New York	<i>Robert J. Corbett, Pennsylvania</i>
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Dominick V. Daniels, New Jersey	<i>Edward J. Derwinski, Illinois</i>
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CENSUS AND STATISTICS

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POSITION CLASSIFICATION

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STUDY OF SYSTEMS FOR THE CLASSIFICATION OF FEDERAL POSITIONS

I. AREAS OF STUDY

PURPOSE OF STUDY: ARE THE EXISTING SYSTEMS SUITABLE FOR MODERN
GOVERNMENT PROGRAMS?

*A. Description of existing systems, including a brief history, discussion
of principal current problems, etc.;*

- General schedule
- Postal field service
- Foreign Service
- VA Department of Medicine and Surgery
- Civilian commissioned services
- Wage board system
- Other (public law jobs, AEC, TVA, etc.)

B. Thorough examination of the GS system:

- The role of Congress
- The role of the Commission
 - Policy development
 - Standards
 - Inspections and corrective actions
 - Appeals
 - Centralized approval of key positions
- The role of the agencies:
 - Establishing new positions
 - Maintaining classification on a current basis
 - Appeals
- Recent developments:
 - Better meshing of placement and classification aspects
 - "Impact of man"
 - "Job engineering" for maximum utilization
 - Correcting job fragmentation
 - Pay flexibilities
 - Enlisting participation of line managers
- Use of position classification in other phases of management;
- Effect of position classification on career development: Are
additional flexibilities needed?
- Grade structure
- Exclusions and inclusions
 - Jurisdictional coverage, i.e., wage board supervisors and posi-
tions common to many agencies

C. Thorough examination of the PFS system:

- The role of Congress
- The role of the Commission
- Appeals
- The role of the Post Office Department
- Grade structure
- Basis for classifying positions
- Lack of career opportunities
- Effect of unique nature of postal work

C. Through examination of the PFS system—Continued

Examine need for excluding jobs common to all agencies from general schedule

Examine need for excluding the pay for blue collar jobs in PFS from Federal wage system

D. Other systems:

Thorough examination of systems in—

Foreign Service

VA Medicine

Civilian commissioned services; i.e., Public Health Service and any others

Wage board systems

Other systems established by public laws:

TVA

AEC

Selective Service

Other

E. The issue of uniformity versus diversity:

Should the general schedule (or some modification) be extended to one or more of the other systems or parts of systems, or, conversely, should parts of the present general schedule be broken out?

Advantages and disadvantages of these alternatives

F. "Rank in the man" versus "Rank in the job":

An up-to-date discussion of these apparently conflicting methods, showing advantages and disadvantages of each

Which is more effective for mission accomplishment?

Which provides management a better control over grade distribution, work assignments, etc.?

G. Relationship of classification plans to—

Promotion plans

Career opportunities

Executive assignment system

Whitten amendment and other legal restrictions

H. Possible solution:

Can the best features of the present diverse systems be merged into an overall plan, responsive to agency needs but under appropriate central guidance?

I. Findings

J. Recommendations:

Role of the Congress

Role of the Civil Service Commission

Role of the departments and agencies

II. CONDUCT OF STUDY

A. Leadership, organization, and personnel resources:

Under direction of the Subcommittee on Position Classification
Working committee

Full-time executive director (if possible someone not now
working for department or agency).

Staff detailed from departments and agencies

Steering and review committee—Representatives of—

Legislative branch

Executive branch

Employee organizations

Private sector

Consultants

Industry

Other governmental jurisdictions

Advisory and liaison

Bureau of Budget executive officers

Civil Service Commission Inter-Agency Advisory Group

Government employee organizations

Other

B. Time schedule:

Final report ready 1 to 2 years from beginning of study

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OUTLINE

BRIEFING - MR. JOSEPH WINSLOW

22 MAY 1968

I. INTRODUCTION

A. Appreciate opportunity to discuss our position classification system -- your taking the time to make it possible.

B. Your working paper --

1. Does system meet needs?
2. Standards.
3. Maintenance of system.
4. Management participation.
5. Use as management tool.
6. Appeals.
7. Recommended improvements.

C. Comm. Report -- December 1967 --

"... proper job classification is essential to" --

1. Recruitment of qualified employees.
2. Establishment of meaningful training.
3. Selection of qualified employees for promotion.
4. Payment of fair salaries.

D. Assume these four are essentially the "need" of your first point.

E. Hope to respond in the course of discussion.

II. LEGAL

A. DCI authority -- Section 8. [Formerly Section 10] (a) Notwithstanding any other provision of law, sums made available to the Agency by appropriation or otherwise may be expended for purposes necessary to carry out its function, including--

- (1) personal services, including personal services without regard to limitations on types of persons to be employed,
- B. Hope any new legislation would continue except CIA.
- C. Present system presents no particular problems -- may have a couple observations to make later.

III. THE AGENCY SYSTEM

- A. Career Service System based and controlled by a framework of allocated positions
 - (In between classified service and foreign service)
 - 1. Permits underslotting and overslotting-controlled conditions.
 - 2. Competitive promotions and training assignments.
- B. Management participation -- close and continuous -- organizational structuring and Career Service management.
- C. Classification techniques.
 - 1. Evaluation and comparison with standards - internal and CSC.
 - 2. Comparison with other jobs - outside Agency.
 - 3. Internal ranking.
- D. Maintenance
 - 1. Continuing review of T/O's - annually or more often.
 - 2. Surveys.
 - 3. Individual audits.
- E. Occupational coding - Based on CSC - Finer adaptations.

F. Supergrade evaluation.

1. Ranking.

2. Comparison.

G. Scientific and Professional Schedule.

1. Based on P.L. 313 System.

2. Pay rates - GS-16-17-18 range.

H. Special Rate System.

1. Conformance to CSC rates.

2. Special situations - Photogrammetrists.

I. Pay System of Classification Act.

1. Rates applied uniformly.

2. Step rate system.

3. Quality step increases.

4. Saved rates.

J. Use as management tool.

1. Inherent in Career System.

Competitive

Promotions -- CSGA

2. Average grade control.

3. Review of organizations to reduce unneeded jobs when upgradings considered - compensation.

4. Job information and advice to management on need for jobs and staffing.

IV. Problems with the Classification Act.

A. Advanced Pay positions.

(sometimes does not move swiftly enough)

Alternative - Wage classification approach - not very acceptable.

B. Difficulty in CSC keeping standards up to date and understandable

(might try bench mark positions)

V. Conclusions.

A. Basic system probably as good as any.

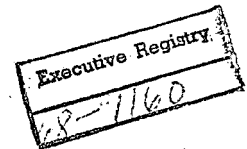
B. With our flexibility no serious problem as long as pay is kept up to date.

NINETIETH CONGRESS

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House of Representatives, U.S.

SUBCOMMITTEE ON POSITION CLASSIFICATION
OF THE
COMMITTEE ON POST OFFICE AND CIVIL SERVICE
Washington, D.C. 20515



OLC-68-0115

Honorable Richard Helms
Director
Central Intelligence Agency
Washington, D. C. 20505

MAR 7 1968

Dear Mr. Helms:

Pursuant to section 8 of H. Res. 209, the House Post Office and Civil Service Committee voted to conduct a study of civilian position classification systems in the Executive Branch of the Federal Government. The study is to be undertaken during the second session of the 90th Congress.

Certain responsibilities for the conduct of the study have been assigned to the Position Classification Subcommittee, of which I am Chairman. The Subcommittee plans to conduct its assigned parts of the study in cooperation with the departments and agencies responsible for the administration of the various classification plans and employee organizations having members subject to the plans.

The objective of the study is to determine whether the Federal position classification systems are meeting the needs of the Federal Government, as intended by the legislation establishing them; are well administered; are equitable to the employees affected, to the Government as an employer, and to the taxpayers.

The study will require the Committee staff to inquire into the history and background leading to the establishment of each position classification system; the procedures and operations involved in the application of each system; the maintenance of each system; the views of administrators and employees concerning the usefulness and the adequacy and fairness of each system.

It is obvious that to meet the responsibilities involved in a study of this scope, the cooperation and assistance of the departments and agencies and employee organizations will be needed. Therefore, I am requesting that you designate a person responsible to you to act as liaison with the Committee staff, in providing information and assistance on matters affecting your department, during the conduct of the study. Please notify the Committee as soon as possible who your liaison will be.

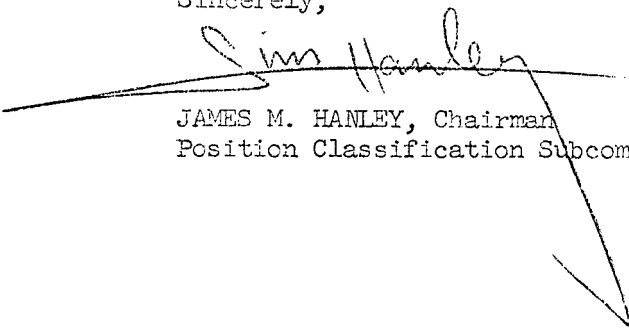
Honorable Richard Helms - 2

Notification should be directed to Mr. Joseph E. Winslow, Staff Consultant, Committee on Post Office and Civil Service, Room 207 Cannon House Office Building, Washington, D. C. 20515.

The Post Office and Civil Service Committee desires to conduct the study in such a manner that the resulting findings and recommendations will form a sound basis for updating and improving Federal position classification systems to meet present and foreseeable needs of the Government.

The cooperation and assistance of you and your agency as needed in the conduct of the study will be deeply appreciated.

Sincerely,



JAMES M. HANLEY, Chairman
Position Classification Subcommittee