

NFAC 2095/81

NATIONAL FOREIGN ASSESSMENT CENTER

WASHINGTON, D. C. 20505

13 APR 1981

NOTE FOR: D/OPPPM

SUBJECT: Some Thoughts on Revising Agency
Policies and Procedures

Shortly after Mr. Casey was appointed, Bruce invited the NFAC Office Directors and Staff Chiefs to suggest desirable changes in Agency policies and procedures. We have had several conversations about this, and the attached list reflects our feelings about possible changes in the areas of personnel and training. We would be interested in your view about these suggestions, and would like to consider any additional ideas that you may have.

Should we get together to discuss this list and your own proposed changes?

 STAT
R. E. Hineman
Deputy Director

Attachment

MORI/CDE

THOUGHTS ON REVISING AGENCY POLICIES AND PROCEDURES

Personnel

- Retain a small, high-powered personnel policy staff in the O/DCI. Return the rest of OPPPM to the DDA.
- Eliminate the "potential" section of the PAR.
- Retain the semi-annual uniform promotion schedule, but allow the Deputy Directors to make out-of-cycle exceptions in cases where they are clearly warranted.
- With regard to comparative evaluation, eliminate the requirement for GS-06 and below. Also cancel the order that forced all directorates to include certain common specific factors.
- Restore the Scientific Pay Scale as separate and distinct from the SIS.
- Eliminate the Annual Personnel Plan, or reduce it to only those items in which the EXCOM and DCI really want to be involved.
- Make parallel changes in the Annual Personnel Report. Do away with promotion goals.
- Eliminate or drastically reduce rules that tie PAR scores to various bonuses and awards and that use ranking categories as qualifications for various training courses. If the link between the PAR score and the QSI cannot be eliminated, it should be reduced to a PAR score of 5 rather than 6. The current requirement serves to inflate PAR scores.
- Eliminate the need for OPPPM approval of "in-grade" hires--that is, hiring at any step other than step 1 of the grade. Leave the monitoring of this to the directorates. (In NFAC, we would eliminate the formal request for approval entirely. NFAC/PMES routinely reviews the proposed grade and step when the request for a hiring action comes through, and can monitor what is going on on behalf of D/NFAC without a specific additional piece of paper.)
- Redistribute the authority for managing position grade allocations to give the directorates more power and PMCD less. Specifically, we would make the PMCD recommendations advisory to the Deputy Director concerned, giving him the authority to decide and leaving it to PMCD to appeal to higher authority if they disagree. This would make PMCD advisory to the people who are charged to make management choices. It would prevent micromanagement from outside the line.

- Remove the requirement for service in a rotational assignment as a criterion for selection to the SIS. On this point and the others above, flexibility in the system is more desirable than rigid application of "rules." Rules should become "guidance" in most cases.

Training

- Restore slots in the Armed Forces Staff College.
- Restore the slot at the Imperial Defense College.
- Eliminate the requirement that officers be in supervisory positions before they can be sent for supervisory training. NFAC would rather train prospective managers before they begin to supervise and make mistakes that become bad habits. Find ways to test for managerial aptitude, and provide training to likely candidates.
- Re-examine the OCDP. The NFAC AOP seems to us to have been more effective.
- Restore clerical training in OTE.