

ROUTING AND TRANSMITTAL SLIP

Date

12 SEPT 1986

TO: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1. EXA/DDA		<i>[Signature]</i>	9/12
2. ADDA		<i>[Signature]</i>	SEP 1986
3. <i>[Redacted]</i>			
4. <i>Xerox new last page of document for files.</i>			
5. <i>Registry (File)</i>			

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

STAT

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Phone No.

5041-102

* U.S.G.P.O.: 1983-421-529/320

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

ROUTING AND RECORD SHEET					
SUBJECT: (Optional)					
Resource Management					
FROM: Chief, OED/SS		EXTENSION		NO. OED/SS 115-86	
				DATE 6 August 1986	
TO: (Officer designation, room number, and building)		DATE		OFFICER'S INITIALS	
		RECEIVED FORWARDED			
1. Chief, CMS/DO 2C42 HQS.				A	
2.					
3. SSA/DDA 7D10 HQS.				CW	
4. DD4/CMO		9/11 9/12		ES	
5. A/DDA 7D24 HQS.				A	
6.					
7. C/OED/SS 2514 AHS					
8.					
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STAT
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CONCUR - *with caveat noted on p 3.*

 CONCUR
Comments + Concur

 APPROVE *Dre*

4 to 5: I would recommend that you meet with Steve rather than approve/disapprove this memorandum. We are already doing recommendation 7 in a number of MG jobs on a rotational basis. This is one of the few short term solutions available but I do not see it as a good source of future candidates. Recommendation 8 does not appear feasible from the directorate level. Each DDA component establishes staffing priorities now and that is what is struggling with. A STAT DDA czar would not solve the personnel shortage and that is the real problem.

STAT

TRY
30-9

~~SECRET~~

OED/SS 115-86
6 August 1986

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MEMORANDUM FOR: Associate Deputy Director for Administration

VIA: Special Support Assistant to the
Deputy Director for Administration

Chief, Career Management Staff

FROM:

Chief, Office of External Development
Support Staff

25X1

SUBJECT: Resource Management

1. Paragraphs seven and eight contain a recommendation for your approval concerning DDA resource management.

2. One of the most frustrating and challenging problems facing me in OED today is the inability of DDA components to support us in terms of personnel assignments; i.e., finance, personnel, logistics, etc. Each reassignment or vacancy must be negotiated with the respective office with extensive lobbying and compromises as delicate as the SALT Talks themselves. As in the SALT Talks, one cannot predict the outcome, and we usually hear the same excuses; i.e., understrength, can't clear anyone, next week, etc.

3. I have three longstanding critical vacancies out of 15 positions in our OED finance section. To further complicate the problem - all my experienced finance officers are being rotated at the same time (during the busiest part of the year) and we have to return one officer after only two months because of poor performance. All of these things tend to undermine one's ability to provide the type of support deserved by the components we serve. Many of my colleagues are also facing the same problem and there doesn't appear to be any acceptable solution in sight. Unfortunately, in the eyes of many non-DDA managers, we are really talking about the DDA's credibility of properly supporting the respective Directorates. I've found

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~~SECRET~~

S E C R E T

all of this extremely bothersome in that I am first a DDA careerist with tremendous pride in what we do and how well we do it. However, we must have the resources to do our job and we need to fill our vacancies immediately.

DISCUSSION:

4. Obviously, the best way to fill the various vacant support positions is through proper staffing (recruitment and training). However, this is a long-term solution and doesn't provide any immediate help. I would propose that components be able to fill non-critical support positions from within the various Directorates. Believe this would be extremely beneficial in terms of creating more upward mobility positions, maintaining more stable environments, create a potential resource of future support candidates, and having an immediate impact on the DDA's credibility.

5. I am convinced that the above solution would work if designed as follows:

A. Have the Directorates, in coordination with support elements, identify those support positions considered non-critical.

B. Establish valid job prerequisites which would also coincide with entry into future support career disciplines.

6. I would also recommend that the Agency establish a priority rating for essential functions and be prepared to fill vacancies according to that rating. For example, the Afghanistan war effort could have a priority of 1A, while a another Directorate staff could be classified 4A. Once a basic delta is established, vacancies would then be filled on a formal priority rating with 1A having highest priority. This priority rating would be established for the entire Agency in coordination with the various Directorates. This system would reduce a lot of the direct pressure currently received by the various support components, and eliminate the ridiculous negotiations now necessary.

RECOMMENDATIONS:

7. That components be authorized to identify, in full coordination with respective DDA components, and fill non-critical support positions from within their own Directorates.

S E C R E T

8. That a prioritized formal rating be established by the Agency for the various critical support positions and that they be filled by the DDA accordingly.

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8 Sept 86
Date

22 Aug 86
Date

DDA / CMO
APPROVED:

Date .

Associate DD/A

Date

*Concur with Recommendation 7. This is already being done on a case-by-case basis with personnel assistants and processors. I do not concur with Recommendation 8. This has several bureaucratic obstacles--for example, rapidly changing assignment/operational priorities, which at best will make it awkward to administer such a system.

~~Non-DDA~~ Careerist filling non-critical support needs could indeed help — however at least the first tour of this kind should be considered rotational so that the employee can³ return to his original Career Service if ~~it~~ the tour doesn't workout.

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