

Bureau of the Budget - Circular No. A-44
Subject: Conservation and Utilization of Manpower
in the Federal Government

Para.	Bureau of Budget Directive	CIA Action
3.	Each Agency is responsible for taking steps to assure the most effective and economical use of all its resources. Each Agency give top priority to those management improvement activities that are specially designed to assure the effective conservation and utilization of personnel.	To be outlined under succeeding points:
3a.	Actions to conserve manpower through organization, procedures and methods: (1) Plan and schedule work programs. (2) Re-analyze organization structure. (3) Re-examine procedures in light of personnel shortages. (4) Study work methods ... and use business machines where applicable. (5) Stress management techniques in supervisory training ... Use Work Simplification - (6) Encourage the participation of all employees in developing organization, procedures and methods that will save manpower. (7) Adopt modern methods of statistical sampling as a substitute for 100 percent reviews, checks and inspections. (8) Review delegations of authority ... to permit operating heads to make decisions and put into effect improvements. (9) Re-examine review systems ... identify requirements or restrictions in law or regulation which should be modified.	(1) Requires greater emphasis in CIA. (2) Is being done on a continuous basis. (3) Requires greater emphasis at the operating level. (4) CIA program is more advanced than other government agencies. (5) Requires implementation as a joint effort of Training Office and Management. (6) Being done through incentive program - CIA Regulation No. 20-14 (7) Requires greater emphasis at the operating level. (8) Now being studied. Action taken on several delegations; requires continuous study. (9) Requires further study.

WHY ?

Para.	Bureau of Budget Directive	CIA Action
3b.	<p>Actions to achieve the maximum utilization of manpower through improved personnel management:</p> <p>(1) Inform all employees and supervisors of the objectives of the Agency manpower conservation program.</p> <p>(2) Maintain integrity of job-classification program.</p> <p>(3) Accelerate program for simplifying personnel procedures.</p> <p>(4) Match skills and jobs to achieve better use of major skills.</p> <p>(5) Make better use of skills of employees on the rolls; reduce absenteeism and turnover.</p> <p>(6) Shape orientation and training activities to develop employees on the job.</p> <p>(7) Gear employee relations programs to provide reasonable incentives and services.</p> <p>(8) Keep before employees their responsibilities for personnel utilization and that more money and more employees are not the chief means for handling increased workload. (underscoring added)</p>	<p>(1) Publish notice attached as Tab A, if applicable at this time or when appropriate.</p> <p>(2) Responsibility of Personnel Office.</p> <p>(3) In process, being studied by both Personnel and Management.</p> <p>(4) Requires more intensive action on Career Management Program and Classification.</p> <p>(5) Part of career management; will improve as procurement program brings Agency to strength.</p> <p>(6) Being effected by the Training Office.</p> <p>(7) Requires more attention.</p> <p>(8) This is probably CIA's chief weakness. Can be corrected by educating good supervisors at Division, Branch and Section levels.</p>
3c.	<p>Actions to develop and utilize standards or criteria for determining staffing needs.</p>	<p>All those listed are presently employed by Management Analysis Office.</p>
5b.	<p>As a part of its report on management improvement required by BB Circular No. A-8, include the following additional information in report of September 15, 1951.</p> <p>(1) Standards and other criteria developed and used to determine needs for 1953 budget.</p> <p>(2) Actions taken to implement paragraph 3 of this Circular.</p>	<p>(1) To be developed by Comptroller and Advisor for Management.</p> <p>(2) A record will be maintained by Advisor for Management.</p>

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	(3) Actions taken to solve manpower problems in particular shortage areas such as stenographic.	(3) A record will be maintained indicating such items as machine utilization, etc.
	(4) Recommendations for changes or modifications in legislation or regulations to achieve manpower conservation.	(4) Will coordinate with the General Counsel.