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31 JUL 1967

MEMORANDUM FOR: Director of Personnel

THROUGH : Acting Deputy Director of Personnel for Planning and Research

SUBJECT : Statements of Accomplishments of the Plans and Review Staff for Fiscal Year 1966 and its Plans and Objectives for Fiscal Years 1968 and 1969

1. GENERAL

The accordion effect continued in Fiscal Year 1967 as the personnel problem shifted abruptly during the latter part of the year from one of ceiling increases, manpower shortages, and mass recruiting effort to one of restrictive ceiling, selective recruitment, and maximum utilization of people. This abrupt change in trends had the most direct effect on the planning and forecasting areas and on the mechanisms established in Fiscal Years 1966 and 1967.

2. RECORD OF ACCOMPLISHMENTS

a. Personnel Planning: The most important single accomplishment during Fiscal Year 1967 was the acceptance and integration of the personnel forecasting system into Agency support planning and into the planning, programming and budgeting system. There were 15 forecasts issued during Fiscal Year 1967. The initial forecast estimated the total Agency requirements for the year in terms of the seven functional categories of professional, Career Trainee, commo, technical, clerical, wage board, and military, and these groupings are now incorporated into our personnel reporting systems. In January 1967, another overview forecast for the remaining six months of the year was published which reflected adjustments which resulted from the ceiling freeze of November 1966. Other forecasts were accompanied by special studies such as support workload implications, Career Trainee requirements, initiation to EOD ratios. In the last quarter of the Fiscal Year, a series of year-end forecasts were issued which the Director of Planning, Programming and Budgeting has commended as being of considerable help to him in his discussions with the Bureau of the Budget on ceiling adjustments required to achieve the dual objective of full staffing and ceiling control. The forecasts also served as the common base used by all the Support Offices in their PROGRAM CALL dealing with this aspect of their estimated workload. Although there are still improvements to be made, it is a source of satisfaction to be able to report that personnel forecasting became a "going concern" in Fiscal Year 1967.

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b. Special Studies: There were three major studies completed during the year on "Length and Cost of Overseas Tours," "Return Short of Tour," and "Home Leave Usage." These studies were of considerable magnitude, for example, the overseas tour study involved the review of several thousand departing and returning travellers in a two-year period. While the studies did not lead to policy changes in these areas during the year, they were instrumental in furnishing policy makers with management type information not previously available to guide them in their decision making.

3. POLICY REVIEW

a. The Employee Handbook was finally published during the year. This was a particularly long road but the Handbook, when published, reflected real progress in the scope of our employee services and an increased sophistication of personnel policies and programs as against those contained in the old publication.

b. There was a substantial change in Agency retirement policy during the year and Plans and Review Staff participated in this change by statistical studies dealing with retirements to be expected in the decade ahead and estimates of optional retirements which might be expected to occur.

c. The flow of regulations, notices, and memoranda was about the same as Fiscal Year 1966. A major review of travel benefits and entitlements, including the impact on home leave policies and authorizations, was completed. A major procedure for recording overseas time was developed in close collaboration with the Office of Finance. Procedures for position and ceiling authorization were developed in conjunction with Position Management and Compensation Division and the Planning, Programming and Budgeting Staff. A statistical recap follows:

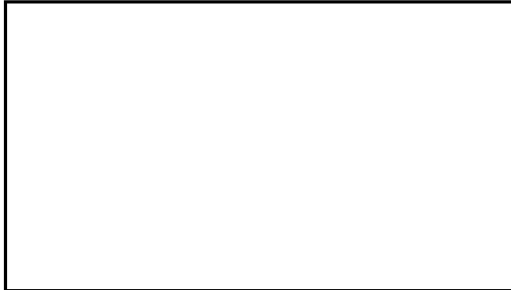
Material Published During Fiscal Year 1967

Hqs Bulletins	9
ORM's	15

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Material in Process on 30 June 1967



Hqs Bulletins	3
OPM	1
Booklet	1

4. LIAISON

Close liaison was maintained with the Policy Planning Staff of the Foreign Service and with the Junior Officer Division in order to stay abreast of developments in the personnel policy area and to service numerous requests for information on the recruitment and management of Foreign Service Officers. The Civil Service Commission Bureau of Recruiting and Examining distributed and posted Agency material in the new Interagency Boards throughout the United States. A proposal whereby Agency literature would be included in the information going to people who qualified in the Federal Service Entrance Examination was developed and staffed through Agency and Civil Service Commission channels. We are hopeful that there will be an opportunity here to place the Agency story directly in the hands of the college student generation in a selective manner.

5. ADMINISTRATION

Full staffing of Plans and Review Staff was accomplished during the year with several transfers threatening as the year closed. The Career Trainee assigned permanently to the staff made the transition from trainee to productive status successfully. We are still shy on a professional statistician, expert in the statistical theory area, although this requirement may be met in the upcoming assignment of another Career Trainee. We were not able to accomplish our objective of teaming a senior professional and a research assistant who would become knowledgeable in the various Directorates. The division of labor continues, therefore, as between the planning and the review functions although hard and fast assignments are neither desirable nor practicable.

6. OBJECTIVES FOR FISCAL YEARS 1968 AND 1969

a. The personnel forecast reports must be updated quarterly to reflect current developments and to permit progress to be charted against

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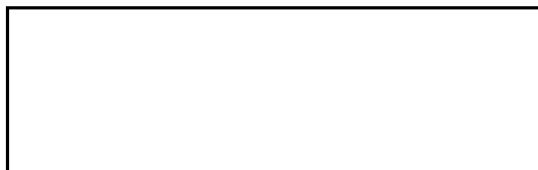
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plans. We hope to bring the operating divisions, such as Placement, more intimately into the picture with Plans and Review Staff looking into the future and the operating divisions reporting the current situation. It is particularly urgent that we develop lead time on the forecasting in view of the lag between placing people in process and their appearance at the gate. Management reporting norms must be developed so that management receives information on a selective, exceptional basis rather than in the mass. A five-year plan remains an unfulfilled objective. At a very minimum, we must advance our planning to at least two Fiscal Years to accommodate the time lag mentioned.

b. Looking at the Agency biologically, there are three groupings of the professional and managerial staff. These may be considered as the entry group, the succession group, and the retiree group. From a planning standpoint, we know quite a bit about the entry group and the retiree group but very little about the succession group either as to quantity or quality. Although not relaxing our reporting and surveillance of any group, we must proceed with study in depth of the succession group and its adequacy to replace the predictable losses of senior personnel in the decade ahead.

c. To this end, while maintaining our capability to keep abreast of the day-to-day workload of regulations, special studies, and reviews, the major effort of Plans and Review Staff will continue to be placed in the planning function.



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Chief, Plans and Review Staff
Office of Personnel

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POSITION MANAGEMENT & COMPENSATION DIVISION

ANNUAL REPORT

1 July 1966 - 30 June 1967

SECTION I. Major Accomplishments and Developments During Fiscal Year 1967

The continuing objective of the Division program is the establishment and maintenance of an effective and practicable position and compensation structure. During the year greater emphasis has been placed on comparability with other agencies of the Federal Government and with industry to insure that grade levels and position management and compensation policies are fully competitive. Surveys have continued as well as numerous studies of positions and organizations throughout the Government and in private industry.

Major accomplishments have included numerous and detailed studies of comparability, pay, and compensation practices throughout the Government and in industry, the maintenance of average grade and upper level position structures, the evaluation of supergrade and Scientific Pay Schedule positions, the maintenance of advanced pay rate schedules. A statistical summary of major activities is as follows:

Organization	POSITION SURVEYS AND INDIVIDUAL ACTIONS					Workload 31%
	Number Surveys	Number Positions	Positions Audited	Descriptions Written	Positions Classified	
DCI	[REDACTED]					
DDS						
DDI						
DDP						
DDS&T						
TOTALS						

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Position surveys were conducted by analysis of Agency organizations to determine effective staffing patterns and alignment and to develop documentation consistent with current functions. No overseas surveys were conducted during the year. However, previous surveys completed just before the beginning of fiscal year were in process of analysis and resolution. Evaluation and classification were based on various techniques including ranking, internal comparison, comparison with standards and with positions throughout the Government and industry. The number of surveys and positions covered increased substantially during the year in view of the greater emphasis on maintaining a sound position structure.



STAFFING COMPLEMENT REVIEW AND DISTRIBUTION

Workload 10%

<u>Organization</u>	<u>S/C Requests</u>	<u>S/C Changes</u>	<u>No. Positions</u>
DCI			
DDS			
DDI			
DDP			
DDS&T			
TOTALS			

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The number of positions covered in Staffing Complement changes decreased slightly during the year. This, however, has been compensated fully by the increase in survey activity.

GRADE CHANGES ON STAFFING COMPLEMENTS

<u>Organization</u>	<u>Proposed Upgradings</u>	<u>Upgradings</u>	<u>Downgradings</u>	<u>Net Change</u>
DCI				
DDS				
DDI				
DDP				
DDS&T				
TOTALS				

25X9A2

The number of upgradings and downgradings increased over the preceding year. However, the net change was about the same as the preceding year (+244 in comparison with +282). The increases were general throughout the Agency resulting from expanded programs and increasing responsibilities.

PLANNING PAPERS

Workload 1%

<u>Organization</u>	<u>No. Planning Papers</u>	<u>No. Positions</u>
DCI	2	
DDS	2	
DDI	5	
DDP	4	
DDS&T	1	
TOTALS	14	

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The number of planning papers and the number of positions covered increased over the preceding year. However, the workload is not substantial since the greater part of organization review and analysis involved were covered under Staffing Complement Review and Distribution.

AVERAGE GRADE MAINTENANCE

Workload 2%

<u>Organization</u>	<u>1965</u>	<u>1966</u>	<u>1967 (As of 30 June)</u>	
			<u>Positions</u>	<u>Employees</u>
DCI				
DDS				
DDI				
DDP				
DDS&T				
Agency				

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Average grade maintenance involves insuring that upgradings were compensated for where possible by corresponding downgradings and uncompensated upgradings were appropriately justified.

PAY CHANGES (Prevailing Rate Positions)

Workload 2%

<u>Position Category</u>	<u>No. Changes or New Schedules</u>	<u>No. Titles or Rates</u>	<u>New Titles</u>
GA			
GP			
LB			
WB			
FN (Foreign Nat and Local)			
TOTALS			

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These changes are made at irregular intervals based on wage surveys elsewhere in the Government or Foreign Service local changes. Totals vary little from year to year.

POSITION STANDARDS, GRADING PLANS AND TECHNIQUES

Workload 1%

<u>Number</u>	<u>Positions Covered</u>
3	400

Included are qualification standards and position standards where no adequate standards exist.

EXTERNAL WAGE AND SALARY DATA

Workload 1%

<u>Number Documents</u>	<u>Number Wage Categories</u>
20	500

Documents are published by other Government agencies and private organizations. They relate to pay and personnel practices and include standards, guides, survey reports, position descriptions, pay plans and statistical information on pay-fixing methods and procedures.

SPECIAL STUDIES AND STAFF SERVICES

Workload 38%

1. Continuing revisions were made in the Agency Handbook of Occupational Titles and Codes to provide for changes in titles and codes required by modification of position structure.

2. Advanced rate schedules were established for scientific, engineering, medical officer, accountant, cartographer, psychologist and nurse positions.

3. Studies were made of promotion blockage problems for all components in the Agency.

4. A study was made of computer organizations, including staffing, recruitment requirements, salary schedules and fringe benefits for [redacted]

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5. A complete review of the Agency supergrade structure was initiated and is at present in process.

6. A study was made of clerical employees in industry as reported by the American Management Society and the Bureau of Labor Statistics.

7. A study was made of hazard pay differentials for irregular or intermittent duty involving physical hardship or hazard.

8. A report was developed comparing the Foreign Service, CIA and USIA field positions with CIA field positions to determine comparability. Also involved was information on comparability of executive level positions.

9. A review was made of the mandatory promotion rule providing for a two step increase for an employee promoted or transferred to a higher grade.

10. A review was made of the CSGA rotation allowance policy under which the losing career service is charged with the employee at his grade level and given a position allowance of the grade the man occupies while the gaining career service is not charged with the employee for CSGA purposes but is given a minus allowance of the grade of position occupied.

11. A study was made of entrance salaries for career trainees in order to determine what appropriate rates to establish.

12. A review was made of wage board pay variations in the metropolitan area which create difficulties in keeping custodial employees at Langley.

13. A study was made of the requirements for payment of night differential in the Government e.g. for "regularly scheduled tour of duty". As a result contingency schedules of two twelve hour tours for three days per week were developed.

14. A study was made of pay of Economists in industry to determine if the Agency pay practices were competitive. Results indicated that the Agency was fully competitive.

15. A study was made of the problems of converting the GA Schedule in TSD to the General Schedule.

16. A study was made of pay of consultants and experts throughout the Government to determine if a basis for higher rates in the Agency than the legal maximum of \$50 per day existed.


17. A comparison was made of changes in grade levels in selected agencies and the CIA by the years 1958 to 1966.

FORMAL TRAINING	2%
OTHER OVERHEAD - PRIMARILY LEAVE	12%

SECTION II. Objective for Current Year and Status of Current Program
(1 July 1967 - 30 June 1968)

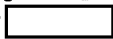
POSITION SURVEYS

During the current year it is anticipated that additional surveys will be initiated in all components of the Agency. Overseas surveys in the European and African areas have been planned for. Estimated coverage for the current year is as follows:

<u>Organization</u>	<u>Number of Positions</u>
DDS	
DDI	
DDP	
DDS&T	
TOTAL	

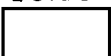
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STAFFING COMPLEMENT REVIEW AND DISTRIBUTION

The annual review of staffing complements should equal or exceed that for the preceding year, approximately 

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PLANNING PAPERS

Planning Paper review is expected to run about the same as for the preceding year, approximately  positions.

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AVERAGE GRADE MAINTENANCE

Average grade will continue to be maintained for all components of the Agency with upgradings compensated by downgradings on a grade by grade basis except where exception is justified, in order to maintain grade stability.

PAY CHANGES (Prevailing Rate Positions)

Approximately the same number is estimated as for the preceding year - 30 changes affecting 85 titles or rates.

POSITION STANDARDS AND GRADING PLANS

There is less emphasis on this program since most evaluation is by specialized comparison and ranking. Estimated coverage is three standards for 400 positions.

SPECIAL STUDIES AND STAFF SERVICES

Special studies and staff services will continue to be an important part of Division work. The number cannot be estimated but approximately the same proportion of time will be spent, i.e. 40 percent.

SECTION III. Program Outlook for Budget Year (1 July 1968 - 30 June 1969)

POSITION SURVEYS

Surveys will continue to be directed toward the goal of effective manpower utilization, current documentation, effective grade alignment, and general grade stability. Volume of the activity will remain the same.

STAFFING COMPLEMENT REVIEW AND DISTRIBUTION
PLANNING PAPERS
AVERAGE GRADE MAINTENANCE

These activities are expected to continue on approximately the same scale in order to maintain an effective and efficient organization.

PAY CHANGES (Prevailing Rate Positions)

This function will continue on the same scale as in the past.

POSITION STANDARDS AND GRADING PLANS

This function is expected to continue on approximately the same as previously.

EXTERNAL WAGE AND SALARY DATA

This function will continue on the same scale as in the past in order to insure that Agency pay and benefits compare favorably with the Federal Government and private industry.

SPECIAL STUDIES AND STAFF SERVICES

This function will continue on the same scale in view of the continuing interest and emphasis on all aspects of compensation and position management practices.