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Proposal

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STAT

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Comparative Data

Pay Rates in the Public Service

Rates in effect on April 1, 1975

Survey of 62
common job classes
in a selected
group of
U.S. and Canadian
governmental
jurisdictions

ATTORNEY A

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As a trainee (LL.B. with membership in bar) performs routine professional legal work, such as preparing briefs or drawing up contracts for review and evaluation by attorneys of higher grade. Receives immediate supervision in assignments designed to provide training in the application of established methods and techniques of legal research, drafting of legal instruments, etc. (NOT INCLUDED in this level is work requiring one or more years of prior professional experience.)

JURISDICTION	SALARY MINIMUM-MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK	JURISDICTION	SALARY MINIMUM-MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
FEDERAL					COUNTY, MUNICIPAL, SPECIAL DISTRICT				
UNITED STATES					(pop. in thousands)				
CANADA	872-1798	NA	153	37.5	Alexandria, VA (111)	6.76	6		35
U.S. EAST					Amarillo, TX (217)	1027-1364	7	3	40
STATE					Arlington, VA (174)				
Connecticut	967-1179	7	14	35	Chatham Co., GA (188)	1000-1250	11	1	37.5
Delaware					Dade Co., FL (1267)				
Maine					Dallas, TX (844)	1019-1433	8	23	40
Massachusetts	1151-1464	7	15	37.5	Ft. Lauderdale, FL (139)				
New Hampshire	989-1217	5		37.5	Fulton Co., GA (607)	1270-1613	7	1	37.5
New Jersey	1186-1602	8	95	NL	Houston, TX (1232)	1031			40
New York	930	4	25	37.5	Jacksonville, FL (528)				
Pennsylvania	1012-1221	5	53	37.5	Jefferson Co., AL (645)	1082-1314	5	4	40
Rhode Island					Jefferson Parish, LA (338)				
Vermont					Louisville, KY (361)				
COUNTY, MUNICIPAL, SPECIAL DISTRICT					Miami, FL (334)				
(pop. in thousands)					Mobile Co., AL (317)				
Boston, MA (641)					Montgomery, AL (168)	1084-1385	7	1	40
Bridgeport, CT (156)	1516-1516	1	1		Montgomery Co., MD (522)	1149-1540	7	0	40
Buffalo, NY (463)	1510-1925	3	2	35	New Orleans, LA (593)				
Hartford, CT (158)					Norfolk, VA (308)	998-1450	9	3	37.5
Jersey City, NJ (261)					Oak Ridge, TN (28)	856-1180	13	1	30
Monroe Co., NY (712)	1499-1931	6	1	35	Richmond, VA (250)				
Newark, NJ (382)	997-997		5	30	St. Petersburg, FL (216)				
New York, NY (7868)	1208		115	35	San Antonio, TX (654)	850-1138	7	9	40
Onondaga Co., NY (472)	725-905	6	5	35	Savannah, GA (118)				
Philadelphia, PA (1949)					Tampa, FL (277)				
Pittsburgh, PA (520)					West Palm Beach, FL (57)	1192-1522	6	1	JB
Portland, ME (65)	2083	1	1	40	Winston-Salem, NC (133)				
Providence, RI (179)					U.S. CENTRAL				
Suffolk Co., NY (117)					STATE				
U.S. SOUTH					Illinois	995-1327	7	15	37.5
STATE					University Civil Service				
Alabama	958-1211	7	20	40	System of Illinois	874-1245		1	37.5
Arkansas					Indiana	884-1153	7	10	40
Florida	1034-1422		49	40	Iowa	1024-1432	8	2	40
Georgia					Kansas	1099-1402	6	21	40
Kentucky	862-1155	7	44	37.5	Michigan	7.01-8.68	4	44	40
Louisiana	809-1141	11	5	40	Minnesota				
Maryland	1099-1444	6	4	35.5	Missouri	868-1210	8	2	40
North Carolina	1289-1641	6	14	40	Nebraska				
South Carolina	964-1341		20	37.5	North Dakota				
Texas	1020-1285	8	16	40	South Dakota	876-1146		1	40
Virginia					Wisconsin	1	open		40
West Virginia	1015-1538	9	7	37.5	COUNTY, MUNICIPAL, SPECIAL DISTRICT				
U.S. CENTRAL					(pop. in thousands)				
Akron, OH (275)					Chicago, IL (3366)	711-865	5	0	35
Chicago, IL (3366)	711-865	5	0	35	Cincinnati, OH (425)	1223-1477	5	5	40
Cincinnati, OH (425)	1223-1477	5	5	40	Columbus, OH (539)	1208	1	3	40
Columbus, OH (539)	1208	1	3	40					

JURISDICTION	SALARY MINIMUM	SALARY MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
Dearborn, MI (104)	1262-1383		5	0	40
Des Moines, IA (201)	1065-1281		4	2	40
Detroit, MI (1511)	1254-1363		3	5	40
Duluth, MN (101)					
Fargo, ND (53)					
Flint, MI (193)					
Hamilton, OH (68)	8.21-12.06		10	1	½time
Jackson, MI (45)	1400-1708		6	1	40
Kansas City, MO (507)	892-1083		5	12	40
Madison, WI (173)	1400-1688		5	2	38.75
Milwaukee, WI (717)	1081-1743		48	13	40
Milwaukee Co., WI (1054)	1182-1384		5	9	40
Peoria, IL (127)	1339-1536		4	2	40
Rockford, IL (147)					
Springfield, MO (120)					
St. Louis, MO (622)	1033-1226		5	3	40
St. Paul, MN (310)	1020-1283		6	2	40
Sioux City, IA (85)	1963-2379		5	1	40
Toledo, OH (383)	1399		1	8	40
Wayne Co., MI (2670)	919		1	2	35
Wichita, KS (276)	1265-1693		6	3	40

U.S. WEST

STATE

Alaska	1345-1617		6	0	37.5
Arizona	1030-1354		7	10	40
California	1218-1344			267	40
Colorado	1023-1372			5	37.5
Hawaii					
Idaho	1012-1400		10	1	40
Montana					
Nevada					
New Mexico	900-1205		8	13	40
Oklahoma	855-1150		7	3	40
Oregon	957-1224		6	15	40
Utah					
Washington					

COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)

Alameda Co., CA (1073)					
Berkeley, CA (117)	1138-1383		5	1	40
Colorado Springs, CO (135)	1000-1800		7	5	40
Contra Costa Co., CA (558)	1125-1240		3	2	40
Denver, CO (514)	1138-1422		11	10	
East Bay Municipal Utilities District, CA	1070-1370		1	0	
Honolulu, HA (325)	1334		1	1	40
Kern Co., CA (329)	1198-1447		5	4	40
Los Angeles Co., CA (7032)	1293-1444		3		40
Maricopa Co., AZ (968)					
Muskogee, OK (37)					
Oakland, CA (362)	1183-1306		5	1	37.5
Ogden, UT (69)					
Oklahoma City, OK (366)	584-786		7	4	40
Phoenix, AZ (582)	1165-1336		4	9	40
Portland, OR (383)	1260-1378		4	1	40
Sacramento, CA (254)	1210-1472		5	2	40
San Bernardino, CA (104)	1196-1432		5	1	40
San Diego, CA (697)	1035-2567		5	37	40
San Diego Co., CA (1357)	1210-1400		4	2	40
San Francisco, CA (716)	1188-1431		5	2	
San Jose, CA (446)	1166-1415		5	2	40
San Mateo Co., CA (556)	1158-1224		2	6	40
Santa Clara Co., CA (1068)	1123-1365		5	21	40
Seattle, WA (531)	1133-1328		5	6	40
Tacoma, WA (155)	6.83-8.29		5	5	40
Tucson, AZ (263)	966-1174		5	7	40

JURISDICTION	SALARY MINIMUM	SALARY MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
CANADA					
PROVINCE					
New Brunswick	904-1336		9	14	36.25
Ontario	1110-1434		7	33	36.25

COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)

Edmonton, Alberta (441)	1321-1819				33.7
Regina, Saskatchewan (140)	1526-1907		5	1	36.6
Toronto, Ontario (697)					
Vancouver, BC (408)	1208-1446		5	2	35

*Level based on duties and responsibilities --not able to match with given data.

ATTORNEY B

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This is an advanced full performance level requiring considerable (e.g., at least 4 years, usually more) prior professional experience. Performs a variety of legal questions, problems, or cases. Prepares draft opinions or other kinds of legal work on legal questions involved in such areas as claims, taxation, regulatory functions, licensing, labor laws, etc., when the questions are complicated by the absence of legal precedents clearly and directly applicable to the case, or by the different possible constructions which might be placed on either the facts or the laws and precedents involved. Typically specializes in one legal field (e.g., labor law, real estate, contracts, etc.). The attorney is expected to independently investigate the facts, search out precedents, define the legal and factual issues, draft all necessary documents, opinions, etc., and present conclusions and recommendations for review. Guidance from superiors during this process occurs only if the problem is clearly more difficult than normal. The final product is reviewed carefully, but primarily for overall soundness of legal reasoning and consistency with policy, rather than for accuracy of technical detail. (NOT INCLUDED in this level are positions limited to work of ordinary or lesser difficulty and therefore requiring only a few years of prior professional experience.)

JURISDICTION	SALARY MINIMUM-MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
FEDERAL				
UNITED STATES	1539-2000	10	2233	40
CANADA	872-1798	NA	153	37.5
U.S. EAST				
STATE				
Connecticut	1591-1966	7	15	35
Delaware	1202-1674	8	1	37.5
Maine				
Massachusetts	1355-1727	7	43	37.5
New Hampshire	1103-1359	5	3	37.5
New Jersey	1840-2484	8	32	NL
New York	1531-1763	4	253	37.5
Pennsylvania	1343-1704	6	113	37.5
Rhode Island	1249-1424	4	1	35
Vermont				
COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)				
Boston, MA (641)				
Bridgeport, CT (156)	1182-1182	1	1	
Buffalo, NY (463)	1510-1925	3	10	35
Hartford, CT (158)	979-1174	2	5	35
Jersey City, NJ (261)	12000-18000			35
Monroe Co., NY (712)	1719-2213	6	4	35
Newark, NJ (382)	1080-1080		3	30
New York, NY (7868)	1310-1860		262	35
Onondaga Co., NY (472)	994-1241	6	2	35
Philadelphia, PA (1949)				
Pittsburgh, PA (520)	1215-1323	7	8	40
Portland, ME (65)	1000	1	1	40
Providence, RI (179)	8788-9932			
Suffolk Co., NY (117)	1517-2137	5		35
U.S. SOUTH				
STATE				
Alabama	1377-1792	7	12	40
Arkansas				
Florida	1613-2246		59	40
Georgia	746-975	7	1	40
Kentucky	951-1274	7	26	37.5
Louisiana	942-1385	11	14	40
Maryland	1495-1964	6	49	35.5
North Carolina	1565-1990	6	26	40
South Carolina	1406-1998		9	37.5
Texas	1090-1372	8	10	40
Virginia				
West Virginia	1235-1871	9	11	37.5

JURISDICTION	SALARY MINIMUM-MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)				
Alexandria, VA (111)	7.45-9.51	6		35
Amarillo, TX (217)	1190-1570	7	1	40
Arlington, VA (174)				
Chatham Co., GA (188)				
Dade Co., FL (1267)				
Dallas, TX (844)	1266-1781	8	16	40
Ft. Lauderdale, FL (139)				
Fulton Co., GA (607)	1272			40
Houston, TX (1232)				
Jacksonville, FL (528)				
Jefferson Co., AL (645)	1314-1598	5	3	40
Jefferson Parish, LA (338)				
Louisville, KY (361)				
Miami, FL (334)				
Mobile Co., AL (317)	1453-1651	4	1	40
Montgomery, AL (168)				
Montgomery Co., MD (522)	1539-2064	7	10	40
New Orleans, LA (593)				
Norfolk, VA (308)	1150-1660	9	1	37.5
Oak Ridge, TN (28)				
Richmond, VA (250)				
St. Petersburg, FL (216)				
San Antonio, TX (654)	1032-1382	7	4	40
Savannah, GA (118)				
Tampa, FL (277)				
West Palm Beach, FL (57)				
Winston-Salem, NC (133)	9.86-12.49	6	1	40
U.S. CENTRAL				
STATE				
Illinois	1351-1824	7	32	37.5
University Civil Service System of Illinois	1066-1562			1 37.5
Indiana	1105-1411	7	10	40
Iowa	1178-1658	8	3	40
Kansas	1272-1623	6	8	40
Michigan	9.31-11.72	4	18	40
Minnesota				
Missouri	1049-1464	8	3	40
Nebraska	1093-1528	8		40
North Dakota	1436-1924	7		40
South Dakota	1006-1325		1	40
Wisconsin	1	open		40
COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)				
Akron, OH (275)	1409-1714	5	26	35
Chicago, IL (3366)	1649-1985	5	7	40
Cincinnati, OH (425)	1449-1522	2	4	40
Columbus, OH (539)				

JURISDICTION	SALARY MINIMUM MAXIMUM	ST TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
Dearborn, MI (104)	1817-1976	5	1	40
Des Moines, IA (201)	1141-1376	4	4	40
Detroit, MI (1511)	1870-2158	3	9	40
Duluth, MN (101)				
Fargo, ND (53)				
Flint, MI (193)	1401-1737 ²	4	1	40
Hamilton, OH (68)	5.60-7.51	10	1	½time
Jackson, MI (45)	1898-2293	6	1	40
Kansas City, MO (507)	1137-1451	6	7	40
Madison, WI (173)	1688-2033	5	1	38.75
Milwaukee, WI (717)	1743-2451	24	74	40
Milwaukee Co., WI (1054)	1732-2063	5	4	40
Peoria, IL (127)	1686-1941	4	2	40
Rockford, IL (147)				
Springfield, MO (120)	651-781	5	1	40
St. Louis, MO (622)	1281-1529	5	7	40
St. Paul, MN (310)	1108-1398	6	3	40
Sioux City, IA (85)	1215-1472	5	2	40
Toledo, OH (383)	1688	1	3	40
Wayne Co., MI (2670)	1172-1263	2	17	35
Wichita, KS (276)	1597-2138	6	2	40

U.S. WEST

STATE

Alaska	2424-2914	6	47	37.5
Arizona	1461-1984	7	28	40
California	1717-2087		60	40
Colorado	1408-1888		18	37.5
Hawaii				
Idaho	1230-1702	10	1	40
Montana				
Nevada				
New Mexico	1350-1735	8	16	40
Oklahoma	1150-1560	7	3	40
Oregon	1487-1898	6	18	40
Utah				
Washington				

**COUNTY, MUNICIPAL, SPECIAL DISTRICT
(pop. in thousands)**

Alameda Co., CA (1073)				
Berkeley, CA (117)				
Colorado Springs, CO (135)	1375-2200	7	2	40
Contra Costa Co., CA (558)	1724-2095	5	3	40
Denver, CO (514)	1520-1897	11	9	
East Bay Municipal Utilities District, CA	1423-1873	1	2	
Honolulu, HA (325)				
Kern Co., CA (329)	1591-1925	5	8	40
Los Angeles Co., CA (7032)	2007-2499	5	150	40
Maricopa Co., AZ (968)	1012-2324	6	125	40
Muskogee, OK (37)	1268-1618	6	1	40
Oakland, CA (362)	1692-1867	5	2	37.5
Ogden, UT (69)	826		3	part time
Oklahoma City, OK (366)	786-1057	7	8	40
Phoenix, AZ (582)	1468-1699	4	13	40
Portland, OR (383)	1378-1645	4	4	40
Sacramento, CA (254)	1484-1804	5	1	40
San Bernardino, CA (104)	1829-2193	5	1	40
San Diego, CA (697)	1035-2567	5	37	40
San Diego Co., CA (1357)	1844-2241	5	11	40
San Francisco, CA (716)	1401-1690	5	14	
San Jose, CA (446)	1523-1852	5	6	40
San Mateo Co., CA (556)	1812-2264	5	4	40
Santa Clara Co., CA (1068)	2068-2515	5	21	40
Seattle, WA (531)	1646-1926	5	8	40
Tacoma, WA (155)	8.62-10.48	5	0	40
Tucson, AZ (263)	1065-1295	5	4	40

JURISDICTION	SALARY MIN. MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
CANADA				
PROVINCE				
New Brunswick	1336-1881	8	14	36.25
Ontario	1602-2024	4	63	36.25
COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)				
Edmonton, Alberta (441)	1896-2220		1	33.7
Regina, Saskatchewan (140)	1793-2241	5	1	36.6
Toronto, Ontario (697)				
Vancouver, BC (408)	1520-1822	5	2	35

¹Five levels have same hiring rate of \$1101/mo. but can vary by expanding rate. Maximums subject to levels of responsibility.
²Under negotiation.

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This is a senior expert level in the field of professional legal work. Responsible for legal assignments which cover a wide range of legal questions and problems that are of outstanding difficulty and complexity or are of crucial importance to the welfare of the community or State. Primarily serves in an advisory capacity making studies and developing opinions which involve, for example, (1) complex factual and policy issues that require extensive research, analysis, and the obtaining and evaluating of expert testimony in controversial areas of science, finance, corporate structure, taxation, engineering, etc.; or (2) cases involving very large sums of money or which, for other reasons, are very vigorously contested. Receives a minimum of technical legal supervision. Some positions may include supervision over a small staff of attorneys.

JURISDICTION	SALARY MINIMUM-MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
FEDERAL				
UNITED STATES	2131-2772	10	2093	40
CANADA	1761-2393	8	232	37.5
U.S. EAST STATE				
Connecticut	1800-2208	7	4	35
Delaware				
Maine				
Massachusetts	1503-1906	7	16	37.5
New Hampshire	1173-1439	5	1	37.5
New Jersey	2237-3020	8	18	NL
New York	1891-2163	4	153	37.5
Pennsylvania	1548-1963	6	60	37.5
Rhode Island	1199-1365	4	1	
Vermont	1493-2227		1	40
COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)				
Boston, MA (641)				
Bridgeport, CT (156)	936-936	1	2	
Buffalo, NY (463)	1510-1925	3	6	35
Hartford, CT (158)	1760-2179	5	1	35
Jersey City, NJ (261)				
Monroe Co., NY (712)	2116-2667	6	1	38
Newark, NJ (382)	1301-1301		4	30
New York, NY (7868)	1746-2104		48	35
Onondaga Co., NY (472)	1411-1798	6	1	35
Philadelphia, PA (1949)				
Pittsburgh, PA (520)	1496	7	1	40
Portland, ME (65)				
Providence, RI (179)				
Suffolk Co., NY (117)	2179-3253	5		35
U.S. SOUTH STATE				
Alabama	1638-2178	7	8	40
Arkansas				
Florida	1747-2413		19	40
Georgia				
Kentucky	1155-1549	7	32	37.5
Louisiana	1208-1651	11	7	40
Maryland	1744-2291	6	1	35.5
North Carolina	1806-2301	6	19	40
South Carolina	1747-2519		2	37.5
Texas	1244-1566	8	11	40
Virginia				
West Virginia	1500-2269	9	0	37.5

JURISDICTION	SALARY MINIMUM-MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)				
Alexandria, VA (111)				
Amarillo, TX (217)				
Arlington, VA (174)				
Chatham Co., GA (188)	1575	11	1	37.5
Dade Co., FL (1267)				
Dallas, TX (844)	1572-2212	8	4	40
Ft. Lauderdale, FL (139)				
Fulton Co., GA (607)				
Houston, TX (1232)	1458			40
Jacksonville, FL (528)				
Jefferson Co., AL (645)	1678-2038	5	3	40
Jefferson Parish, LA (338)				
Louisville, KY (361)				
Miami, FL (334)				
Mobile Co., AL (317)				
Montgomery, AL (168)				
Montgomery Co., MD (522)	1766-2389	7	3	40
New Orleans, LA (593)				
Norfolk, VA (308)	1660-2449	9	4	37.5
Oak Ridge, TN (28)				
Richmond, VA (250)				
St. Petersburg, FL (216)				
San Antonio, TX (654)	1451-1945	7	6	40
Savannah, GA (118)				
Tampa, FL (277)				
West Palm Beach, FL (57)	1719-2194	6	1	JB
Winston-Salem, NC (133)				
U.S. CENTRAL STATE				
Illinois	1890-2589	7	14	37.5
University Civil Service System of Illinois	1364-2046		3	37.5
Indiana				
Iowa	1432-2016	8	4	40
Kansas	1472-1879	6	1	40
Michigan	11.78-14.01	4	16	40
Minnesota				
Missouri	1269-1773	8	1	40
Nebraska	21,300 (annual statutory)			
North Dakota	1745-2338	7		40
South Dakota	1316-1767		1	40
Wisconsin		open		40
COUNTY, MUNICIPAL, SPECIAL DISTRICT (pop. in thousands)				
Akron, OH (275)				
Chicago, IL (3366)	2055-2452	5	0	35
Cincinnati, OH (425)	2007-2258	5	1	40
Columbus, OH (539)	1567-1645	2	2	40

JURISDICTION	SALARY MINIMUM-MAXIMUM	STEPS TO	NUMBER POSITIONS	HOURS PER WEEK
Dearborn, MI (104)	2230		1	40
Des Moines, IA (201)	1376-1753		5	1 40
Detroit, MI (1511)	2218-2458		3	7 40
Duluth, MN (101)				
Fargo, ND (53)				
Flint, MI (193)	1772-2197		4	1 40
Hamilton, OH (68)	3.63-5.50		10	1 ½time
Jackson, MI (45)				
Kansas City, MO (507)	1600-2042		6	7 40
Madison, WI (173)	1856-2226		5	4 38.75
Milwaukee, WI (717)	2128-2700		6	1 40
Milwaukee Co., WI (1054)	2063-2496		5	3 40
Peoria, IL (127)	2128-2451		4	1 40
Rockford, IL (147)				
Springfield, MO (120)	880-1055		5	1 40
St. Louis, MO (622)	1830-2083		5	6 40
St. Paul, MN (310)	1313-1658		6	2 40
Sioux City, IA (85)	1105-1337		5	0 40
Toledo, OH (383)	1830		1	2 40
Wayne Co., MI (2670)	1666-1913		3	32 35
Wichita, KS (276)	1795-2402		6	1 40

U.S. WEST

STATE

Alaska	2608-3137		6	31 37.5
Arizona	1756-2384		7	24 40
California	2191-2663			48 40
Colorado	1750-2344			1 37.5
Hawaii				
Idaho	1507-2070		10	2 40
Montana				
Nevada				
New Mexico	1500-1955		8	8 40
Oklahoma	1275-1725		7	4 40
Oregon	1898-2422		6	16 40
Utah				
Washington				

**COUNTY, MUNICIPAL, SPECIAL DISTRICT
(pop. in thousands)**

Alameda Co., CA (1073)				
Berkeley, CA (117)	1688-2053		5	2 40
Colorado Springs, CO (135)				
Contra Costa Co., CA (558)	1924-2338		5	3 40
Denver, CO (514)	1814-2269		11	12
East Bay Municipal Utilities District, CA	1894-2536		1	1
Honolulu, HA (325)				
Kern Co., CA (329)	1835-2222		5	22 40
Los Angeles Co., CA (7032)	2241-2786		5	109 40
Maricopa Co., AZ (968)				
Muskogee, OK (37)				
Oakland, CA (362)	2153-2377		5	4 37.5
Ogden, UT (69)				
Oklahoma City, OK (366)	1006-1352		7	3 40
Phoenix, AZ (582)	1886-2408		6	9 40
Portland, OR (383)	1645-1969		4	4 40
Sacramento, CA (254)	1751-2130		5	1 40
San Bernardino, CA (104)	2243-2683		5	1 40
San Diego, CA (697)	1035-2567		5	37 40
San Diego Co., CA (1357)	2187-2660		5	3 40
San Francisco, CA (716)	1649-1992		5	31 40
San Jose, CA (446)	1852-2250		5	5 40
San Mateo Co., CA (556)	1964-2432		5	9 40
Santa Clara Co., CA (1068)	2453-2982		5	1 40
Seattle, WA (531)	1889-2211		5	4 40
Tacoma, WA (155)	9.50-11.56		5	3 40
Tucson, AZ (263)	1360-1653		5	3 40

JURISDICTION	SALARY MINIMUM-MAXIMUM	STEPS TO MAXIMUM	NUMBER POSITIONS	HOURS PER WEEK
PROVINCE				
New Brunswick	1791-2401		7	12 36.25
Ontario	2090-2872		9	105 36.25

**COUNTY, MUNICIPAL, SPECIAL DISTRICT
(pop. in thousands)**

Edmonton, Alberta (441)				
Regina, Saskatchewan (140)	2098-2622		5	1 36.6
Toronto, Ontario (697)				
Vancouver, BC (408)	2872-3401		5	1 35

*Levels based on duties and responsibilities—not able to match with given data.

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	<u>IPMA SALARY SURVEY</u>				<u>GS EQUIVALENT*</u>	
	<u>MINIMUM</u>	<u>MONTHLY</u> <u>MAXIMUM</u>	<u>MINIMUM</u>	<u>ANNUAL</u> <u>MAXIMUM</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
<u>Attorney A (Trainee)</u>						
Montgomery Co., Md.	1,149.00	1,540.00	13,788.00	18,480.00	GS-08	GS-11
<u>Attorney B (Journeyman)</u>						
Montgomery Co., Md.	1,539.00	2,064.00	18,468.00	24,768.00	GS-11	GS-13
<u>Attorney C (Senior Expert)</u>						
Montgomery Co., Md.	1,766.00	2,389.00	21,192.00	28,668.00	GS-12	GS-14

*Compared to the 5th step

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ATTORNEY

Performs consultation and advisory work and carries out the legal processes necessary to effect the rights, bar. *Responsibilities or functions include one or more of the following or comparable duties:*

Preparing and reviewing various legal instruments and documents, such as contracts, leases, licenses, purchases, sales, real estate, etc;

Acting as agent of the company in its transactions;

Examining material (e.g., advertisements, publications, etc.) for legal implications; advising officials of proposed legislation which might affect the company;

Applying for patents, copyrights, or registration of company's products, processes, devices and trademarks; advising whether to initiate or defend lawsuits;

Conducting pre-trial preparations; defending the company in lawsuits; and

Advising officials on tax matters, Government regulations, and/or corporate rights.

privileges, and obligations of the company. The work performed requires completion of law school with an LL.B. degree (or the equivalent) and admission to the bar. *Excluded from this definition are:*

Patent work which requires professional training in addition to legal training (typically a degree in engineering or in a science);

Claims examining, claims investigating or similar work for which professional legal training and bar membership is not essential;

Attorneys, frequently titled "general counsel" (and their immediate full associates or deputies), who serve as company officers or the equivalent and are responsible for participating in the overall management and formulation of policy for the company in addition to directing its legal work. (The duties and responsibilities of such positions exceed level VI as described below.)

Attorney jobs which meet the above definition are to be classified and coded in accordance with table C-2 and the definitions which follow.

D-1. Legal questions are characterized by: Facts that are well-established; clearly applicable legal precedents; and

Table C-2. Criteria for classifying attorneys by level

Class	Difficulty of legal work ¹	Responsibility of job ¹	Experience required
I	This is the entry level. The duties and responsibilities after initial orientation and training are those described in D-1 and R-1.		Completion of law school with an LL.B. or J.D. degree plus admission to the bar.
II	D-1 or D-2	R-2 or R-1	Sufficient professional experience (at least 1 year, usually more) at the "D-1" level to assure competence as an attorney.
III	D-2 or D-3	R-2 R-1	At least 1 year, usually more, of professional experience at the "D-2" level.
IV	D-2 or D-3	R-3 R-2	Extensive professional experience at the "D-2" or a higher level.
V	D-3	R-3	Extensive professional experience at the "D-3" level.
VI	D-3	R-4	Extensive professional experience at the "D-3" and "R-3" levels.

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¹D-1, D-2, D-3, and R-1, R-2, R-3, and R-4 are explained in the accompanying text.

matters not of substantial importance to the organization. (Usually relatively limited sums of money, e.g., a few thousand dollars, are involved.)

Examples of D-1 work:

(a) Legal investigation, negotiation, and research preparatory to defending the organization in potential or actual lawsuits involving alleged negligence where the facts can be firmly established and there are precedent cases directly applicable to the situation.

(b) Searching case reports, legal documents, periodicals, textbooks, and other legal references, and preparing draft opinions on employee compensation or benefit questions when there is a substantial amount of clearly applicable statutory, regulatory, and case material.

(c) Drawing up contracts and other legal documents in connection with real property transactions requiring the development of detailed information but *not* involving serious questions regarding titles to property or other major factual or legal issues.

D-2. Legal work is regularly difficult by reason of one or more of the following: The absence of clear and directly applicable legal precedents; the different possible interpretations that can be placed on either the facts, the laws, or the precedents involved; the substantial importance of the legal matters to the organization (e.g., sums as large as \$100,000 are generally directly or indirectly involved); the matter is being strongly pressed or contested in formal proceedings or in negotiations by the individuals, corporations, or Government agencies involved.

Examples of D-2 work:

(a) Advising on the legal implications of advertising representations when the facts supporting the representations and the applicable precedent cases are subject to different interpretations.

(b) Reviewing and advising on the implications of new or revised laws affecting the organization.

(c) Presenting the organization's defense in court in a negligence lawsuit which is strongly pressed by counsel for an organized group.

(d) Providing legal counsel on tax questions complicated by the absence of precedent decisions that are directly applicable to the organization's situation.

D-3. Legal work is typically complex and difficult because of one or more of the following: The questions are unique and require a high order of original and creative legal endeavor for their solution; the questions require extensive research and analysis and the obtain-

ing and evaluation of expert testimony regarding controversial issues in a scientific, financial, corporate organization, engineering, or other highly technical area; the legal matter is of critical importance to the organization and is being vigorously pressed or contested (e.g., sums such as \$1 million or more are generally directly or indirectly involved).

Examples of D-3 work:

(a) Advising on the legal aspects and implications of Federal antitrust laws to projected greatly expanded marketing operations involving joint ventures with several other organizations.

(b) Planning legal strategy and representing a utility company in rate or Government franchise cases involving a geographic area including parts or all of several States.

(c) Preparing and presenting a case before an appellate court where the case is highly important to the future operation of the organization and is vigorously contested by very distinguished (e.g., having a broad regional or national reputation) legal talent.

(d) Serving as the principal counsel to the officers and staff of an insurance company on the legal problems in the sale, underwriting, and administration of group contracts involving nationwide or multistate coverages and laws.

(e) Performing the principal legal work in a nonroutine major revision of the company's charter or in effectuating new major financing steps.

R-1. Responsibility for final action is usually limited to matters covered by legal precedents and in which little deviation from standard practice is involved. Any decisions or actions having a significant bearing on the organization's business are reviewed. (Is given guidance in the initial stages of his assignment. Assignments are then carried out with moderate independence although guidance is generally available and is sought from time to time on problem points.)

R-2. Usually works independently in investigating the facts, searching legal precedents, defining the legal and factual issues, drafting the necessary legal documents, and developing conclusions and recommendations. Decisions having an important bearing on the organization's business are reviewed. (Receives information from supervisor regarding unusual circumstances or important policy considerations pertaining to a legal problem. If trials are involved, may receive guidance from a supervisor regarding presentation, line of approach, possible line of opposition to be encountered, etc. In the case of nonroutine written presentations the final

product is reviewed carefully, but primarily for overall soundness of legal reasoning and consistency with organization policy. Some, but not all attorneys, make assignments to one or more lower level attorneys, aids, or clerks.)

R-3. Carries out assignments independently and makes final legal determinations in matters of substantial importance to his organization. Such determinations are subject to review only for consistency with company policy, possible precedent effect, and overall effectiveness. To carry out his assignments he deals regularly with company officers and top level management officials and confers or negotiates regularly with senior attorneys, and officials in other companies or in Government agencies on various aspects of his assigned work. (Receives little or no preliminary instruction on legal problems and a minimum of technical legal supervision. May assign and review work of a few attorneys, but this is not a primary responsibility.)

R-4. Carries out assignments which entail independently planning investigations and negotiations on legal problems of the highest importance to his organization and developing completed briefs, opinions, contracts, or other legal products. To carry out his assignments he represents his organization at conferences, hearings, or

trials, and personal confers and negotiates with top attorneys and top-ranking officials in private companies or in Government agencies. On various aspects of his assigned work may give advice directly and personally to corporation officers and top level managers, or may work through the general counsel of the company in advising officers. (Generally receives no preliminary instruction on legal problems. On matters requiring the concentrated efforts of several attorneys or other specialists, is responsible for directing, coordinating and reviewing the work of the attorneys involved.)

OR

As a primary responsibility, directs the work of a staff of attorneys, one, but usually more, of whom regularly perform D-3 legal work. With respect to the work directed, gives advice directly to corporation officers and top managerial officers, or may give such advice through the general counsel. (Receives guidance as to organization policy but no technical supervision or assistance except when he might request advice from, or be briefed on, the overall approach to the most difficult, novel, or important legal questions, by the general counsel. Usually reports to the general counsel or his deputy.)

BUREAU OF LABOR STATISTICS SURVEY 1973

	<u>AVERAGE ANNUAL SALARY</u>	<u>GS EQUIVALENT</u>
Attorney (Level I)	13,478.00	GS-09
Attorney (Level II)	15,555.00	GS-11
Attorney (Level III)	19,565.00	GS-12
Attorney (Level IV)	24,693.00	GS-13
Attorney (Level V)	30,035.00	GS-14
Attorney (Level VI)	37,048.00	GS-15

Attorney

GS-16

Navy	GS-905-16	Counsel, Naval Facilities Engineering Command
GSA	GS-905-16	Asst. General Counsel for Records and Administration
Treasury	GS-905-16	Chief Counsel, Bureau of the Public Debt

GS-17

OSD	GS-905-17	General Counsel, Defense Civil Preparedness Agency
Justice	GS-905-17	General Counsel, Bureau of Prisons
HUD	GS-905-17	Associate General Counsel for Legislation, Office of the General Counsel
HEW	GS-905-17	Asst. General Counsel, Division of Food and Drugs

GS-18

Transportation	GS-905-18	Chief Counsel, FAA
FCC	GS-905-18	General Counsel
FPC	GS-905-18	General Counsel
GSA	GS-905-18	General Counsel

Agency	Cert. #	Title/Series/Grade
<u>GS-16</u>		
Agriculture	QT-0414	Supervisory Attorney Adviser (Gen.) GS-905-16
DOD	DQ-52	Counsel, GS-905-16
ICC	QT-151	Asst. Dep. Dir. & Asst. Chief Section of Rates GS-905-16
GAO	QT-42	Supv. Attorney Adviser (contract) GS-905-16
<u>GS-17</u>		
DOT	QT-0614	Chief Counsel NHTSA, GS-905-17
Agriculture	QT-64	Asst. Gen. Counsel for Rural Development and Conservation, GS-905-17
<u>GS-18</u>		
SEC	Qt-262	Supv. Attorney Adviser (FIN.) GS-905-18
FTC	QT-9	Gen. Counsel, GS-905-18
Commerce	QT-71	Supv. Gen. Attorney, GS-905-18

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A. Organizational Relationships

This level may include either: A. positions of chief legal officer for activities equivalent to a medium size bureau (e.g., performing several closely related functions or; B. positions, reporting to a senior attorney, which direct all legal work for one or more major operating programs of an agency.

B. Nature, Importance, and Scope of Function Performed or Directed

Positions of type A are responsible for directing legal programs of very substantial scope and impact (e.g., those concerned with defense contract audit services). Incumbents review policy issuances of the organization for legal sufficiency, represent and serve as legal adviser for the organization in courts of law and appearances before Congressional Committees. Prepares authoritative interpretations of laws and administrative decisions which have a direct impact on the total operations of the organization. Extremely large sums of money are involved in the legal cases (i.e., millions of dollars). Major industries, or segments thereof, are frequently involved in legal disputes, which are vigorously contested by top legal talent.

Positions of type B are responsible for large segments of an agency's legal program (e.g., legal work incident to controls on marketing and distribution of agricultural products, virus serums and toxins and related commodities). The impact of legal decisions is similar to that described for type A positions. In the case of type B regulatory positions a large number of regulatory statutes are involved, and a major segment of the population is affected as the consumers of the regulated commodity or service. Direct a moderate size staff of attorneys, several (e.g., 5 or more) of whom are performing legal work equivalent to the GS-15 level.

C. Degree of Responsibility for the Function

In the case of chief counsel positions the legal work is not subject to technical review within the organization. Type B positions work is similarly not subject to technical review. However, it is subject to check as to correlation with legal work done in other segments of the organization, and for adherence to very general policy guidelines of the agency.

The incumbents are responsible for providing legal opinions on any problems, questions or anticipated issues which fall under his jurisdiction. Also responsible for drafting, interpreting and preparing agency testimony on proposed legislation. Is frequently concerned with questions of how the organization is affected by various interpretations of laws, regulations, or proposed legislation.

Errors in legal judgment could result in suits, and expenditures of considerable time and money. In the case of the regulatory agencies, errors in interpreting or setting standards could create serious injuries or inequities.

D. Technical/Managerial Knowledge Requirements

A skilled attorney with an intense knowledge of the specialty area involved is required. Must have a comprehensive knowledge of the mission and functions of the organization served and in the case of regulatory or investigative agencies

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an equal depth of understanding of the industry or function in question as well as the basic authorizing legislation and precedent material.

E. Interpersonal Work Relationships

Type A positions deals regularly with the head of the organization and his immediate staff, functioning as their personal legal advisor. Contacts are also made regularly with top legal personnel of the Agency for broad policy issues. Type B positions regularly consult with a senior attorney level in their agencies, yet are considered the legal specialists in their program areas.

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A. Organizational Relationships

Positions at this level may include either: A. Chief Counsels for a large bureau (or equivalent) of a major cabinet department; or B. positions responsible for all legal work connected with several major operating programs of the department.

B. Nature, Importance and Scope of Function Performed or Directed

Positions of type A at this level, perform functions similar in type to those at GS-16. They are differentiated from those at the next lower level in terms of size, scope, and impact of the legal program directed. The organization itself is larger, more complex and performs more diverse functions which generate a wider variety of very complex legal problems. Programs are usually nationwide in their impact, affect major industries (e.g., transportation) and frequently involves complex issues such as Federal/State/local relationships associated with National Highway Programs.

Positions of type B are found in those major cabinet departments which administer programs so diverse and complex that the legal office is organized along the broad functional lines of the department (e.g., the rural development and conservation function consisting of five major departmental programs). By contrast, positions at the next lower level are typically responsible for all legal work on one or more of the five programs cited above.

C. Degree of Responsibility for the Function

Positions of type A operate without technical direction. They are relied upon to establish and implement a comprehensive legal program which is adequate in furthering the aims and goals of the organization. Type B positions also operate virtually free from technical review. However, they are apprised by senior legal officers of general agency policy constraints. Incumbents supervise work on litigation, regulation recommendations, enforcement, contracts, grants, and legal opinions, deciding what legal approaches or methods best serve the needs of the agency.

D. Technical/Managerial Knowledge Requirements

Legal knowledges and skills are similar to those required at the GS-16 level. Managerial demands of directing legal programs of much wider scope and diversity are significantly greater at this level.

E. Interpersonal Work Relationships

Similar in type to those described at the GS-16 level. However, because of the increased scope and complexity of type A positions, incumbents have increased contacts with the organization head. Type B positions regularly contact the chief legal counsels for the agency and frequently represent the agency when legal questions arise in their program area.

A. Organizational Relationships

Positions at this level include general counsels for major independent agencies (e.g., FTC, ICC) or top legal officers in extremely broad and complex functional areas where there is intense interest from the public or business community in the legal work done (e.g., regulatory agencies). Regardless of organizational echelon these positions represent their agencies as the top legal expert and report to the Commissioner/Administrator or equivalent levels.

B. Nature, Importance and Scope of Function Performed or Directed

Positions at this level are responsible for directing the preparation of all legal opinions, reports, legislative proposals, pleadings, briefs, memoranda and other legal documents incident to the legal work of the agency or program area. Responsible for agency litigation in the Federal courts, including appeals from agency decisions to the courts of appeals, and on designation of the Solicitor General, the presentation of agency cases before the Supreme Court. They serve as personal legal advisor to the agency head level and immediate staff. For those agencies performing a regulatory or subsidy function they often participate on standing boards which determine major policy issues of the agency.

The nature of the legal program directed is such that its actions directly affect not only entire industry groupings (e.g., agriculture) but touch upon the entire business community, consuming public, and international relations, (e.g., that dealing with interstate commerce, transportation, trade and shipping, investment regulation, and Federal tax policy). In contrast, legal officers at the next lower level direct legal programs of a more limited scope and impact.

C. Degree of Responsibility for the Function

Positions at this level are subject only to the most general administrative direction from their agency heads. This direction may often be in terms of priorities and broad agency goals. Incumbent's legal decisions and commitments are in most all cases binding upon the agency. The results of their work are judged in terms of the adequacy of the legal program in furthering the goals of the agency.

D. Technical Knowledge Requirements

At this level incumbents are recognized nationally and internationally as the highest legal expert for their agency's program. Legal knowledges and skills are similar to those required at the next lower level.

E. Interpersonal Work Relationships

Public relations contacts at this level exceed those at lower levels in terms of the need to be in constant contact with the highest levels of the executive departments, and with key Congressional committees.

BULLETIN

BULLETIN NO. 930-17

Washington, D.C. 20415
August 11, 1975

SUBJECT: Classification and Qualification Standards

To Heads of Departments and Agencies:

Purpose

Attached to this Bulletin are advance copies of series definitions and special qualification standards for interim use for the new Paralegal Specialist Series, GS-950; and the revised Legal Clerk and Technician Series, GS-986; and a revised series definition for the Deportation and Exclusion Examining Series, GS-942. Information regarding these and other changes in the Legal and Kindred Group, GS-900, is provided below:

1. Paralegal Specialist Series, GS-950

This new series has been developed to meet the needs of a number of agencies who have established paralegal positions and who plan establishment of many more such positions to provide better utilization of legal personnel. Generally, these positions have been classified in the Legal Clerical and Administrative Series, GS-986; the Legal Assistance Series, GS-954; or the Adjudicating Series, GS-960.

A large number of these positions involve the application of substantial legal knowledge in performing responsible assignments in support of attorneys. For such positions a law degree is a desirable qualification though not a necessary one because the work does not require full professional legal competence; however, legal education is a consideration in ranking candidates.

Because of the required level of discretion and independent judgment in the application of substantial legal knowledge and the relevance of college-level education, this occupation has been identified as a two-grade interval occupation for which the Professional and Administrative Career Examination (PACE) is appropriate. Test 500 may be used as a factor for inservice placement; it may not be used on a pass-fail basis.

INQUIRIES: Standards Division, Bureau of Policies and Standards,
telephone code 101, extension 25612, or 63-25612.

CODE: 930, Programs for Specific Positions

DISTRIBUTION: FPM

BULLETIN EXPIRES: July 31, 1976

Positions classifiable to the new Paralegal Specialist Series include most positions previously classified in the Legal Assistance Series, GS-954, and the Adjudicating Series, GS-960; these series are hereby abolished. The Paralegal Specialist Series also includes some of the higher level administrative positions, requiring quasi-legal knowledge, previously classified in the Legal Clerical and Administrative Series, GS-986.

2. Legal Clerk and Technician Series, GS-986

The title and series definition for this one-grade interval series have been revised, and a new qualification standard has been provided. The qualification standard for the Legal and Kindred Group, GS-900 (Legal Assistant, GS-5/6 and Clerk, GS-4) issued in June 1962, is rescinded.

Inclusion of technician levels in this series provides a career bridge between legal clerical positions and positions in the Paralegal Specialist Series.

3. Professional Legal Occupations

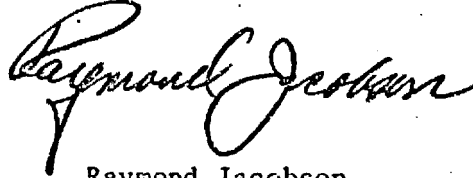
When the classification standard for the General Attorney Series, GS-905, was developed, in 1959, the Commission agreed with the Federal Bar Association that, by definition, professional legal work should be that which requires bar membership. At that time there were a number of series identified as professional legal occupations not requiring bar membership. Commission studies of these occupations have resulted in some cases in setting up new quasi-legal series, e.g., for claims examining and land law examining positions formerly in the Adjudicating Series, GS-960, or in the case of Estate Tax Examining and Trade Mark Examining, determining that the positions characteristic of the occupation did generally require professional competence and should be classified in the General Attorney Series, GS-905. The Estate Tax Examining Series, GS-920, and the Trade Mark Examining Series, GS-1241, were redefined as quasi-legal series or nonprofessional series to provide an appropriate series for those few incumbents who were not members of the bar. Thus, the Legal Assistance Series, GS-954 and the Adjudicating Series, GS-960, both of which are defined as involving professional legal work not requiring bar membership, are anomalies not appropriate for continued use and have been abolished. The classification standard for the Legal Assistance Series, GS-954, issued in May 1951, and revised in March 1957 and October 1965, is rescinded.

For the same reason, the series definition for the Deportation and Exclusion Examining Series, GS-942, has been revised to delete reference to professional legal work not requiring admission to the bar. (Note: The qualification standard for the Hearings and Appeals Series, GS-930, may be used for positions in the Deportation and Exclusion Examining Series, GS-942, with appropriate selective factors.)

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4. Implementation

The new or revised series definitions and qualification standards are effective immediately. In order to allow agencies time to review and reclassify positions now in the Legal Assistance Series, GS-954, and the Adjudicating Series, GS-960, the effective date for rescission of these two series is June 30, 1976. All reclassification actions must be effected by that date.



Raymond Jacobson
Executive Director

Attachments

Paralegal Specialist Series, GS-950: series definition
and special qualification standard

Legal Clerk and Technician Series, GS-986: series
definition and special qualification standard

Deportation and Exclusion Examining Series, GS-942:
series definition

GS-950

PARALEGAL SPECIALIST SERIES

GS-950

This series includes positions which involve paralegal work not requiring professional legal competence where such work is of a type not classifiable in some other series. The work requires discretion and independent judgment in the application of specialized knowledge of particular laws, regulations, precedents or agency practices based thereon. The work includes such activities as (a) legal research, analyzing legal decisions, opinions, rulings, memoranda, and other legal material, selecting principles of law, and preparing digests of the points of law involved; (b) selecting, assembling, summarizing, and compiling substantive information on statutes, treaties, contracts, other legal instruments and specific legal subjects; (c) case preparation for civil litigation, criminal law proceedings or agency hearings, including the collection, analysis and evaluation of evidence, e.g., as to fraud and fraudulent and other irregular activities or violations of laws; (d) analyzing facts and legal questions presented by personnel administering specific Federal laws, answering the questions where they have been settled by interpretations of applicable legal provisions, regulations, precedents, and agency policy, and in some instances preparing informative and instructional material for general use; (e) adjudicating applications or cases on the basis of pertinent laws, regulations, policies and precedent decisions; or (f) performing other paralegal duties. Work in this series may or may not be performed under the direction of a lawyer.

Paralegal Specialist. Qualification Standard GS-950
 Series (p. 1)

Paralegal Specialist, GS-5 and above

DESCRIPTION OF WORK

Paralegal specialist positions involve such activities as (a) legal research, analyzing legal decisions, opinions, rulings, memoranda, and other legal material, selecting principles of law, and preparing digests of the points of law involved; (b) selecting, assembling, summarizing, and compiling substantive information on statutes, treaties, contracts, other legal instruments, and specific legal subjects; (c) case preparation for civil litigation, criminal law proceedings or agency hearings, including the collection, analysis, and evaluation of evidence; e.g., as to fraud and fraudulent and other irregular activities or violations of laws; (d) analyzing facts and legal questions presented by personnel administering specific Federal laws, answering the questions where they have been settled by interpretations of applicable legal provisions, regulations, precedents, and agency policy, and in some instances preparing informative and instructional material for general use; (e) adjudicating applications or cases on the basis of pertinent laws, regulations, policies and precedent decisions; or (f) performing other paralegal duties requiring discretion and independent judgment in the application of specialized knowledge of particular laws, regulations, precedents, or agency practices based thereon. These duties may or may not be performed under the direction of a lawyer.

EXPERIENCE AND TRAINING REQUIREMENTS

Except for the substitution of education provided for below, candidates must have had both general and specialized experience as follows:

<u>Grade</u>	<u>General (years)</u>	<u>Specialized (years)</u>	<u>Total (years)</u>
GS-5 -----	3	0	3
GS-7 -----	3	1	4
GS-9 -----	3	2	5
GS-11 and above --	3	3	6

General Experience

This is progressively responsible experience which demonstrated the ability to explain, apply or interpret rules, regulations, procedures, policies, precedents, or other kinds of criteria. Such experience may have been gained in administrative, professional, investigative, technical, high level clerical, or other responsible work.

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GS-950
(p. 2)Paralegal Specialist
Series

Qualifying general experience may have been gained, for example, as a legal clerk, claims examiner, claims adjuster, voucher examiner, investigator, or contact representative.

Specialized Experience

This is legal, quasi-legal, paralegal, legal technician or related work that demonstrated:

- Ability to evaluate pertinent facts and evidence;
- Ability to interpret and apply laws, rules, regulations, and precedents;
- Skill and judgment in the analysis of cases;
- Ability to communicate effectively orally and in writing;
- As required, ability to deal effectively with individuals and groups;
- As required, knowledge of the pertinent subject area.

Qualifying specialized experience may have been acquired in positions which involved, for example:

- (1) Preparation, development, examination, review, or authorization of action on claims in accordance with applicable laws, rules, regulations, precedents, policies, office practices and established procedures; or
- (2) Examination and/or preparation of contracts, legal instruments, or other documents to assure completeness of information and conformance to pertinent laws, rules, regulations, precedents, and office requirements which has required the application of a specialized knowledge of particular laws, or of regulations, precedents or practices based thereon; or
- (3) Analysis of legal decisions, opinions, rulings, memoranda, and other legal material and preparation of digests of the points of law involved for the internal use of the agency; or
- (4) Interpretation and application of laws and related regulations in determining individual or agency responsibility, e.g.,

Paralegal Specialist
Series

GS-950
(p. 3)

potential liability of individuals to the Government for fraud, over-payment of benefits, taxes, etc., and potential liability of an agency for tort, loss of personal property, etc.; or

- (5) Selection, compilation, and summarization of substantive information on statutes, treaties, and specific legal subjects for the use of others; or
- (6) Conduct of hearings or adjudication of appeals arising under statute or regulations of a Government agency; or
- (7) Investigation and analysis of evidence of alleged or suspected violations of laws or regulations.

Quality of Experience

For positions at any grade, the required amount of experience will not in itself be accepted as proof of qualification. The candidate's record of experience and training must show the ability to perform the duties of the position. For positions at grades GS-11 and below, at least 6 months of the required specialized experience must have been at a level of difficulty and responsibility equivalent to that of the next lower grade, or 1 year of such experience at a level equivalent to the second lower grade in the Federal service. For positions at grades GS-12 and above, at least 1 year of the required specialized experience must have been at a level equivalent to the next lower grade in the Federal service.

Supervisory Positions

For supervisory positions, the qualification standard for "Supervisory Positions in General Schedule Occupations" in part III of Handbook X-118 should also be used.

Substitution of Education for Experience

- (1) Successful completion of a full 4-year course in an accredited college or university leading to a bachelor's degree may be substituted for 3 years of general experience. Such education successfully completed in a residence school above high school level may be substituted at the rate of 1 academic year of study for 9 months of experience up to a maximum of 4 years of study for 3 years of general experience.

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Series

- (2) Completion of all requirements for an LL.B., J.D., or higher degree from a recognized law school, including at least 6 full years of resident college work, will meet the requirements for grade GS-9.
- (3) Successful completion of 1 full academic year of study, e.g., 30 semester hours, in a paralegal or legal curriculum may be substituted for 1 year of specialized experience required for grades GS-7 and above; less than 1 full year of study will be credited on a pro-rata basis.

WRITTEN TEST

Candidates for competitive appointment to grades GS-5 and GS-7 must pass an appropriate written test. For inservice placement actions, the test is not required and, therefore, may not be used on a pass-fail basis. In addition, the test may not be used in evaluating or ranking eligible employees unless the test is approved for this purpose by the Civil Service Commission.

BASIS OF RATING

Competitors for all positions are rated on a scale of 100. Rankings are made:

1. For competitive appointment at grades 5 and 7: on the basis of the written test.
2. For competitive appointments above GS-7: on the basis of the extent and quality of experience and training relevant to the duties of the position.

PHYSICAL REQUIREMENTS

Candidates must be physically able to perform the duties of the position efficiently and without hazard to themselves or to others. Ability to read without strain printed material the size of typewritten characters is required, corrective lenses permitted. Ability to speak without impediment may be required for some positions. Ability to hear the conversational voice, with or without a hearing aid, is required for most positions; however, some positions may be suitable for the deaf. In most instances, an amputation of arm, hand, leg, or foot, will not disqualify for appointment, although it may be necessary that this condition be compensated by use of satisfactory prosthesis. Candidates must possess emotional and mental stability.

GS-986

LEGAL CLERK AND TECHNICIAN SERIES

GS-986

This series includes positions which involve legal clerical or technical work of a type not classifiable in other series in the Legal and Kindred Group, GS-900. The work requires the ability to apply established instructions, rules, regulations and procedures relative to legal or paralegal activities.

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Legal Clerk and
Technician Series

Special Qualification Standard

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Note: This special qualification standard has been developed for interim use until a standards study of the occupation can be made. It is intended for use primarily for inservice placement but the education and experience requirements may be used in filling positions competitively from appropriate registers.

Legal Clerk and Technician, GS-4 and above

DESCRIPTION OF WORK

Candidates appointed to these positions perform legal clerical or technical work of a type not classifiable in other series in the Legal and Kindred Group, GS-900. This work requires the ability to apply established instructions, rules, regulations and procedures relative to legal or paralegal activities.

EXPERIENCE, TRAINING AND RELATED REQUIREMENTS

Candidates must have had qualifying experience in the amounts shown in the following table:

<u>Grade</u>	<u>General (years)</u>	<u>Specialized (years)</u>	<u>Total (years)</u>
GS-4 -----	2	None	2
GS-5 -----	2	1	3
GS-6 -----	2	2	4
GS-7 -----	2	3	5
GS-8 and above ---	2	4	6

General Experience

General experience is responsible general office clerical experience which has demonstrated the ability to perform clerical duties satisfactorily.

Note: The qualification standard issued in June 1962, for positions at GS-4, 5, and 6 in the Legal and Kindred Group, GS-900, is rescinded.

GS-986
(p. 2)

Legal Clerk and
Technician Series

Specialized Experience

This is responsible experience in clerical, administrative, technical or other responsible work related to legal or paralegal activities that demonstrates the ability to interpret, explain, and/or apply established instructions, rules, regulations, procedures, policies, precedents, or other kinds of criteria.

Examples of qualifying specialized experience include legal clerical or secretarial work and legal instruments examining. This experience involves such duties as maintenance of legal files and case controls, extraction of information from legal files and preparation of legal forms and documents.

Quality of Experience

For positions at GS-4, 5, and 6, at least one year of the required experience must have been at a level comparable to that of the next lower grade in the Federal service. For positions at GS-7 and above, candidates must show at least one year of experience comparable to the next lower grade or two years of experience comparable to the second lower grade in the Federal service. In all cases, the candidate's total experience and training must give evidence of his ability to perform the duties of the position to be filled.

Substitution of Education for Experience

For the first two years of required general experience, successful completion of resident education in a school above the high school level may be substituted on the basis of 1/2 academic year of study or the equivalent (e.g., 15 semester hours of college work or 18 weeks of business school), for 6 months of experience. Only limited credit will be allowed for training which has been obtained only or primarily in remedial or refresher courses or in the basic skills of shorthand or typing. Two academic years of study fully meets the education and experience requirements for GS-4.

For GS-5, successful completion of the requirements for a bachelor's degree at an accredited college, which included or was supplemented by at least 12 semester hours of course work in law or paralegal subjects fully meets the education and experience requirements. Other education and training will be given appropriate credit on a pro rata basis.

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Legal Clerk and
Technician Series

GS-986
(p. 3)

Supervisory Positions

For supervisory positions, the qualification standard for "Supervisory Positions in General Schedule Occupations," in part III of Handbook X-118 should also be used.

GS-942

DEPORTATION AND EXCLUSION EXAMINING SERIES

GS-942

This series includes all classes of positions the duties of which are to supervise or perform legal work involved in the conduct of formal hearings accorded to aliens in deportation or in deportation and exclusion proceedings, the development of a record thereof, and the preparation of reports or orders containing findings of fact, conclusions of law, and decisions reached.

U. S. GOVERNMENT PRINTING OFFICE : 1975 O - 210-537 (10)

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Approved For Release 2005/02/17 : CIA-RDP80M00165A002900190009-5

Approved For Release 2005/02/17 : CIA-RDP80M00165A002900190009-5

OFFICE OF GENERAL COUNSEL:
Function, Structure, Workload

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OFFICE OF GENERAL COUNSEL:

Function, Structure, Workload

Background

The Office of General Counsel (OGC), Central Intelligence Agency (CIA) is responsible for counseling the Director of Central Intelligence on all legal matters and for providing advice and guidance to CIA officials and employees on legal issues involved in the conduct of CIA activities.¹ This responsibility has generated a relatively stable workload for the General Counsel staff over the first 27 years of the CIA's existence (1947-1974). Recently, however, several factors have significantly altered the status quo: there has been an increasing number of internal CIA requests for OGC review of routine administrative matters; CIA publicity has generated much litigation which affects the Agency; congressional and executive branch investigations of the CIA have placed heavy burdens upon OGC staff time; the advent of the Freedom of Information Act (FOIA) and the attendant interest of the general public in obtaining personal data that may be stored in CIA archives have caused the equivalent of at least five full-time OGC staff attorneys to be devoted to FOIA requests since February 1975. The net effect is that OGC can no longer function as a small law office.

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The change in scope and the pace that is being set by new workload demands have prompted the General Counsel to seek the assistance of the Management Programs and Budget Staff (MPBS), Office of Management and Finance, Department of Justice in reviewing the operation of the Office to aid in ensuring an efficient and responsive General Counsel function. In response to this request, MPBS has reviewed all available materials and work products generated by OGC over the past 15 months (May 1974 - July 1975) and has interviewed the OGC professional staff, as well as two senior members of the secretarial staff. Materials reviewed include all available OGC opinions and position papers written during this period, CIA regulations, applicable law and statutes, the OGC information control system, and other pertinent data suggested by the General Counsel and his staff. Interviews were also conducted with other CIA officials who deal directly with OGC.²

On the basis of its review, MPBS has determined that three factors affect the performance of the OGC mission: (1) the formal and perceived role of OGC, (2) the management system and organizational structure of the Office, and (3) the size and scope of the workload. Each has an impact upon the resource requirements of the Office.

²Other CIA officials included the Legislative Counsel, the Staff Support Assistant to the Deputy Director for Administration (DDA), and the FOIA Coordinator (DDA).

Part I of this study focuses on the impact which the OGC role and the scope of the general counsel function have on workload and resource requirements. Part II addresses internal management and organizational problems generated by the workload. Part III presents the general workload and manpower trends of OGC over the past 15 months. Where management problems have been surfaced, recommendations are advanced for their resolution. An attempt also has been made to provide a general assessment as to how the General Counsel might proceed in improving the performance and responsiveness of the Office.

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Summary and Recommendations

The MPBS study has addressed the impact of the OGC *role and function, management and organization, and workload and manpower* on the performance of the general counsel function in the CIA. A brief summary of the findings in each area are presented below, along with several recommendations for improving the efficient and effective execution of the responsibilities of the Office of General Counsel.

OGC Role and Function. The thrust of the Rockefeller Report has urged a more pro-active role for the Office of General Counsel. The MPBS study has determined that a more pro-active approach by OGC should have a positive impact on both the image and the management of the Office and the Agency.

Determining the legal propriety of CIA activities is a principal responsibility of the Director of Central Intelligence. As the DCI's legal adviser, OGC should execute this responsibility. There is no basis for questioning the capability of OGC to provide this service in a professional and responsive manner.

RECOMMENDATION 1: The Director of Central Intelligence should make an early decision regarding the relative importance of compartmentation and OGC review of operations. If only sensitive operations are to be reviewed, explicit criteria for delineating sensitive operations from other types of operational activities

should be developed and promulgated.

The varying systems for preparation, review and publication of Agency and directorate regulations and supporting issuances often result in a lack of uniformity and consistency in terms of guidance. This practice increases the burdens upon Agency employees and OGC attorneys who must interpret and apply them. OGC is in the position to ensure the clarification of regulations. Such a clarification would enable OGC to devote its valuable resources to those matters which require more comprehensive legal interpretation.

RECOMMENDATION 2: The Office of General Counsel should take a more pro-active role in the review of all CIA headquarters and field regulations and supporting issuances to ensure their legality, uniformity and clarity.

The administrative and quasi-legal burden for resolving routine internal administration matters should be borne by CIA support officers and not by OGC. Once an OGC opinion is delivered on a matter, that opinion should stand as a guideline.

Intricate administrative questions and the processing of FOIA requests require considerable OGC involvement. OGC participation in the development of improved systems and systems procedures in these areas would improve Agency effectiveness and alleviate increasing burdens on the Office of General Counsel.

RECOMMENDATION 3: The increased rate of reliance on OGC for determinations on routine internal administration matters should be formally and strongly discouraged by the Deputy Director for Administration and the General Counsel. The Office of General Counsel should also take a more pro-active role in the improvement of existing systems guidelines for handling intricate internal administration matters.

OGC Management and Organization. The current OGC workload prohibits the effective continuation of the existing Office management and organizational structure. Delegation of the review and supervisory functions of the General Counsel and his Deputy to experienced senior staff attorneys would enable OGC to meet its requirements for providing timely response and knowledgeable supervisory guidance.

To be responsive to the needs of the current environment, OGC must maintain the reputation of a knowledgeable legal adviser. Valuable attorney time should not be consumed in developing substantive expertise on each new matter assigned. The volumes of requests for counsel in each substantive area warrant the development of the relevant expertise. The problems generated by the generalist concept would be alleviated by the establishment of functional areas of specialization.

RECOMMENDATION 4: The General Counsel should vest senior staff attorneys with the supervisory and review responsibility for specialized areas of the OGC function to ensure development of staff expertise, uniformity of specific OGC policy, and a rational and even distribution of workload. The resultant organizational structure should provide a relatively even level of responsibility and technical expertise for each established unit.

The traditional OGC management structure has divided responsibility for the conduct of management and administrative support activities among various members of the professional and support staff. This unstructured internal management support system has been unable to respond to the impact of the increase in OGC substantive workload. No internal

organizational restructuring can be successful without implementation of an effective management control system.

RECOMMENDATION 5: To ensure development, implementation and maintenance of a responsive management system in the Office of General Counsel, the General Counsel should establish an OGC Management Staff, under the direction of an individual who possesses the relevant public administration and systems management training skills. The individual responsible for this function should have direct supervision over those performing all information control and research assistance functions for OGC and should be under the immediate supervision of the General Counsel and Deputy General Counsel.

OGC Workload and Manpower. Requests for OGC services have doubled over the past year. The pending workload has nearly tripled over the same period. Research has shown that the workload in the FOIA area will continue to increase over the next six months. Investigations of the CIA continue to demand the time of the OGC staff.

The number of OGC staff attorneys has doubled since mid-1974. Several new attorneys have not yet begun to bear the same burdens as the more experienced members of the staff. Increased experience of new

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attorneys and the implementation of organizational changes, however, will ensure a more even distribution of the workload.

Using a base of the 15 attorneys currently serving as OGC staff, the allocation of staff time by category is:

- . FOIA - 6
- . Internal Administration - 3
- . Operations Support - 2
- . General External Liaison - 1/2
- . DoJ Liaison - 1
- . Legislation Review - 1/2
- . Investigations - 1
- . Procurement - 1

(15)

These figures include a general allocation among all attorneys for handling "personal" matters of CIA employees.

RECOMMENDATION 6: The current and projected workload of OGC, based on performance of the existing Office role and functions, requires an increase of three attorneys to handle FOIA matters and an increase of one attorney to handle procurement and related matters.

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RECOMMENDATION 7: Staffing patterns for the organizational structures presented in Part II of this study should be based on the current allocation of attorney time, the requirements to satisfy RECOMMENDATION 6, and the need for a management control officer.

RECOMMENDATION 8: In the event OGC assumes a more pro-active role in the review of CIA operations, an additional two attorneys would be required to perform the operations support function. (2)

RECOMMENDATION 9: In the event OGC assumes a more pro-active role in the review of CIA regulations and other issuances, an additional two attorneys would be required to perform the internal administration function. (2)

RECOMMENDATION 10: An internal OGC management evaluation should be conducted over the next six months to determine the future requirements generated by CIA investigations, review of legislation and Executive Orders, and a more pro-active role in establishing systems guidelines for resolution of intricate administrative questions. This evaluation should be the responsibility of the recommended OGC Management Staff.

RECOMMENDATION 11: An internal OGC management evaluation should be conducted over the next 12 months to determine the future requirements generated by the Freedom of Information and Privacy Acts. This evaluation should be the responsibility of the recommended OGC Management Staff.

DDA 75-3608

1 AUG 1975

MEMORANDUM FOR: General Counsel

SUBJECT : OGC Request for Personnel Assistance

REFERENCE : OGC 75-2547 dtd 14 July 1975

1. We have surveyed the DDA as to personnel who meet your criteria and are interested in being considered by your office. I am nominating nine persons for your consideration. Please review the files.

of my staff will arrange interviews as you desire.

2. The nominees from the DDA with offices of assignment are as follows:



John F. Blake
Deputy Director
for
Administration

Note: I checked with John McMahon who indicates that these people can be considered on any of the three bases we requested: loan, rotational, or transfer. JSW 8/9/75

[Handwritten mark]

29 April 1975

MEMORANDUM FOR: Administrative Officer, DCI

SUBJECT: OGC Personnel Situation

1. This is to follow up on my conversations with you today. I explained that I have again talked with Mr. Colby and I now think we have a better view of current workload in the Office and foreseeable workload. The Director stated he clearly realized the rapidly growing needs for legal work to be performed by this Office. I did not raise the specific numbers of slots needed; I merely indicated that I thought I needed at least four or five more lawyers. The Director stated I should recruit what I thought I needed and speak to the administrators about taking care of the appropriate paper work.

2. Translating the above into specific planning details, I refer you to my memorandum of 10 February 1975 on the same subject. In that memorandum I referred to four slots for the immediate future, two attorneys and two secretaries. Including those slots, I am now planning to move ahead to fill six attorney slots and four secretarial slots. Please let me know if there is anything I need to do. We are now reflecting this on the Program Call document which will be moving forward in the near future.

para 10

[Redacted signature box]

JOHN S. WARNER
General Counsel

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Count
Will include in budget

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24 MAR 1975

MEMORANDUM FOR: The Comptroller
SUBJECT : DCI Area Personnel Cuts for FY 1976
REFERENCE : Your memo to multiple adses., dtd
14 Mar 75; Subject: Further Personnel
Cuts for 1976

1. In response to your memorandum, it is necessary to make a few general observations before commenting on the manpower situations in the specific offices of the DCI Area.

2. I have trouble equating the "16 (vacancies) in the DCI Area" reported in your memorandum with the existing on-duty situation in each of the DCI Area offices. True, we do have some contract authorization slack in the Office of the DCI but you are aware of the reasons therefor. "Slotting" as such in one or two offices is--shall I say--not precise. But as far as the DCI Area as a whole is concerned, I project an on-duty strength for 30 June 1975 of close to, if not exceeding, the combined staff and full-time contract authorization of with additional manpower requirements still being sought by OGC, OLC, IG and ICS.

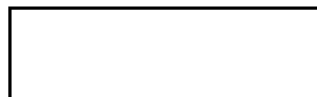
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3. With reference to your paragraph 4(2), we are now, in a few cases, using part-time staff or contract employees in the Offices of the IG, GC, and ICS. I don't think much further possibility for part-timers exists in the DCI Area.

4. Finally, as you are well aware, the long-term nature and manpower requirements for personnel dealing with the several Presidential and Congressional investigations of the Agency are at the moment unknown to me. Several offices of the DCI Area have drafted or begged help from a variety of places in the Agency and in fact, the Presidential and Congressional Reviews Staff of the O/DCI exists as a quasi-official unit without ceiling but with six people assigned. I frankly don't know how long this situation should be or ought to be continued since

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I assume offices lending personnel for these functions will want to recruit replacements at some time in the future or have their people returned--especially the secretaries.

5. More specifically, however, the Director in one way or another has indicated some sympathy for increasing manpower requirements in a few of the offices:

- a. OGC (Attachment 1) 4/5 slots
- b. OLC (Attachment 2) 2 slots

6. In addition, the Inspector General has discussed his manpower predicament with the Director and envisions a hard requirement for three additional slots (Attachment 3).

7. Although I have received as yet nothing specific from the Intelligence Community Staff, I do know that their assessment of the Director's objectives vis-a-vis the Intelligence Community, combined with the support they will be required to provide the Congressional investigations of the Intelligence Community, will create a manpower short fall up to perhaps 12 slots. I expect that the D/DCI/IC will discuss this with the Director before submitting his 1976 operating budget requirements. I still feel there is a case to be made to negotiate ceiling for IC Staff with OMB separately and independently of CIA.

8. Therefore, the information available to me at this time suggests that there is no possibility whatever of approving any further reductions for the FY 1976 in on-duty strength authorization and in fact some increases will be required. Most of these increases will in one way or another be the result of Congressional reactions to press revelations concerning the Agency, Freedom of Information requests, legal involvement of the Agency in a variety of areas, and the increasing involvement of the Director in Intelligence Community affairs. I am attaching some statistics, which in my best judgment, reflect the manpower requirements as perceived by the office heads concerned. Although you will see that I have maintained a distinction between staff and full-time contract employees as far as the numbers are concerned, please note I am dealing with full-time employees, both staff and contract, and that the "operative" figures are the totals. My experience suggests that it is impossible to project what type of employee or employment relationship will be requested on a specific individual until the individual has been identified. Therefore, I welcome the "one ceiling" approach to manpower level authorizations.

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25X1 9. In sum then, while the FY 1976 budget for the DCI Area reflects a total requirement of full-time employees, estimates indicate that office heads feel they have strong justifications for increases totaling up to 20 additional full-time employees.



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Administrative Officer, DCI

Attachments:

1. OGC Memo dated 10 Feb 75
2. OLC Memo dated 10 Mar 75
3. IG Memo dated 9 Dec 74
4. Statistics

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10 February 1975

MEMORANDUM FOR: Administrative Officer, DCI

SUBJECT: OGC Personnel Situation

Paul:

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1. I have discussed the personnel situation of this Office with the Director. I explained what I have done on a temporary basis, including the borrowing of [redacted] from the Office of Personnel and, similarly, the borrowing of [redacted] from DDO. I explained that, for the foreseeable future and indefinitely, I would need more slots. I specifically mentioned two attorney slots and two secretarial slots.

2. The Director stated that, as much as he disliked seeing increases in Headquarters staffs, nevertheless he was fully appreciative of the substantial increase in the legal business of the Agency. He opined that he did not know where the slots would come from, but he trusted the appropriate people would take care of this. I assume this means you, Paul. In any event, it is my intent to go forward on my permanent recruiting to fill these four slots as soon as possible. As they are filled, I will release the temporary assistance that I have gotten.

3. These plans fit within the perimeter of the space requirements which you and I discussed with Mr. Blake.

4. Obviously, all of these matters have an impact budget-wise. However, in toto they are so small that I am sure you will have no trouble taking care of it.

5. I thought I would advise you that Mr. Colby had some additional thoughts concerning legal assistance. While not firm in any detail, Mr. Colby is very seriously considering obtaining special counsel to deal with the investigations by the Rockefeller Commission and the two congressional select committees. Exactly how this concept would relate to this Office and how it would affect space requirements, I am unable to state since Mr. Colby has not yet firmed up his thoughts; but I thought you should be warned.

[redacted]
JOHN S. WARNER
General Counsel

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15 January 1975

MEMORANDUM FOR: Administrative Officer, DCI

SUBJECT : Additional Slots for Office of General Counsel

1. As you know, the Director has asked that this Office advise you of additional slots which will be needed to adequately manage our workload in the foreseeable future. Heavy and unanticipated requirements have been placed upon us by virtue of the inquiries into Agency activities resulting from recent publicity, as well as by the increasing number of judicial and congressional actions concerning the Agency.

2. At this time we request two additional attorney slots and two additional secretarial slots. We had made known our need for one additional secretary some time ago, although this was kept on an informal basis pending a decision on new attorney positions and the location of new office space. Since that time we have added another lawyer and a second one will enter on duty on 3 February. With our request for two more attorney slots at this time we will need another secretary in addition to the one we had planned to add, hence, our request for two secretarial slots. Our Information Control Officer has been overworked for some time and has a substantial backlog with which it is very difficult to catch up. While this does not justify a full-time assistant, the addition of two secretaries will give us sufficient flexibility to provide assistance from time to time as necessary.

3. The rate of increase of our workload has exceeded all predictions, and we are afraid that this will continue. If by some chance our work tapers off, we will be able to release slots, but the nature of the problems facing the Agency and this Office now are such that we prefer not to take the risk of being undermanned.

[Redacted]

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[Redacted]

JOHN S. WARNER
General Counsel

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