

DD/M&S Registry

*R.P.*

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File *Personnel 5*

DD/M&S 73-1936

17 MAY 1973

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**MEMORANDUM FOR: Inspector General**  
**SUBJECT : Appointment of Senior Personnel to Key Assignments Outside Their Components**

- REFERENCES :**
- A. ES/MC Memo dtd 22 Mar 73, subj: Review of Key Assignments and Appointments
  - B. ES/MC Memo dtd 19 Apr 73, subj: Appointment of Senior Personnel to Key Assignments Outside Their Components
  - C. Memo frm DD/M&S to ES/MC, dtd 11 Apr 73, subj: Review of Key Assignments and Appointments
  - D. Memo frm IG to DD/I, DD/M&S, DD/O, and DD/S&T, dtd 2 May 73, same subj

As requested in Reference D, I have identified ten positions within the Management and Services Directorate which I feel could be encumbered by officers from another Directorate between now and the end of FY 1974. Although I previously identified in Reference C more than ten positions for consideration for occupancy by officers from another Directorate, some of the requirements have already been filled from within the Management and Services Directorate and others will not be available for occupancy between now and the end of FY 1974. Attachment A contains a listing of the ten positions identified within the Management and Services Directorate as well as a date on which the position will be available for occupancy. In addition, position descriptions (Attachment B) are attached for each of the ten positions identified as well as a statement of the minimum qualifications required in a candidate selected for such positions.

/s/ Harold L. Brownman

HAROLD L. BROWNMEN  
Deputy Director  
for  
Management and Services

Attachments

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<u>Position</u>	<u>Date Available</u>
<u>Office of Logistics</u>	
C/PSD/OL - (GS-16)	26 May 1973
DC/PSD/OL - (GS-15)	29 March 1974
<u>Office of Personnel</u>	
Pers Off (Spec. Asst for Co-op Programs) - (GS-15)	June 1973
<u>Office of Training</u>	
Deputy Director of Training - (GS-17)	Now - position is vacant
C/Training Resources Group, DTS - (GS-15)	Now - Incumbent retiring 30 June 1973
C/Coordination Staff, DTS - (GS-15)	Now - Incumbent retiring 30 June 1973
Chief, Operations School - (GS-16)	o/a 30 June 1974 - when incumbent rotates
Chief, Support School - (GS-16)	o/a 30 June 1974 (or earlier if suitable rotational assignment available to present incumbent who is GS-15 ST Careerist)
<u>Office of Joint Computer Support</u>	
Director/OJCS (GS-18 Position) or Deputy Director/OJCS (GS-17 Position) (A position description is attached on the Deputy Director's position only. Naturally, the Director's position would have similar responsibilities.)	One of the two positions will probably become available in July or August 1973.
DC/Ops Division - (GS-15)	31 December 1973

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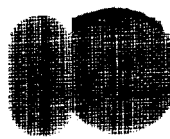


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DC/Ops Division - (GS-15)	31 December 1973

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Chief, Printing Services Division, Office of Logistics

I. SKILLS:

Knowledge of commercial and color printing and photographic aspects of logistical support to Agency programs and operations.

Ability to plan, develop, coordinate, and provide printing and photographic support to the Agency through CIA, Government Printing Office, and commercial facilities.

II. RESPONSIBILITIES:

all Plans and directs the production of ~~commercial, color, and other specialized~~ printing, reproduction, and photographic processing of materials to meet Agency needs in Agency plants or other government or commercial facilities as appropriate.

Advises and guides operating officials on the development of printing requirements, and on printing and allied procedures, methods, and capabilities available in the Agency or elsewhere through Agency channels.

Controls acquisition of materials and equipment in Agency printing, reproduction, and photographic copying areas.

Assures appropriate maintenance and replacement of printing and photographic plant equipment.

III. DECISIONS:

Subject to policy guidance from the Director of Logistics:

Determines which facilities within and outside the Agency shall be utilized for printing requests.

Makes printing commitments ~~and high level, and other decisions~~ ~~requests~~ for all work required by the Agency and by other government Agencies supported.

IV. CONTACTS:

Personal contacts with:

The Public Printer, representatives of the Joint Committee on Printing, and officials of the Department of State and AEC, to discuss and make commitments regarding their needs for printing support.

Officials of GPO and commercial printing organizations to arrange for printing support to Agency requirements and exchange information on printing and allied processes, procedures, and equipment.

Agency personnel in all Directorates and at all levels.

Amendments as of 9/71.

S-E-C-R-E-T



GRADE CODE	5. PAD CONCURRENCE	6. REASON FOR SUBMISSION
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ACTION	POSITION TITLE	SCHEDULE	OCCUPATION CODE	GRADE	INITIALS	DATE
A. PED				15		
B. INITIATING OFFICE	Printing Production Specialist	GS	1152.09	24		

8. ORGANIZATIONAL TITLE OF POSITION (If any) Deputy Chief, Printing Services Division	9. NAME OF EMPLOYEE
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10. ORGANIZATIONAL LOCATION OF POSITION A. OFFICE Deputy Director for Management and Services	11. CERTIFICATION <i>This is a complete and accurate description of the duties and responsibilities of this position</i>
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B. DIVISION OR STAFF Office of Logistics	A. EMPLOYEE
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C. BRANCH Printing Services Division	B. SUPERVISOR RWP-S-3
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D. SECTION Office of Chief	C. OFFICE REPRESENTATIVE Admin S-31-60
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E. UNIT	D. PED
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12. DESCRIPTION OF DUTIES, RESPONSIBILITIES AND QUALIFICATION REQUIREMENTS

I. Duties and Responsibilities:

Under direction of the Chief, Printing Services Division, serves as Deputy Chief of the Division, and in this capacity shares responsibility for the direction and operation of an Agency-wide printing program and for providing the Agency, National Security Council, Atomic Energy Commission, and the Department of State with a variety of printing services. (Note--such services are distinct from the documentation services provided by the Technical Services Division, DD/S&T) Specifically:

1. Shares responsibility for the planning and directing of printing, duplication, binding, and distributing of a variety of material such as forms, publications, pamphlets, brochures, diagrams, charts, maps, drawings, photographs, motion picture film, and related material through the use of such equipment or processes as:
  - a. Linotype, teletypesetter, monotype, monophoto, hand composition, varityper, justewriter, and other such equipment.
  - b. Offset, letterpress, multilith, ditto, or mimeograph printing.
  - c. Photostat, ozalid, Xerox Copyflo.
  - d. Commercial photography (including color and motion picture equipment).
  - e. Microphotography.
  - f. Bindery equipment.
  - g. Addressograph and graphotype equipment.
2. Shares technical supervision over all Agency printing facilities, both headquarters and [redacted] and conducts periodic inspection of such installations to insure efficient operation and maximum utilization of equipment and personnel consistent with security requirements.

3. Assists in providing technical advice and consultation to Agency Officials with respect to advising them on the resolution of printing, reproduction, photography, bindery or related problems and advising on entire printing programs.
4. Directs and/or assists in the conducting of special or recurring studies or investigations designed to measure and evaluate (on a quantitative, qualitative, as well as on a cost basis) those printing services being provided to or required by the Agency and the National Security Council; publications being produced or contemplated for production; printing and reproduction equipment being used or for which purchase is contemplated; utilization of personnel in the printing and reproduction processes; etc. As a result of findings produced as a result of such studies, initiates necessary remedial action.
5. In the absence of the Chief, Printing Services Division, serves as Agency representative in all contacts with the Congressional Joint Committee on Printing regarding Agency printing matters.
6. Keeps currently abreast of all new or revised technical developments in the fields of printing, reproduction, binding, microphotography, and photography in order to ascertain equipment, processes or techniques which might possibly be adopted by the Agency as a means of providing more economical or improved service. Recommends and initiates Agency-financed research in the graphic arts field where deemed necessary to resolve specific technical problems. Coordinates all such Agency-financed research.
7. Assists in the planning and directing the overall management of the activities of the Printing Services Division. Maintains a constant surveillance of the activities of the Division through direct observation and personal inspection of installation, equipment, facilities, operations, processes, work load conditions, work load scheduling, etc., for the purpose of assuring that operations are conducted in an efficient and economical manner.
8. Makes special studies designed to produce adequate solutions to anticipated future problems, headquarters and field, relating to volume or quality of services, equipment or personnel to be required.
9. Assists in the development of regulations, notices, instructions, or other written documents designed to reduce to writing procedures, methods, processes, or techniques pertaining to the Agency-wide printing program.
10. Serves as Liaison Officer for the Division with other components of the Agency, other Government Agencies, and commercial concerns to assure maximum over-all efficiency, economy, and control over Agency printing operations.
11. Assists in the planning or directing, in collaboration with Logistics Personnel Office, personnel management activities involving the recruitment, selection, assignment, reassignment, promotion, disciplining, separation, salary and wage administration, rotation, training, career development and management, or similar or related activities designed to affect the morale, motivation, development, and harmonious cooperation of personnel assigned to the Printing Services Division.

12. Serves as Chief, Printing Services Division, in the absence of that individual.

11. SUPERVISION RECEIVED

Incumbent of this position is under the general supervision of the Chief, Printing Services Division, and receives guidance only in the form of broad program results to be attained. Work completed by incumbent is reviewed by the Chief, Printing Services Division only in terms of final program objectives obtained and in terms of the general effectiveness and efficiency with which printing services are provided.



11 MAY 1973

MEMORANDUM FOR: Deputy Director for Management and Services

FROM : Director of Personnel

SUBJECT : Appointment of Senior Personnel to Key Assignments Outside Their Components

REFERENCE : Memo for Deputy Directors fr IG, dtd 2 May 73, same subj

1. This memorandum is for your information.

2. In accordance with your request, I have reviewed my report of key assignments. In view of recent changes, a revision to the report is necessary.

3. In the section, Deputy Director for Recruitment and Placement, the original report indicated that Mr. [redacted] Personnel Officer-DD, GS-16, would be replaced by Mr. [redacted] in June 1973. It has now been determined that Mr. [redacted] GS-15, Special Assistant for Co-op Programs, will replace Mr. [redacted]. This action will then create the following vacancy:

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Personnel Officer (Special Asst for Co-op Programs), GS-15

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Present Incumbent: [redacted] GS-15

Planned Replacement on or before 31 December 1973: Tentative plans are to assign a senior personnel officer to this position.

Date of Replacement: June 1973

Incumbent to Move to: Deputy Director for Recruitment and Placement

Appointment Open to Another Component: Yes

Responsibilities

The incumbent of this position is responsible for planning, organizing, and maintaining the Co-op and Summer Intern Programs for the Agency. This involves working with key officials throughout the Agency in

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developing Co-op and Summer Intern requirements, determining the appropriate colleges and universities that can best fill requirements, establishing recruiting schedules for personal visits to colleges and universities for the purpose of reviewing and explaining the Co-op and Summer Intern Programs to senior officials, and conducting interviews and selecting students for the Programs. Monitors the processing of students into the Programs, follows up with students during their participation in the Programs, and maintains contacts with office supervisors and with appropriate officials in the colleges and universities in order that everyone is currently informed on the progress and activities of students. Develops briefing programs for Summer Interns which involves arranging for senior Agency officials to meet and brief participants.

Qualifications

Academic: The incumbent must have an advanced degree from an accredited college or university. A doctorate is desirable but not necessary.

Knowledge: The incumbent should have an extremely good knowledge of the organization, functions, positions, and key officials of the Agency.

Ability: The incumbent should have the ability to:

- a. Work well with a wide range of people including Division Chiefs, Office Heads, Deputy Directors, other senior personnel in the Agency, deans, college presidents, other officials at the college and university level, and students;
- b. Meet with officials of colleges, universities, and the Agency to discuss the various facets of the Co-op and Summer Intern Programs;
- c. Analyze and evaluate programs and make necessary revisions to procedures, policies, etc.;
- d. Write clear and concise letters, memoranda, and reports.

4. At the present time, the above described position is the only position for which a replacement will be necessary during calendar year 1973.

[Redacted Signature]

Harry B. Fisher  
Director of Personnel

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11 MAY 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Appointment of Senior Personnel to Key Assignments  
Outside Their Components

REFERENCE : Memo dtd 2 May 73 to DD/I, DD/M&S, DD/O, DD/S&T,  
fm Inspector General, same subject

1. Pursuant to referent, the Office of Training has the following specific key positions available to officers from other components between now and the end of 30 June 1974:

<u>Key Assignment</u>	<u>Grade of Position</u>	<u>Date Available</u>
Deputy Director of Training	GS-17	Now - position is vacant
Chief, Training Resources Group, DTS	GS-15	Now - Incumbent retiring 30 June 1973
Chief, Coordination Staff, DTS	GS-15	Now - Incumbent retiring 30 June 1973
Chief, Operations School	GS-16	o/a 30 June 1974 - when Incumbent rotates
Chief, Support School	GS-16	o/a 30 June 1974 (or earlier if suitable rotational assignment available to present Incumbent who is GS-15 ST Careerist)

2. Attached is a complete description of the duties of each of the above positions.

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3. The minimum qualifications required in candidates for the above positions are:

a. DDTR - GS-17 (or 16) Officer with background as senior editor (or senior analyst with significant editing experience) and substantive knowledge of one or more major disciplines in DD/I, DD/S&T, or ONE.

b. Chief, Training Resources Group,  GS-15 (or 14) Officer with significant operational experience in DD/O including senior case officer duties in at least 2 different overseas locations. Preference will be given to candidate with experience at Deputy Chief of Station level or better.

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c. Chief, Coordination Staff,  same qualifications as (b) above.

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d. Chief, Operations School - GS-16 (or senior 15) Officer with significant operational experience in DD/O including at least one assignment as a Chief of Station.

e. Chief, Support School - GS-16 (or senior 15) Officer with proven ability in supervisory and management assignments and substantive knowledge of Administrative and management disciplines.

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Y: HUGH T. CUNNINGHAM  
Director of Training

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Deputy Director of Training

I. SKILLS:

Knowledge of Agency programs, with respect to training requirements to be levied on the Office of Training.

Knowledge of executive planning, including policy and program formulation for major Agency programs.

Knowledge of professional teaching principles, methods, and techniques.

Ability to plan, organize, and administer a variety of training programs to meet the needs of the Agency.

II. RESPONSIBILITIES:

In collaboration with the Director of Training, shares in his overall responsibilities for:

Formulation and control of Agency training policy regarding the development and promulgation of training programs, doctrines, methods, standards, and procedures.

Development of training policies and plans governing the training of Agency personnel in external facilities.

Control, in collaboration with Directors and Staff Chiefs, of covert training programs in the U. S. and overseas.

Rendering staff assistance to and representing the Director on training policy and programs involving interdepartmental coordination.

III. DECISIONS:

Subject to policy guidance from the Director of Training:

Formulates Agency training policies, doctrines, methods, standards, and procedures.

Determines personnel, equipment, and facilities required to accomplish the mission of OTR.

IV. CONTACTS:

Personal contacts with program officials of the Agency with respect to establishment of training policies, programs, and plans.

Training chiefs in other governmental agencies and heads of academic institutions and learned societies, both within U. S. and abroad, regarding the establishment and administration of external training.

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Chief, Training and Resources Group, [ ]  
Position # 1573

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A current position description is not available at the present time. The following duties are taken from the present incumbent's current fitness report.

1. Management and organization of the [ ] training materials.
2. Supervision of the [ ] Library.
3. Serves as Instructor in the Basic Operations Course.
4. Acts as counselor to students
5. Supervises three employees.

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Chief, Coordination Staff,   
Position # 1541

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A current position description is not available at the present time. The following duties are taken from the present incumbent's current fitness report.

1. Officer in Charge of the Basic Operations Course.

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3. Supervises one assistant.
4. Plans, prepares, and presents instructional materials.

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Chief, Operations School, OTR

I. SKILLS:

Knowledge of Agency clandestine programs, relating specifically to requirements for operational training.

Knowledge of professional teaching principles, methods, and techniques and their application in the development of major training programs and courses for clandestine operations.

II. RESPONSIBILITIES:

Develops, in collaboration with appropriate Office and Staff heads, training requirements for clandestine operations.

Plans, develops, directs, and coordinates basic, intermediate, advanced, and specialized clandestine operations courses presented at Headquarters [redacted]

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[redacted] and general and specialized administrative courses required to support headquarters components and field stations.

Provides, in conjunction with the Assessment and Evaluation Staff, Office of Medical Services, the necessary testing and evaluation of students, courses, and training results.

Provides technical support to clandestine operations training conducted overseas by other Agency components.

III. DECISIONS:

Subject to the policy guidance of the Director of Training:

Determines Agency training needs with respect to clandestine operations.

Determines content and duration of operational training courses.

Determines personnel, equipment, and facilities required to accomplish the training mission of the Operations School.

IV. CONTACTS:

Personal contacts with:

Senior officials of the Clandestine Services regarding the establishment or modification of training courses, approval of course curricula, evaluation of training.

Representatives of other intelligence services regarding operational training matters of common interest.

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Chief, Operations School, OTR

I. SKILLS:

Knowledge of Agency clandestine programs, relating specifically to requirements for operational training.

Knowledge of professional teaching principles, methods, and techniques and their application in the development of major training programs and courses for clandestine operations.

II. RESPONSIBILITIES:

Develops, in collaboration with appropriate Office and Staff heads, training requirements for clandestine operations.

Plans, develops, directs, and coordinates basic, intermediate, advanced, and specialized clandestine operations courses presented at Headquarters [redacted]

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[redacted] and general and specialized administrative courses required to support headquarters components and field stations.

25X1

Provides, in conjunction with the Assessment and Evaluation Staff, Office of Medical Services, the necessary testing and evaluation of students, courses, and training results.

Provides technical support to clandestine operations training conducted overseas by other Agency components.

III. DECISIONS:

Subject to the policy guidance of the Director of Training:

Determines Agency training needs with respect to clandestine operations.

Determines content and duration of operational training courses.

Determines personnel, equipment, and facilities required to accomplish the training mission of the Operations School.

IV. CONTACTS:

Personal contacts with:

Senior officials of the Clandestine Services regarding the establishment or modification of training courses, approval of course curricula, evaluation of training.

Representatives of other intelligence services regarding operational training matters of common interest.

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## Chief, Support School, OTR

I. SKILLS:

Knowledge of Agency programs, relating particularly to training and requirements in current management principles, methods and techniques and their application in operational situations. Knowledge of concepts, activities and practices relating to administrative support provided to Headquarters components and field stations. Knowledge of the inter-relationships of the Intelligence Community and applied principles of administration in furtherance of the career development of mid-careerists and senior officers. Knowledge of occupational skills and subject matter associated with a clerical training program.

Knowledge of professional teaching principles, methods, and techniques and their application in the development and administration of management, support services, mid-career and senior officers, and clerical training programs.

II. RESPONSIBILITIES:

Determines course objectives and requirements at the basic, intermediate, and advanced experience levels in the fields of management, support services and clerical skills.

Plans, develops, directs and coordinates training courses in intermediate and advanced management methods and techniques; support services concepts, activities and practices; intelligence and management principles and processes in relation to the continued development of mid-careerists and senior officers; and clerical skills and subjects.

Provides advice and assistance to other Offices of the Agency concerning the development and conduct of their internal training in fields which relate to interests of the Support School.

III. DECISIONS:

Subject to the policy guidance of the Director of Training:

Determines scope of training courses for Agency personnel in management methods and techniques, administrative support to Agency activities and operations, substantive knowledges and skills necessary for insuring career development of mid-careerists and senior officers, and clerical skills and subjects.

Determines personnel, equipment and facilities required to accomplish the training mission of the Support School.

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IV. CONTACTS:

Personal contacts with:

Program and operating officials of the Agency relative to training requirements, content of courses, and guest lecturing.

Officials at the highest levels of government and the academic world to elicit their willingness to participate in training courses conducted by the Support School.

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OFFICE OF JOINT COMPUTER SUPPORT

Description of Duties for Deputy Director, Office of Joint Computer Support

In collaboration with the Director, Office of Joint Computer Support, shares in the technical aspects of his responsibilities as follows:

Plans, directs, and coordinates the systems analysis, systems design, and computer programming facets of a centralized ADP installation.

Monitors Agency ADP operations to further intersystem coordination, compatibility, and blending.

Keeps abreast of trends and developments in the ADP field. Instigates and monitors research programs and projects.

Represents the Agency in interagency endeavors in ADP.

Subject to policy guidance and direction from the Director, Office of Joint Computer Support, shares in:

Determining scope, configuration, and capabilities of advanced data processing systems.

Determining proper ADP program development for the Agency.

Determining feasibility of proposed data processing systems in terms of responsiveness to customer requirements, efficiency of operations, and informational by-products.

Contacts program officials in Government and industry, to develop research projects, ascertain developments and trends, and explore areas of mutual endeavor.

Contacts senior Agency officials, to influence and promote courses of action favorable to ADP resources and capabilities.

Minimum Qualifications

Knowledge of Automatic Data Processing (ADP) technology including trends and developments in digital computer systems

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analysis, information storage and retrieval, language processing systems, computer programming of data for both batch and real-time situations, and hardware configurations and capabilities.

Knowledge of concepts, methods, and techniques of systems programming (e.g. monitor systems, utility programs, executive routines, etc.).

Knowledge of operation research theory, principles, and techniques in relation to ADP.

Knowledge of the complexity of various subject matter fields in relation to computer programming.

Knowledge of Agency management concepts, responsibilities, and functions and their adaptation to ADP.

OFFICE OF JOINT COMPUTER SUPPORT

Description of Duties for Deputy Chief, Operations Division, GS-15

Completes special assignments related to Computer Center activities such as: analysis of the Computer Center workload, determination of reliability and effectiveness of engineers preventive maintenance program, auditing the performance of specific data processing activities, and analysis of purchase versus lease considerations of equipment installed and on order, prepares and effects changes in operating procedures, system conventions, production, support services and hardware which will improve operations and/or services provided by the organization.

Assists Chief, Operations Division in developing plans for backup computer support with other Government Agencies and Commercial Data Centers to cover periods of prolonged down time and peak workload. Coordinates actual requirements as they occur. Is point of contact for reciprocal backup services.

Negotiates with computer manufacturers' representatives on such matters as allowances for non-productive computer usage due to equipment failure, prolonged periods of down time, and erroneous invoices. Interprets the terms and conditions of the GSA Contract with manufacturers to insure that Acceptance Testing of new computer systems and components is conducted and reported properly. Reviews maintenance requirements and the plans available under the GSA Contract to determine the most favorable plan in the interest of the Government. Prepares notice required by GSA for the release of installed equipment.

Assists Chief, Operations Division in the development and preparation of all plans and programs which are required for effective Center operations. This includes budget estimations and planning. Calculates hourly costs of all computer systems for determining hardware costs of individual computer applications and support given other components of the Agency. Develops and implements procedures for insuring the accuracy of equipment invoices. Estimates computer rental and maintenance costs in advance of actual invoice for use in comparing incurred costs to the budget.

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Assists in development and implementation of automatic systems for reporting operating statistics, job statistics and performance measurements for all systems, prepares numerical accounting totals of equipment utilization for use in Operations Division Monthly and Ad Hoc Reports, BOB Reports, Agency ADP Plans, etc.

Initiates action to correct environmental problems in the Computer Center, i. e., power interruptions, air conditioning failure, and etc. Develops and implements procedures to cover emergency conditions such as fire, flood, and Act of God in the Computer Center. Coordinates Operations Division Emergency Transportation requirements in the event of weather emergencies. Develops and implements procedures to recreate vital data stored in the Magnetic Tape and Disk Library.

Assists in evaluating new data processing supplies such as magnetic tape, continuous forms, and etc. Appraises new equipment such as magnetic tape cleaners and certifiers, copiers of continuous forms, and etc.

Assists Chief, Operations Division in developing and implementing security and operational procedures.

Reviews applicant files for Operations Division. Conducts interviews and, after approval by Division Chief, initiates hiring action for qualified individuals. Maintains contact with individual in pipeline until they EOD. Prepares reports reflecting current status of pipeline with estimated EOD dates. Reviews and recommends changes in organization, personnel assignments and duties.

#### Minimum Qualifications

Knowledge of Automatic Data Processing (ADP) technology including trends and developments in digital computer systems analysis, information storage and retrieval, language processing systems, computer programming of data for both batch and real-time situations, and hardware configurations and capabilities.

Knowledge of concepts, methods, and techniques of systems programming (e. g. monitor systems, utility programs, executive routines etc.).

Knowledge of operation research theory, principles, and techniques in relation to ADP.

Knowledge of the complexity of various subject matter fields in relation to computer programming.

Knowledge of Agency management concepts, responsibilities, and functions and their adaptation to ADP.