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11 AUG 1966

MEMORANDUM FOR: Chief, Benefits and Services Division, Office of Personnel

SUBJECT : Staffing Requirements - Suggestion and Invention Awards Branch

1. The Suggestion and Invention Awards Program in this Agency is operated to recognize civilian and military personnel for their contributions through suggestions, inventions or other achievements in accordance with authority granted in Public Law 763 and 89-198 (Tabs A and B). Agency policy and procedure for the program is stated in

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2. The Table of Organization currently authorized for the Incentive Awards Branch is:

Incentive Awards Officer - Chief	- GS-13
Incentive Awards Officer	- GS-12
Incentive Awards Assistant	- GS-09
Clerk-Stenographer	- GS-05

Two of the above listed positions are now assigned solely to the Honor and Merit Awards Program, although they previously had partial responsibilities for Suggestion and Inventions Program work. This change was necessary due to the increasing volume of crash award ceremonies, to special meetings, the new look of the Annual Length of Service Awards Ceremony, and the general workload volume increase reflected in Tab D.

3. A minimum staffing complement of four (4) positions with the following titles and grades is needed at the earliest practicable date for adequate program administration:

Incentive Awards Officer	- GS-13
Incentive Awards Officer	- GS-12
Incentive Awards Assistant	- GS-07
Clerk-Stenographer	- GS-05

4. The results reflected in Tab D are quite revealing:

a. Our adoption rate, the measure of suggestion "quality", continues to increase. From a low of 11% in 1957, we have progressed to a new all-time high of 35.2% in FY 1966. Government and Industry adoption rates consistently average between 25% and 26%.

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b. Cash awards paid in FY 1966, slightly less than \$13,400, produced tangible savings of \$1,041,909 or a combined total of \$1,218,809 by including intangible benefits projected at the 5% ratio.

c. Our record of cash awards paid for the past four (4) fiscal years slightly exceeded \$60,000. By combining tangible savings for all achievements and projecting intangible benefits at the 5% ratio, we reach about \$3,100,500 in total savings and benefits for a four-year awards "investment" of \$60,000.

5. Records for tangible savings from other Agencies are not yet available for FY 1966. We have, therefore, made an analysis of tangible savings achieved through use of the Suggestion Program in various selected agencies that were either close to us in FY 1965 or that we should be compared with strength-wise (Tab E). It should be remembered that our tangible savings record for both FY 1965 and FY 1966 are especially high because of the measurable benefits realized from [redacted] achievement.

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6. The "barometer", often used to determine the significance of an Agency's achievements, is the average cash award paid. Our rate for FY 1965 was \$255 and for FY 1966, \$144. The latest available rates from other agencies for FY 1965 are: NASA \$115; FAA \$57; HHFA \$52; ICC \$51; Labor \$49; USIA \$48; State \$32; AID \$38; Treasury \$36; Agriculture \$51; Defense \$50. However, in gathering these statistics we noted that many agencies use the Superior Performance Award System to reward their employees whereas we use it in just two instances - [redacted]. The average cash award for Superior Performance in many agencies was much higher than for Suggestions, for example: NASA \$382; ICC \$350; Interior \$250; AEC \$235; Agriculture \$213; Justice \$208. AEC alone paid a total of \$26,000 for 112 Superior Performance Awards. This indicates to me that we must exert every effort to encourage supervisory personnel to stimulate their subordinates to make improvements (suggestions) and inventions that will merit reward through our existing Suggestion Program.

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7. In conjunction with OP Position Management and Compensation Division, and through contacts with our associate Incentive Awards Administrators in other Departments and Agencies, we have sought staffing comparisons. It is difficult to make realistic comparisons. All major Departments and Agencies run a decentralized program with a staff of from three (3) to six (6) persons at the top Departmental or Agency level and much authority delegated to Bureaus, Divisions, Regions, Major Commands, Stations and Bases and separate Committees and staffs to run the program rather independently at their level. Tab F contains a summary of the information we obtained from other Departments and Agencies, and information pertinent to programs in Industry.

8. This Agency has always operated a centralized program with authority and responsibility in one top Agency Committee chaired by the Director of Personnel and assisted by a small staff. The chart (Tab H) illustrates the many ramifications of our liaison activities. We are convinced that a decentralized program used by many other departments and agencies would require much more man-power than we need to run an effective program under our present form of organization. The advantages of the present system are:

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a. It insures one awards "philosophy" for the Agency. Duplicate ideas should be considered centrally in an Agency this size and disposed of with utmost economy and efficiency.

b. Agency employees know and understand that their suggestions are at least received and processed by the Committee's staff, not directly rejected at an office or component level. While only a percentage of all suggestions are sent out for study (69% in FY 1966), many are resolved by our staff. With the cases that we settle without further evaluation, the suggester receives a letter or a complete explanation in the name of the Agency's Committee. Furthermore, when proposals are rejected by one Directorate or Service and sent to the Committee, the suggester is assured that his idea will get all possible consideration in other potentially useful areas. For example, proposals not of value to TSD might be useful to Office of Communications or vice versa. Also, achievements adopted but judged as within line of duty in the Directorate of Science and Technology could also be used elsewhere and the suggester/inventor should be given some recognition.

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c. It tends to acquire fair and just evaluations and even consistent pricing of cash awards. The fact is that many officers think differently about what kind of an achievement deserves what kind of an award. It is even possible for a duplicate suggestion to earn \$50 [redacted] and only a Certificate of Appreciation in OTR depending on the awards philosophy of the senior officer. This is the kind of inconsistency that our office has learned to prevent.

d. The professional members of the Committee's Staff have served as continuing advisors to high-level senior members, independently obtaining rulings from the General Counsel, Director of Security, Finance, etc. The Executive Secretary of the Agency Committee submits a summary of all cases for review to members of the Committee well in advance of meetings along with appropriate recommendations. He also serves as Executive Secretary of the Special Panel of the Clandestine Services and Ad Hoc Committees called to vote on sensitive cases requiring special clearances. Therefore, the awards "philosophy" to all of the review Committees and Panels is consistent, and the staff work for awards approval of the Chairman, the Deputy Director for Support or the Director of Central Intelligence, depending upon the amount of the award recommended, originates in one office; that of the Executive Secretary of the Agency Committee.

e. It saves much paperwork. Many cases recommending awards come to us with insufficient supporting data. Because of our continuous contact with the Coordinator from the Directorate or Service, who also serves as a member of the Agency's Committee, we are able to often acquire the necessary information by telephone to expedite action.

9. In conclusion, I would like to say that:

a. Practically every minute of the time spent in drafting this report was done after normal duty hours.

b. We have serious backlogs of important work that need immediate attention. (Tab I)

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c. A minimum staffing complement of four (4) positions, listed in paragraph 3, above, seems reasonable.



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Executive Secretary  
Suggestion Awards Committee

Enclosures - 9  
Tabs A through I

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