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18 SEPTEMBER 1988

Pg. 3

Overhaul of personnel system pushed

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Staff writers

The U.S. government's "monolithic" personnel management system must be improved to draw top candidates for professional and scientific positions, a Defense Department personnel executive says.

"I don't want to overthrow the system. I just want to make it more responsive," said Frank Cipolla, director of personnel management to the assistant secretary of defense for civilian personnel policy.

Cipolla made the comments Friday in a talk at Ramstein AB to the West German chapter of the International Personnel Management Association. He also spoke Wednesday in Willingen at a Joint Services Club Managers Workshop.

Part of the government's concern for improving personnel management stems from the public's view of the government as a "last choice" employer, Cipolla said.

Using Ivy League schools as examples, Cipolla said a recent poll showed that only one out of 365 Yale University seniors had an interest in a federal career. And only one-third of the students graduating from the John F. Kennedy School of Government at Harvard University take jobs in government, he said.

"We really need to ... attract our share of the best and the brightest," Cipolla said.

Ten years ago, fewer than 10,000 federal employees were paid special salary rates for working in hard-to-fill jobs, he said. That number has grown to more

than 145,000, "and requests for thousands more are pending," Cipolla said.

A personnel management system "should be designed to attract, acquire, develop and retain people competent to do their jobs," Cipolla said.

If the personnel management system in place doesn't accomplish those ends, it should be changed, he said. He noted that the existing system "doesn't leave much room" for flexibility, innovation or entrepreneurship.

An improved system would provide "clear incentives and tangible rewards," and could include exchange programs with the private sector, less structured classifications, "more enlightened child care ... and a more market-oriented pay system."

A personnel system known as EXPO is being tested in Heidelberg, Stuttgart and Sembach AB, West Germany, for three years as a means of solving many problems that bog down the personnel management machinery.

Cipolla said that it is too early to predict the outcome of the test, one of several projects the Defense Department has tackled to revitalize and streamline its civilian personnel management.

"But right now, it looks pretty good," he said.

A personnel issue that remains unresolved for many civilian employees involves the shift of a number of positions in the morale, welfare and recreation activities from appropriated fund, or general schedule positions, to non-appropriated fund jobs and vice versa.

The "portability of benefits," a catch phrase meaning equitable transfer of

employee benefits between the two personnel systems, has not been resolved, Cipolla said.

An interagency task force was established Sept. 8 to develop a proposal that will be presented to Congress in December, he said. Among the issues to be considered are the transfer of sick and annual leave and health benefits.

"Obviously, some parts will involve legislation," Cipolla said.

An employee from the Würzburg club system voiced concern at Willingen over the possibility of repeating a probation with the changeover.

"It's like starting all over again," Willie Williams said.

Another employment trend with widespread implications for both the private and public sector is "career plateauing," Cipolla told the Ramstein audience. The trend is characterized by an oversupply of qualified candidates seeking career advancement but finding fewer promotion opportunities, Cipolla said.

One illustration of the drive for upward career mobility is the number of candidates for master's degrees in business administration in the United States. Since 1960, Cipolla said, MBA graduates increased from 4,500 to 71,000 in 1986. In 1987, 200,000 graduate students were studying for the advanced degree, Cipolla said.

"My guess is we're going to see much, much more" of people hitting a career plateau, Cipolla said. The government's challenge will be to find "alternatives to promotion as being the pinnacle of the reward structure."

WASHINGTON TIMES

23 SEPTEMBER 1988

Pg. 2

Submarine costs sinking French missile

PARIS — Cost overruns in modernizing submarines are bogging down French plans to deploy a new land-based nuclear missile, the intermediate-range S4, Defense Minister Jean-Pierre Chevenement said yesterday.

He said spending on the pro-

posed missile would be slowed down pending a review of the weapon's future. Legislators are to review the defense budget in the spring.

France hopes to launch the first of its new generation of nuclear missile submarines, the Triomphant, in 1994. Designers are struggling with the problem of making them so quiet as to be undetectable.

With a range of 2,000 miles, the S4 has been likened to the U.S. Pershing-2 missile, which is being destroyed under the accord between Washington and Moscow to scrap intermediate-range nuclear forces. It was scheduled for deployment on the Plateau d'Albion in Provence in 1996.

MEDIA...from Pg. 5

dispatch on the whereabouts of the potential attacks. ANSA added that the Red Brigades have claimed joint responsibility with the Red Army for Tuesday's failed assassination attempt on W. German Finance/Min Hans Tietmeyer.

IRAN/CHINA RELATIONS: Chinese Premier Li Peng has told Iran-

ian Dep. PM Hamid Mir Zadeh that Beijing is willing to help in the reconstruction of Iran as best it can. A 22 Sept. dispatch by China's Xinhua News Agency also quoted Peng as saying Iran has the resources to rebuild its economy and country in the short run. Xinhua added that Zadeh is heading an Iranian trade

and economic delegation to China and quoted the Prime Minister as saying his country attaches great importance to developing relations with China.

(Summarized from translations provided by Foreign Broadcast Information Service. Complete texts available from SAF/AAR, 4C881)

FRIDAY, 23 SEPTEMBER 1988

WASHINGTON TIMES

23 SEPTEMBER 1988

Pg. 5

Bill targets companies aiding chemical war

By Bill Gertz
THE WASHINGTON TIMES

Legislation introduced in the Senate yesterday would impose economic sanctions on Western companies that support chemical weapons production by Libya, Syria, Iran and Iraq.

"Tragically, there are apparently some irresponsible and greedy companies in free world countries — for a few bucks — [who] are helping the likes of [Libyan leader Muammar] Qaddafi and [Iran's Ayatollah] Khomeini develop the capacity for mass murder," said Senate Minority Leader Robert Dole, Kansas Republican.

Mr. Dole, chief sponsor of the measure, said congressional investigations revealed that Libya, Syria, Iran and Iraq are either producing or are close to producing chemical weapons, thereby "creating a grave threat to American interests and regional stability."

The Senate leader did not identify where the companies were located that have provided the material to the four Middle Eastern nations but

noted that "this whole problem cannot be laid to firms in any one country."

Mr. Dole, in an apparent reference to the recent illegal transfer of high-technology milling machines from Japan's Toshiba Corp. to the Soviet Union, said that sale had threatened U.S. strategic forces and compromised Western security.

"Let us learn the lesson of that recent past," Mr. Dole said in Senate floor remarks. "This time let us act effectively before the worst of the damage is done."

"We have a strong weapon to do the job: economic sanctions," he said. "Let's make that the real tradeoff: Do business with Qaddafi and you can kiss goodbye to any business you want to do in America."

Intelligence officials briefed members of Congress in recent days on the proliferation of chemical weapons in the Middle East and revealed that West Germany, Japan, Italy, Holland and Switzerland have been linked to the trading of materials used to produce the weapons.

The legislation was drafted in response to reports that a Japanese

firm, Japan Steel Works Ltd. of Hiroshima, was involved in building precision bomb casings in Libya as part of a chemical weapons production complex.

Iraq also has used chemical weapons against Iran and its own Kurdish minority, and Syria and Iran have developed chemical weapons, under the guise of building fertilizer or pesticide plants.

The Chemical Warfare Control Act, as the bill is called, was introduced as an amendment to the Export Administration Act, which regulates U.S. exports. If passed, it would require the president to report to Congress twice a year on the status of chemical weapons production in Libya, Syria, Iran and Iraq, and provide a list of companies that have "aided and abetted" those countries in building chemical weapons.

The bill would then impose a two- to five-year sanction on any company on the list, barring U.S. government contracts and banning the company's imports into the United States.

"This is emergency legislation designed to deal with an emergency situation," said co-sponsor Sen. Jesse Helms, North Carolina Republican and ranking minority member of the Senate Foreign Relations Committee.

Republican Sens. Rudy Boschwitz of Minnesota, Jake Garn of Utah and John Heinz of Pennsylvania

WASHINGTON TIMES

23 SEPTEMBER 1988

Pg. 2

U.S. plans deal for arms with Seoul

The United States plans to sell South Korea \$238 million in jet fighters, aircraft spare parts and air-to-air missiles, the Reagan administration told Congress yesterday.

The equipment is not considered controversial and the sale is expected to become official in 30 days without objection from Congress.

The package includes 12 F-4C Vietnam War-era jets with electronic countermeasures equipment to help protect them in battle, the Pentagon said. The jets would be sold for \$138 million and would be supplied from U.S. Air National Guard stocks. Other equipment in the sale includes 76 "Sparrow" air-to-air missiles worth \$21 million.

nia also joined in sponsoring the bill.

An administration official who declined to be named said the White House has "serious concerns" about the bill since it contains provisions that would penalize a broad array of businesses. The bill also would undercut international efforts to curb the spread of chemical weapons, the official said.

INTERNATIONAL MEDIA

JAPANESE SPACE SHUTTLE: An experimental prototype of the Japanese space shuttle was not launched yesterday because the balloon carrying the craft began descending before reaching its proper altitude, reported Japan's Kyodo News Service. A 22 Sept. dispatch quoted officials from the Japanese Institute of Space and Astronautical Science as saying that if the experimental shuttle reached its intended altitude,

the space craft would have been fired beyond the earth's atmosphere and would have provided scientific data upon re-entry to into the atmosphere.

IRAN/GULF MINESWEEPING: Yesterday morning Iranian navy units began minesweeping operations in international waters of the northern and southern portions of the Persian Gulf in order to ensure safe passage along Gulf shipping routes, reported Radio Tehran. A 22 Sept. broadcast said that the operations are taking

place on a vast scale and involve dozens of ships, air units and special teams of frogmen.

RED BRIGADE/RED ARMY PLOT: The Italian-based Red Brigade terrorist group and the W. German-based Red Army terrorist organization have arranged a joint autumn campaign aimed at conducting terrorist attacks, reported the Italian News Agency (ANSA). No reference was made in the 22 Sept.

MEDIA...Pg. 6

WASHINGTON POST

23 SEPTEMBER 1988

Pg. 24

CIA Reportedly Mum as Helicopters Were Smuggled

From News Services

The Central Intelligence Agency let North Korean agents smuggle 86 high-performance Hughes helicopters out of the United States and withheld the information from law enforcement officials for nearly

a year, according to an NBC News report.

NBC, which did not identify sources, said North Korean agents around the world were coordinated by a top North Korean intelligence officer based in East Berlin, who ran the smuggling operation from a trucking company in West Berlin.

The CIA was aware of his activities, NBC said, and the network quoted authorities as saying the trucking firm, a Soviet front, was bugged, allowing U.S. agents to listen in as North Koreans plotted.

Quoting U.S. law enforcement of-

ficials, NBC said the CIA knew the plan but considered their source of information so sensitive that they did not pass on details to American law enforcement officials.

NBC obtained a document showing that underwriter Lloyd's of London insured the helicopters against confiscation during their transport from Long Beach, Calif.; to Belgium; the Netherlands; Hong Kong, and then to North Korea.

U.S. authorities in California finally learned enough to seize a final shipment of 15 of the Hughes 500 helicopters—the same model sup-

plied by the United States to the South Korean army.

South Korean military officers told NBC they fear North Korea may use the choppers in a cross-border attack.

Secretary of Defense Frank C. Carlucci acknowledged to NBC that the helicopters in North Korean hands represent a serious setback to South Korean security.

In February, California brothers Ronald and Monte Semler pleaded guilty to conspiracy and to export and tax law violations stemming from the illegal shipment of the Hughes helicopters to North Korea.