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17 December 1984

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MEMORANDUM FOR: ODP Group Chiefs and Secretaries

FROM:

[Redacted]

ODP Representatives to the
DDA Secretarial Task Force

SUBJECT: Secretarial Task Force

1. As you may know, PMCD has organized an Agency-wide task force to review a report they have prepared on secretarial pay and related issues. We have been selected as the ODP representatives to the DDA portion of this task force. The task force is to present its comments to PMCD by 14 January. We would like to solicit as much office input as possible given the limited time available. We are interested in the views of secretaries and managers. We have enclosed two copies of the report for your review.

2. We ask that you make the report available to as many managers and secretaries as possible (Note: the report only addresses secretarial issues; the report is not meant to cover clerk/typists.) Please provide informal or formal comments via AIM, if possible (MACEN and WARSHAWR userids). Comments should not represent coordinated input, as we are trying to obtain as many views as possible.

3. We would like to have your comments by COB 28 December. We apologize for the short deadline, the lack of additional copies, etc. The DDA task force has not yet met, as of this writing, and we have just received our copy of the report. We are all "flying in the dark here," but we are trying to at least get a start on collecting office-wide views. We will leave internal group dissemination up to group chiefs, as well as any meetings, etc., group chiefs may want to have to discuss the issues.

4. If any reviewers have questions, please do not hesitate to contact us via AIM or at [Redacted]. Our mailing address is ODP/MISG/SID [Redacted]. We will try to keep everyone informed and do the best job possible in representing the office under the circumstances.

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CONTENTS

Introduction. 1
Method. 2
Discussion of Findings. 3
Options 10
Recommendations 15
Implementation Plan 16

APPENDICES

I. Interview Responses 19
II. Agency Secretarial Grade Pattern. 22
III. Agency Secretarial Grade Pattern / Option 1 . . 23
IV. Secretarial Pay Plan / Option 2 24
V. History of Agency Secretarial Studies 25
VI. Secretarial Salary Comparison
in Washington Area. 26
VII. OTE Secretarial Training Program. 30
VIII. General Schedule (GS) 31
IX. Secretarial Mismanagement 32

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INTRODUCTION

Special studies exploring alternatives to salary administration policies and procedures for Agency secretaries have been conducted periodically since 1957. A review of the various studies highlights the concern that the Secretarial Grade Pattern, by which Agency secretarial positions are graded, has not provided the secretarial occupation with more than a perfunctory career track. A history of the issues encompassed by the studies is presented in Appendix V.

The Position Management and Compensation Division (PMCD) of the Office of Personnel completed a new secretarial study during FY 1984. In completing its review, PMCD obtained direct input from a representative sample of secretaries by means of informal, individual interviews. Additionally, in an attempt to clarify important problem issues, PMCD has analyzed the attitudinal data collected. The primary objective of the study was to identify secretarial career progression issues and, if necessary, to offer an alternative(s) to the Secretarial Grade Pattern.

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METHOD

The representative sample was comprised of one hundred four secretaries, each individually interviewed by a PMCD representative. The sample was chosen in coordination with each Directorate's Secretarial MAG and its senior secretaries. Factors such as grade, tenure in the Agency, organization level, field experience, and interdirectorate representation provided the basis for inclusion in the sample. An informal interview format was used to gather information on questions of specific interest to the study. Allowance was also made for informal discussion of issues of particular concern as presented by the secretaries. The grade breakout of the secretaries interviewed is as follows:

<u>Grade</u>	<u>Number</u>
12	
11	
10	
9	
8	
7	
6	
Total:	

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DISCUSSION OF THE FINDINGS

The data obtained from the secretarial interviews have been analyzed to determine if there are specific secretarial concerns that seemed more important than others. The analysis highlighted two major concerns. The first, designated "Career Advancement Potential" (CAP), reflects perceived deficiencies in the secretarial career track such as lack of career counseling, narrow focus of internal training, and grade compression at the GS-07 level. The second, designated the "Professional Attitude Barrier" (PAB), reflects perceptions concerning work environment isolation, an apparent discriminatory attitude toward the occupation, and a perceived lack of recognition for the secretarial field as a profession. It also reflects PMCD's suggestions for overcoming these barriers. The responses to the interviewer's questions, appearing in Appendix I, are divided by Directorate in an attempt to define the Agency secretarial issues across Directorates. The responses indicate a high degree of interdirectorate consistency in describing secretarial concerns.

Issues Associated With Career Advancement Potential

First, over ninety-five percent of the interviewees viewed the secretarial field as a dead-end occupation at the GS-07 level. This perception is easily understandable by observing how many secretarial positions exist at each grade level:

<u>GS- Level</u>	<u>No. of Positions</u>	<u>Percent of Total</u>	
GS-06			
GS-07			
GS-08			
GS-09			
GS-10			
GS-11			
GS-12			
GS-13			
Totals			

Fifty-nine percent of the secretaries interviewed were aware of the fact that promotions, from the time of entrance-on-duty to the time that they were promoted to the GS-07 level, occur within an

average of 18 months. Thirty-five percent were aware of the varying Directorate promotion policies and felt that promotions are based more on Washington Area cost-of-living measures, coupled with satisfactory performance and time in grade, rather than on competitive evaluation factors.

Second, thirty-eight percent of the respondents see shorthand as a dying art superseded by the word processor and the dictaphone. Although this "de facto" requirement is no longer an issue as a result of the DCI's "In Search of Excellence" speech, it is interesting to note that sixty-four percent see the word processor as replacing the need for shorthand as more managers learn to compose directly on it. These secretaries see themselves essentially as editors, entering the system to "clean up" a document, set formats, and disseminate documented materials to appropriate recipients. Although the mode of transcribing appears to be changing, thirty-one percent of secretaries with shorthand capability still consider it to be a valuable skill. For others, it is difficult to see the need to acquire the skill when it is not a requirement of the position or where the work environment includes word processors for the manager's use. Whatever the trend, the current response to the question concerning shorthand as a promotion requirement indicates that approximately seventy-nine percent believe it should not be a criterion.

Third, seventy-seven percent of those interviewed thought the Secretarial Grade Pattern, which links the position grade of the secretary to that of the supervisor, to be unfair. Evidently, secretaries perceive themselves as having a better chance for advancement if the system were based on individual job factors rather than the current pattern.

Fourth, although seventy-four percent of the people interviewed felt that career counseling and better internal training are needed, only thirty-five percent were in favor of having an Agency secretarial career service. This may be based partly on the fact that forty-five percent felt they didn't know enough about how such a career service would function. Most liked the idea of having a career service which would review counseling and training needs but reacted negatively to the idea that such a service would make assignments or promotion recommendations. Given the nature of the secretary-supervisor relationship, the person most knowledgeable of performance is the supervisor, and that is where the secretary feels promotion authority should reside.

Finally, two of the perceptions held by management at the onset of the study were not supported by survey data. These perceptions

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were that secretaries are discontented because office technology has impacted on their jobs, though not on their grades; and that secretaries feel underpaid in comparison with private industry. Only twenty-three percent of the secretaries thought the knowledge of computer applications should warrant a higher salary, while sixty-four percent believed the computer, when primarily used as a word processor, makes their job easier. Even in the technical environment of the DS&T and the SAFE environment of DI, seventy-one percent of the secretaries believed their salaries are satisfactory based on current computer knowledge applications to the work. However, twenty-eight percent of those interviewed in these areas thought that applying computer knowledge is grade-enhancing. Their perception holds that acquiring specialized technological skills on the job enhances their work enough to merit special compensation. At this time, no firm conclusions have been drawn by PMCD that determine the validity of this perception. However, when private industry salaries are taken into consideration, there does appear to be "supply and demand" recruitment practices by these firms impacting on high-tech secretaries.

The issue of pay comparability with the private sector brought mixed responses. Of the total, forty-eight percent felt they are not underpaid by private industry standards, thirty-two percent thought they are, and twenty percent did not know. Of the four Directorates, only in the DS&T did forty-five percent of the secretaries think their salaries are lower than comparable work in private industry. Secretarial comments indicated a belief that the highly sophisticated, technological environment, coupled with higher security clearances, is the reason for this difference between the DS&T and other Directorates. This might explain the outside recruitment problem noted above. In the DO, however, over sixty-six percent of the secretaries did not know what their pay in private industry would be, possibly illustrating the uniqueness of the Directorate of Operations. The other two Directorates, performing secretarial duties more easily relatable to private industry, generally have a sense of pay comparability.

Agency secretarial salaries were compared to data analyzed by the Washington Personnel Association's (WPA) 1984 Salary Survey Report for the Washington Metropolitan Area (see Appendix VI). WPA subdivided the secretarial occupation into four levels based on qualification and experience factors: Secretary I, which corresponds to GS-05 level positions; Secretary II, which corresponds to GS-06/07 level positions; Secretary III, which corresponds to GS-08 level positions; and Executive Secretary, which corresponds to GS-09 level and above positions. Using these levels, the Agency secretarial population currently is as follows:

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twenty-two percent fall in the Secretary I range; forty-one percent in Secretary II; twenty-five percent in Secretary III; and twelve percent in the Executive Secretary category. When the average salary in the WPA data is compared to a Step 5 on the General Schedule at each grade level, Agency secretarial salaries fall within the upper range of WPA survey salaries. In general, Agency salaries at each grade level are competitive with firms paying in the upper ten percent of surveyed organizations. Thus, the Secretarial Grade Pattern has served to maintain a competitive salary posture for the Agency vis-a-vis the private sector for secretarial personnel at all levels.

Of the various corporations submitting survey data to WPA, several organizations consistently paid top salaries within each secretarial category. Notably, the research and development firms, communication companies, and professional consultants in high tech areas generally pay their secretaries the average salary level for secretaries in the Washington Area. For example, the average salary in the Secretary III level is \$18,400, while the average salary reporting R&D firms pay is \$18,300 annually for comparable secretarial work. This is in contrast to WPA's 1983 data where the average Secretary III salary was \$17,400 and the average R&D firm paid \$18,300. It would appear that the general salary range at this level is now on par with the high tech firms. By comparison, the Agency is paying approximately \$22,300 per annum for the same level work, which places us among the highest paying organizations in the area.

As a side issue in our pay comparison, we looked further at the question of Agency competition with the high-tech firms and, in particular, our contractors. There are documented cases of our secretaries, particularly at the GS-06 and GS-07 level, leaving for large salary increases not supported by WPA survey data. We must conclude, therefore, that there are other influencing factors. It is reasonable in these cases to assume that contractors requiring cleared secretarial personnel find it cost efficient to offer salaries to our secretaries that are well in excess of their published and normal entry salaries. This initial hiring expense is offset by savings in contract time and clearance costs. Furthermore, these employees generally cannot expect further salary growth with the company until they again fall within the organizational salary schedule. Although the Agency is clearly experiencing some losses to our contractors and other firms, attrition statistics do not show this phenomenon to be so rampant as to justify special salary treatment for secretaries in the Agency's high-tech areas. Further pay action taken solely to solve this problem would create a bidding war and contribute to further

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internal inequities in the alignment of secretarial positions. The knowledge that these offers are being made, however, adversely affects the morale of the secretarial work force and should be a cause for management concern.

In comparison with the issue of career advancement potential, pay comparability did not appear to be a primary area of secretary discontentment. While pay is a factor, it is an indirect factor. More than any other, the contention that Agency secretaries have little career advancement potential and the perceived lack of a sound training program to support such advancement seemed to be the primary concern of this occupational group.

Issues Associated With the Professional Attitude Barrier

Based on responses received, PMCD has reviewed the attitudes of secretaries and has drawn conclusions from their self-evaluation and their evaluation of their supervisors.

Seventy-four percent of those interviewed perceived the secretary occupation as lacking an Agency-recognized sense of professionalism. This was true even though fifty-eight percent thought rapport with their managers to be open and honest, and seventy-seven percent thought themselves to be well utilized in the office. The problem appears to arise from the fact that secretaries often feel isolated from the team effort involved in successful accomplishment of the office mission. They have a strong desire to contribute to the overall office mission and want to be recognized as having equal value to the organization. Their perception of the problem is reinforced by the fact that over sixty-eight percent do not see management recommending secretaries for QSI's or cash awards for sustained high performance, although those higher graded professionals in other occupations do receive them.

Generally understood is the societal transmission of gender-related stereotypes: "All secretaries are female." However, less understood but, to the Agency secretary, just as irksome to the occupation is the hiring of females with college degrees for secretary positions "just to get the foot in the door" or advising the secretary that career advancement means a move into another occupation. To use the secretarial field as a stepping stone not only blocks headroom for the professional secretary, it also undermines the occupation's sense of pride. "Being a secretary is what's left when you can't make it anywhere else," "She's only a secretary," and, "I found myself apologizing for being a secretary," are all complaints expressed during the study.

The perception of secretaries that appears to be most prevalent in the Agency is that, if a secretary is bright, she obviously will want to move out of the secretarial field. And, while this might be positive according to the comments of the secretaries, what seems to be unappreciated is the high caliber professional who remains in the field because she enjoys being a secretary.

There was a notable difference between less experienced secretaries and senior secretaries in terms of how they exuded professionalism. When asked to comment on the apparent difference between themselves and junior secretaries, the senior secretaries stated that they developed a strong, professional self-image and essentially demanded respect and an opportunity to prove themselves very early in their careers. They seemed to have an internal drive to learn whatever skill was necessary to succeed. Thus, what appears to be needed to help entry-level secretaries adapt to the work environment with greater confidence are organization awareness courses and training designed to strengthen self-concepts in the work environment. Complete integration of the secretary into the ongoing team effort can be accomplished by the secretary asserting herself and demonstrating the ability to assume greater responsibility in her work situation.

To be productive and motivated, secretaries need to become emotionally involved in the overall effort. Before doing a task, managers should ask themselves if their secretaries could take the project in hand. Managers can ask their secretaries directly what additional responsibilities they feel qualified to perform. Secretaries, for example, can summarize trade news or compose standard letters and memoranda; most professional secretaries have good writing skills and excellent grammar. Division secretaries can better serve as mentors to branch secretaries in training, scheduling work flow, and in helping to improve secretarial professionalism. However, support for this must be openly communicated by management to be successful. Moreover, it is certainly within the scope of the Office of Training and Education (OTE) to incorporate techniques on executive utilization of secretaries in OTE's already existing supervisory and management courses.

When managers can feel confident that the Agency has hired competent, mature, and talented professionals as secretaries, that they can rely on their skills and judgment, then they will be confident in delegating administrative responsibilities. These better-educated, informed secretaries who have been exposed to various areas of the organization will be more promotable, more marketable, by virtue of that experience. Our Agency secretaries need not, and should not look to the Agency's system to take care of

them. Professionalism is a state of mind projected on the working environment so that the environment reciprocates in kind. Many of our secretaries exude this daily; many do not. Secretaries, to successfully interface with management, need to continue to change their self-image and the image of their profession. The manager and the secretarial employee who think that a secretary is "just a secretary" should rethink their professional commitment.

Based on the foregoing, PMCD recommends broadening the role of the secretary. It is one thing to utilize the secretary for typing, word processing, shorthand, and dissemination skills and another to delegate substantive responsibilities. This delegation of responsibilities is what separates the secretary from the typist; a distinction which is not clearly understood by most Agency supervisors.

Secretaries reinforce the loyalty and teamwork upon which the Agency's work force is based. Secretaries can promote further their individual professionalism by emulating successful role models (e.g., the boss, women in senior management positions, higher-level secretaries). Establishing a strong secretarial network, that is, building contacts all over the organization, not for job movement but to expedite the job to be done, is also a positive success element; a valuable asset to any busy manager. And secretaries should take advantage of promoting their own professionalism.

In summary, every occupation has its intrinsic value to the Agency's overall mission, and the secretarial occupation is no exception.

OPTIONS

The current Secretarial Grade Pattern provides competitive compensation and prevents the secretary from being penalized for working for a supervisor who does not delegate responsibility. Again, it should be noted that, on an average, our secretaries are in the upper twenty-five percent of all salaries in the Washington, D.C. area. The Secretarial Grade Pattern has drawbacks from the secretaries' point of view as discussed previously in this study. Many of these drawbacks can be overcome by individual manager initiatives coupled with educational programs on the part of the Agency. The compression problem at the GS-07 level is real. Sixty-one percent of all secretarial positions are at this level and the limited headroom available for promotion beyond the level inhibits the incentive to seek additional challenges within the secretarial field. Although PMCD believes that many of the secretarial positions, if evaluated on their own merits, would result in grades lower than those called for by the Secretarial Grade Pattern, this occupation stands out as the only one in the Agency to be graded on grounds separate from individual merit. To assist management in alleviating compression at the GS-07 grade level and, in anticipation of establishing a new pay system for secretaries which will impact on pay, training, job satisfaction, and performance incentives, PMCD offers the following options:

Option One: Add one level to the Secretarial Grade Pattern

An option would be to add a level to the Pattern by dividing the GS-07 level into two: GS-07A and GS-07B corresponding to GS-15 and SIS-1/2 supervisors, respectively (see Appendix II). In effect, this would be adding half a grade level with a salary range between GS-07/1 and GS-08/10 (see Appendix III). As a short-term solution, this option offers the following advantages: 1) It eliminates management problems where the branch and division secretaries have the same position grades; 2) The added level offers a slight pay incentive at the GS-07B grade; 3) The cost would be approximately half that of Option Three; 4) The supporting job classification would not be further skewed; and 5) Implementation could occur immediately.

Option Two: Develop a new pay system based on career development and job classification criteria.

The most sweeping alternative is to abolish the Secretarial Grade Pattern and replace it with a pay scale in which there are

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fewer grade levels with broader pay ranges. Recommended by Towers, Perrin, Forster, and Crosby (TPF&C) in 1982 during their study of Agency pay policies, a new scale would decrease the need for secretaries to assume new responsibilities/assignments in order to be promoted. The elimination of the current pattern would entail position classification focusing on the requirements of the secretary's position rather than the supervisor's. Such a system could be accomplished by grouping the secretarial positions into five levels: For example, Level I/Apprentice Secretary (GS-05), Level II/Secretary (GS-05 through GS-07), Level III/Senior Secretary (GS-07 through GS-09), Level IV/Executive Secretary Level (GS-09 through GS-11) and Level V/Senior Executive Secretary Level (GS-12 through GS-13). Five levels would be sufficient to include the distinguishable levels of Agency secretarial duties and responsibilities existing now, as well as to provide correlations with the five levels found in private industry. An example of such a Secretarial Pay Plan is presented in Appendix IV. Where the General Schedule is based on a pay range of thirty percent between step 1 and step 10 of a particular grade level, the range within a level of the Secretarial Pay Plan is over fifty percent between step 1 and step 30. This is because the range of the proposed schedule incorporates the pay ranges of several GS grade levels. Expanding the pay range recognizes the Agency's need to retain employees in the secretarial occupation without altering internal position alignments by means of the classification system to alleviate pay problems.

Among the advantages of expanding the grade ranges of this homogeneous occupation are:

- a. Easing the GS-07 level compression by increasing pay levels over a longer time range for high levels of achievement.
- b. Providing for job satisfaction and for a career path based on performance incentives, training, and experience.
- c. Avoiding tying the secretary's position grade to the supervisor's, which currently results in classification inequities.
- d. Simplifying position classification.

This pay system would, however, require complex administration, including:

- a. Greater management attention to equities of the evaluation process to assure that the system is not distorted.

- b. Change in employee/management thinking from traditional government GS promotions to greater emphasis on merit adjustments within an occupational pay range patterned after the private sector.
- c. Establishment of an Agency-wide monitoring system to ensure effective control and equitable use of the system.

Movement within a range and between levels would be based on the combination of experience, academic training, and performance. Under this system most secretaries would move to the mid range of the scale at a rate at least equal to that under current GS procedures. Exceptional performers would have the potential for accelerated movement and larger pay increases within their pay level. Marginal employees would not receive salary increases. Salary increases would continue to be reviewed on an annual basis.

In order for employees to be compensated equitably as they move within a range and between levels, a certification program would need to be developed to support this pay system. Such an Agency Secretarial Certification Program would consist of career profiles which outline the academic training, functional experience, and performance appraisal criteria for each level. Moreover, the career profiles would be based on job classification specifically developed for the Agency's secretarial occupation.

The Office of Training and Education (OTE) is currently developing a training program for secretaries. The fact that sixty-eight percent of our secretaries surveyed felt that the current training offered doesn't meet the needs of GS-09 level secretaries and below highlights the necessity for expanded training. OTE's new Secretarial Training Program broadens the scope and increases the level of intensity of subjects to be covered (Appendix VII). For example, the program covers new courses on intelligence issues, management skills, office administration, and personal transitions on the job. The program has the endorsement of Deputy Directors and will be phased in by the end of 1985 as funds become available.

The Secretarial Training Program is divided into three career orientation profiles: A - Entry Level; B - Apprentice to Journeyman Level; and C - Executive Secretary Level. The B Profile is purposefully transitional to allow flexibility for employees to move at their own rate where neither personal grade nor tenure exclude them from attendance. OTE's program at each level will need to be expanded extensively to include combinations of college coursework,

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correspondence study, and occupational seminars, in addition to OTE's coursework, to comprise the training element of the certification program. How the training program will be superimposed on the Secretarial Pay Plan is easily visualized: Level I employees take A Profile courses; Levels II and III, B Profile; and Levels IV and V, C Profile. Because eligibility for movement between levels takes into consideration academic training, OTE's program is just one part of the criteria. Likewise, the kind and level of experience and how performance ties into that experience need to be developed.

Option Three: Modify the Secretarial Grade Pattern

Compression at the GS-07 level is caused by the Secretarial Grade Pattern's dictate that GS-07 is the secretarial level required for GS-15 or SIS-1/2 positions. Changing the structure of the Secretarial Grade Pattern to provide that GS-08 is the level required to support all SIS-1/2 positions and, concurrently, raising the remainder of the scale by one grade would eliminate the compression problem. Doing so potentially would provide headroom and eliminate the management problem of branch and division secretary positions being at the same grade level. Clearly this plan of action would be expedient. It would not necessarily be the most equitable, however. Since the current pattern already has resulted in overclassification of many secretarial positions, this option would further skew Agency grade alignments. Additionally, the positions would continue to be based on the duties and responsibilities of the supervisor rather than on defined requirements of the position and the training and experience of the incumbent. Further, and more of a practical concern, is the fact that changing the pattern would require an increase in the Agency's average grade of approximately four hundredths of a point beyond the currently authorized 10.81. With an average grade increase to only 10.86 expected through the budget for FY85, this would place the Agency in an uncomfortable position. Even with the FY85 programmed average grade increase, the Agency's current average grade requirements exceed the authorized level by over one-tenth of a grade. This difference is currently reflected through deferred position classification requirements totaling nearly 2000 grade points. This option would aggravate further the already large difference between the actual versus required Agency average grade. In the current political climate, the Comptroller sees little likelihood that OMB would accept an average grade increase sufficient to implement this option.

**Option Four: Develop an Agency unique classification standard
for secretarial positions**

One of the underlying concerns expressed by secretaries throughout the study was that the grade pattern denied individual secretaries the opportunity to be evaluated on the individual merits of their position. Therefore, one option would be to develop an Agency unique classification standard for the job classification of secretarial positions. However, this option has a significant disadvantage. Secretarial positions, unlike any other, are based on the unique relationship existing between the secretary and the supervisor. This relationship, and therefore the substance of the position, is subject to change with the incumbent of either position such that, at any period in time, the position may be evaluated at a higher or lower grade, depending on how the secretary is tasked. Because of the frequent substantive changes in secretarial positions, establishment of an individual evaluation program would stretch the already thin PMCD resources beyond capacity such that all service would suffer. Current Agency policy is designed to protect against the adverse consequences of this phenomenon by assuming the relationship between the positions, and therefore the substance of the secretarial position, remains at a constant level unless the substance grows to a level which exceeds the expectations of the pattern. In these cases, positions may be evaluated at a level higher than the pattern.

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RECOMMENDATIONS

1. Agency managers and supervisors should be made aware of the fact that secretaries are considered professional employees and should be treated as such. Secretaries should be encouraged to become the best in their profession.

2. The role of the secretary should be broadened to include substantive responsibilities. Managers and supervisors should offer challenges to these professionals just as they would any other professional employee. They should be considered part of the office team and acknowledged as contributors to its mission and goals.

3. Secretarial development, including counseling, training and awards review, should be established at the Directorate level.

4. Managers and supervisors should be encouraged to use dictaphones and word processors instead of secretarial shorthand skills for better time management of both the manager and secretary.

5. The fact that shorthand is neither a requirement for advancement nor promotion in the secretarial profession should be reemphasized.

6. The Office of Training and Education should include techniques on managerial utilization of secretaries in all management and supervisory courses.

7. Agency secretaries should be made aware of the fact that their salaries are in the top ten percent of salaries in the Washington, D.C. area.

8. PMCD will begin to evaluate all secretarial positions on an individual basis along with utilizing the Secretarial Grade Pattern to determine which evaluation gives the higher grade level.

9. The Secretarial Grade Pattern should be abolished, Option One above which adds one level to the Secretarial Grade Pattern should be implemented as an interim measure, and planning for the Secretarial Pay Plan (Option Two above) should begin. An implementation plan is set forth on the following pages.

IMPLEMENTATION PLAN

Based on salary data as of 31 May 1984, the cost of converting secretarial salaries from the General Schedule to this pay system would be roughly \$279,000. The one-time conversion cost would be necessary to incorporate all the secretaries into the new pay structure at one time. Personnel will be converted to the step in the new schedule nearest to, but not lower than their current salary. Alternatively, secretaries could be converted over time, as they become eligible for promotion or a periodic step increase. This latter method, posing low upfront costs, has two disadvantages. One, the conversion would be a more difficult process to administer. And two, full scale operation of the pay system would be delayed approximately one year because control data to monitor the program could not begin to be collected until after the completion of the conversion.

The primary advantage of such a pay system is that it provides a framework of pay incentives upon which an identified career track is based. It provides a professionally recognized path supported by education and experience that the occupation is now lacking. And, as stated above, the system does not link the grade of the secretary's position to that of the supervisor. Thus, the pay system, based on personal merit and the position's functions would be perceived as more equitable than the Pattern.

Implementation of the Secretarial Pay Plan will require time and close coordination with pertinent offices of the Agency. Offering a pay alternative to the Secretarial Grade Pattern which also provides experience and training avenues to career progression is not an expedient solution to the various problems facing this occupation. It is a comprehensive, long-term solution. PMCD foresees the implementation of this pay plan as requiring several phases, each of which will require Agency-wide management and secretarial support.

Phase One: Develop the Secretarial Certification Program and Implement Option One

First, a task force with representatives Agency-wide needs to be established in early 1985 to develop criteria for certification upon which movement within and between pay levels is based. Again, that criteria must include combinations of functional experience at various responsibility and duty levels, all forms of job training, performance measurements, and supporting job classification. In concert with the career profile criteria development, coordination with OTE on expanding the internal secretarial curriculum and

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accrediting external substitutes will be necessary. And PMCD will need to develop an Agency secretarial job evaluation criteria to support the program. Development of the Secretarial Certification Program and secretarial standard could be completed by the end of 1985.

In the interim, PMCD recommends implementing option one to solve the immediate problems. By changing the Pattern to include a GS-07A for the GS-15 level and a GS-07B for the SIS-1/2 level, some of the inequities are eliminated. This change will offer greater salary potential at the GS-07B level. By doing so, Agency management is recognizing the unique requirements of retaining good employees.

This interim measure, it should be emphasized, should only remain in effect until criteria can be developed with supporting job classification to implement option two.

Phase Two: Agency Education and Coordination on Implementation

Once this Agency Secretarial Certification Program has been approved, PMCD can address the second phase involving the coordination with the Office of Personnel, Office of General Council, Office of Finance, and the Secretarial MAG. The second phase, requiring 5 months to a year, will define the conversion method, "rites of passage," and payroll administration. During this time, the job evaluation criteria, developed by PMCD to support the secretarial levels, will be circulated for coordination and approval. PMCD will need to provide analysis of the Grade Banding experiment in the Office of Communications to apply, expedite, and circumvent "lessons learned" in converting to a new pay plan. Finally, Agency managers, secretaries, and personnel officers will need to be briefed on the general concepts of the plan. A PMCD publication on the Secretarial Pay Plan could help the education process by outlining the main administrative procedures.

Phase Three: Monitoring the Secretarial Pay Plan

Finally, PMCD believes that the Secretarial Pay Plan should be administered by each Directorate and will need to develop, in conjunction with the task force, a system to monitor the Secretarial Pay Plan to ensure equity as well as collect survey data over a designated period of time to validate the special pay system against private sector secretarial salaries. During this phase, at the end

of 1986, the pay plan will be implemented and secretarial conversion completed. Further, more detailed information on the technical administration as well as the controls of the plan must be provided to managers and secretaries.

The Secretarial Pay Plan, while eliminating the Secretarial Grade Pattern, also ensures the manager-secretary team concept will be broadened to include delegated, substantive responsibilities to an excellent secretarial work force. In effect, the manager will be accountable for the efficiency and effectiveness of the secretary by stimulating individual performance based on pay incentives but within the defined parameters that will be used to monitor the plan.

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Appendix II

AGENCY SECRETARIAL GRADE PATTERN

<u>Current</u>		<u>Option 1</u>		<u>Option 3</u>	
DCI	GS-13	DCI	GS-13	DCI	GS-14
DDCI	GS-12	DDCI	GS-12	DDCI	GS-13
SIS-06	GS-11	SIS-06	GS-11	SIS-06	GS-12
SIS-05	GS-10	SIS-05	GS-10	SIS-05	GS-11
SIS-04	GS-09	SIS-04	GS-09	SIS-04	GS-10
SIS-03	GS-08	SIS-03	GS-08	SIS-03	GS-09
SIS-1/2	GS-07	SIS-1/2	GS-07B	SIS-1/2	GS-08
<hr/>					
GS-15	GS-07	GS-15	GS-07A	GS-15	GS-07
GS-14	GS-06	GS-14	GS-06	GS-14	GS-06

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Appendix V

HISTORY OF AGENCY SECRETARIAL STUDIES

In 1957, a determination was made that the grades of secretarial positions in the Agency were not consistent throughout the Directorates. As a result, the "Grade Attraction Formula" was adopted. The premise underlying this formula acknowledged that the difficulty, complexity, and responsibility of the secretary's job are an extension of the same elements present in the supervisor's job.

In 1963, a study by the Salary and Wage Division, Office of Personnel, determined that the Agency Secretarial Grade Pattern effectively maintained the principle of equal pay for equal work.

In 1974/1975, the CIA Management Group commissioned another study of the grade pattern. The study indicated that Agency secretarial positions were overgraded in comparison with secretarial positions in other federal agencies but that CIA salaries for secretaries were competitive with private industry. A review of attrition rates for 1973/1974 indicated that, of a total of 127 secretary separations, only two separations were for advancement.

In 1975, the Executive Committee decided that there would be no change in the grade pattern but that managers would be encouraged to utilize more fully the talents and abilities of their secretaries.

In 1980, a task force was established to study the "bottleneck" in secretarial career progression. The task force concluded that: 1) secretaries are afforded inadequate career counseling; 2) rapid progression from entry-level to GS-07 fostered unrealistic career expectation; and 3) an upward adjustment of the existing grade pattern was neither professionally nor financially feasible.

The task force recommended that the Directorates improve career counseling for secretaries, as well as investigate establishing career ladders into other occupations to be utilized by secretaries seeking advancement beyond that afforded by the Secretarial Grade Pattern. In addition, the task force encouraged the career services to use cash awards and bonuses to reward outstanding Agency secretaries.

In 1981, a study was conducted to investigate the feasibility of a Professional Secretarial Salary Schedule. This study was in response to complaints that the compensation of secretaries did not reflect their true worth, that advancement in the profession was stymied, and that the status of secretaries in the Agency did not accurately reflect the value of their contributions to the organization. As a result of this study, two alternate pay plans were offered to senior management for consideration. No action was taken to implement either plan.

The studies summarized above were Agency-wide. During the same period of time, a number of component-specific studies were also conducted.

Appendix VI

COMPARISON WITH AGENCY SECRETARIAL SALARIES
WASHINGTON PERSONNEL ASSOCIATION'S 1984 SALARY SURVEY*

<u>WPA Level</u>	<u>Secretary I</u>					
	<u>All Categories</u>	<u>Professional Services</u>	<u>Local Gov't</u>	<u>Financial Institutions</u>	<u>High Tech Companies</u>	<u>Telecom- munications</u>
Weighted average	14.9**	15.2	14.9	14.6	15.3	15.0
50th percentile	14.8	15.2	14.9	14.5	15.3	15.1
75th percentile	16.2	17.0	15.9	16.1	16.3	16.3
90th percentile	18.0	19.2	16.9	17.7	17.3	17.2
Agency Equivalent Grade	GS-05					
Average Agency Salary	\$16,306***					

* Data as of closest payday to 1 April 1984.

** Each figure represents the average in that percentile level, stated in thousandths:
14.9 = \$14,900.

*** Includes comparability adjustment of 3.5 percent tba 1 Oct 1984.

<u>WPA Level</u>	<u>Secretary II</u>					
	<u>All Categories</u>	<u>Professional Services</u>	<u>Local Gov't</u>	<u>Financial Institutions</u>	<u>High Tech Companies</u>	<u>Telecom- munications</u>
Weighted average	16.3	17.5	16.7	15.7	16.2	16.2
50th percentile	16.1	17.5	16.6	15.8	16.2	16.3
75th percentile	17.9	19.8	18.5	17.1	16.9	17.4
90th percentile	20.4	21.9	19.7	18.5	17.9	18.5
Agency Equivalent Grade	GS-06/07					
Average Agency Salary	\$19,605					

<u>WPA Level</u>	<u>Secretary III</u>					
	<u>All Categories</u>	<u>Professional Services</u>	<u>Local Gov't</u>	<u>Financial Institutions</u>	<u>High Tech Companies</u>	<u>Telecom- munications</u>
Weighted average	18.4	17.7	18.7	18.0	18.3	19.2
50th percentile	18.3	17.4	19.3	17.9	18.6	19.1
75th percentile	20.5	18.7	20.7	19.9	20.4	20.5
90th percentile	22.6	21.1	21.5	21.9	21.7	21.6
Agency Equivalent Grade	GS-08					
Average Agency Salary	\$22,374					

<u>WPA Level</u>	<u>Executive Secretary</u>					
	<u>All Categories</u>	<u>Professional Services</u>	<u>Local Gov't</u>	<u>Financial Institutions</u>	<u>High Tech Companies</u>	<u>Telecom- munications</u>
Weighted average	21.1	21.5	20.6	21.5	21.0	21.9
50th percentile	21.0	20.9	20.3	21.2	20.7	21.8
75th percentile	23.7	23.8	23.0	24.3	22.9	24.2
90th percentile	26.0	26.6	25.4	26.2	24.6	25.8
Agency Equivalent Grade	GS-09+					
Average Agency Salary	\$28,052					

Appendix VII

OTE Secretarial Training Program

Profiles at Each Level

A	B	C
<u>Entry Level</u>	<u>Apprentice-Journeyman Level</u>	<u>Executive Secretary Level</u>
COURSES	COURSES	COURSES
Agency Orientation and Office Procedures	Gregg Shorthand Refresher	Management Skills for Secretaries and Administrative Assistants
Working in Washington for CIA	Typing for Speed and Accuracy	Supervisory Skills for Secretaries
Re-entering the Work Force	Women in the Work Force	Intelligence Issues
Role of the Secretary in an Automated Office	Effective Oral Presentation	The Secretary and Supervisor--A Management Team
	Telephone Techniques	
	Geography	
	Administrative Techniques	
	Secretarial Certification	
	Getting Your Ideas Across	
	Stress Management	
	Time Management	
	Personal Transitions	
	Career Development	

For more detailed information on courses see EB No. 1136.

Appendix VIII

GENERAL SCHEDULE (GS)
Per Annum Rates
Effective 8 January 1984
Approved 23 May 1984

Grade	Increment	1	2	3	4	5	6	7	8	9	10
GS-01	Varies	9,023	9,324	9,624	9,924	10,224	10,400	10,697	10,995	11,008	11,283
GS-02	Varies	10,146	10,386	10,722	11,008	11,129	11,456	11,783	12,110	12,437	12,764
GS-03	369	11,070	11,439	11,808	12,177	12,546	12,915	13,284	13,653	14,022	14,391
GS-04	414	12,427	12,841	13,255	13,669	14,083	14,497	14,911	15,325	15,739	16,153
GS-05	463	13,903	14,366	14,829	15,292	15,755	16,218	16,681	17,144	17,607	18,070
GS-06	517	15,497	16,014	16,531	17,048	17,565	18,082	18,599	19,116	19,633	20,150
GS-07	574	17,221	17,795	18,369	18,943	19,517	20,091	20,665	21,239	21,813	22,387
GS-08	636	19,073	19,709	20,345	20,981	21,617	22,253	22,889	23,525	24,161	24,797
GS-09	702	21,066	21,768	22,470	23,172	23,874	24,576	25,278	25,980	26,682	27,384
GS-10	773	23,199	23,972	24,745	25,518	26,291	27,064	27,837	28,610	29,383	30,156
GS-11	850	25,489	26,339	27,189	28,039	28,889	29,739	30,589	31,439	32,289	33,139
GS-12	1018	30,549	31,567	32,585	33,603	34,621	35,639	36,657	37,675	38,693	39,711
GS-13	1211	36,327	37,538	38,749	39,960	41,171	42,382	43,593	44,804	46,015	47,226
GS-14	1431	42,928	44,359	45,790	47,221	48,652	50,083	51,514	52,945	54,376	55,807
GS-15	1683	50,495	52,178	53,861	55,544	57,227	58,910	60,593	62,276	63,959	65,642

Appendix IX

SECRETARIAL MISMANAGEMENT
Dr. Silber

The following article was copied from an unidentified periodical. Does its appeal have a message for us? Ed.

Listed below are techniques for mis-handling your secretary:

1. Never say "Good morning" to your secretary. It's bound to be a rotten day anyway, and there's no use starting out under false pretenses.

2. Plan your dictation for about 4:00 every afternoon, and be sure to include at least one letter that must go out that day. This will test your secretary's resourcefulness for getting postage after the meter is locked.

3. Observe the following rules when dictating:

-Never spell out the proper names. The recipients of your letters will enjoy counting the various ways their names can be spelled.

-Never indicate extra carbon copies until after the letter has been typed. This helps the copier people make a living.

-Always start dictating very slowly, so that your secretary is relaxed and at ease then, without warning, triple your speed. The change of pace will wake her up and improve her alertness. By the time you reach "Very truly yours," she will no doubt already have recorded the next-to-last paragraph from memory - which is great mental exercise.

-Don't bother to correct your belt dictation as you go along. So what if she has to keep going back and re-typing each page. She will learn how to keep her cool and she will have valuable practice. Time is of no concern; she can stay overtime.

4. When she asks you a question about your dictation, mumble your answer so she will be forced to exercise her brain and figure out the answer herself. If she doesn't guess right, make her retype the letter. It's good typing practice and should help to increase her speed for the next deadline.

5. Never give her any advance notice that you will require her to stay late. If she is single and has a date, she can break it. This will discourage her suitors, and she will become truly a company person.

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6. If she eats lunch at her desk, dictate a letter to her, or ask her to place a phone call for you while she's in the middle of her sandwich. It'll provide good training in dexterity and poise.
7. Never tell your secretary the reason for doing anything - it's none of her business. The fact that she doesn't understand what she is doing is absolutely no excuse for her doing it wrong.
8. Never tell her where you are going when you leave the office. Trying to locate you will serve as a good test of her ability to placate visitors who have appointments with you and long distance callers who are urgently trying to reach you.
9. Never tell her when you make appointments yourself. This practice will enable you to judge how smoothly she handles the simultaneous arrival of two visitors, both of whom have appointments with you, and also how well she can mask her own emotions.
10. When she makes travel reservations for you, be sure to change them at least three times, beginning about two days before scheduled departure time. This will test her diplomacy and place her on intimate terms with the travel personnel.
11. Never apologize or thank her when she finds in your desk drawer an important document that you swore you gave her three weeks ago (and have since daily accused her of losing). How do you know she didn't sneak it in there when you were out of the office?
12. Never smile at her; this might make her think you regard her as a person. Besides, smiling makes lines in your face.
13. Since you already acknowledged Secretaries Week this year, you won't have to show her any appreciation until next April.
14. Always leave her with the impression that you think she is slightly dull. This will prevent her from getting an exaggerated idea of her own intelligence and thus keep her from losing her humility or asking for a pay increase.
15. Never praise her when she does a good job. You might kill her incentive to keep trying to improve.
16. Never tell her anything of a confidential nature. She might think you trust her.
17. When she makes a mistake, be sure to show that you are thoroughly annoyed with her. Your caustic remarks will increase her determination to become as perfect as you are.