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MEMORANDUM FOR: Deputy for Plans and Control
THRU : [redacted] Chief
Position Management & Compensation Division
FROM : [redacted]
SUBJECT : Proposal for OP Policy Regarding
Personnel Generalists

1. In view of the current interest in Agency personnel policies and procedures on the part of senior Agency management, I believe the opportunity (and need) exists for OP to provide our component generalists with more clear and consistent policy direction, as well as training sufficient to sharpen their skills as OP representatives.

2. Having been in a position to deal with component Personnel Officers positions for the past four years, I have become aware of a vast difference among the position requirements, as well as the variety of approaches taken by the incumbents of those positions. This results in a broad spectrum of impressions which Agency managers have of the Office of Personnel, ranging from respect to disdain.

3. My proposal is that an experienced OP careerist be assigned to complete the following two tasks in a time frame of six to eight weeks:

- a. Write and distribute an "owners's manual" for Personnel Officers, specifying what Agency managers should expect from generalists at the various grade levels, and clearly defining OP's policy in assigning Officers to component positions based on the requirements of those positions.
- b. Establish and conduct a comprehensive training course for component Personnel Officers to include specific attention to basic OP objectives, policies and procedures. I believe a pre-course test and a post-course test should be given before and after this course to determine whether periodic revision of the course would be appropriate. The course should contain lectures on CSGA, Minimum promotion targets, APP & PDP, Position Management & Classification, Counseling, etc. as well as discussion groups led by attendees on how policy is applied in their components. I suggest the course be approximately two weeks full-time, [redacted] Attendance by OP personnel would be mandatory.

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25 YEAR RE-REVIEW

4. In addition to the above, OP may wish to consider assigning a senior OP officer (CMO, OP/EXO, DD/Pers) with the responsibility for monitoring the use of personnel officers in the components, and evaluating their performance.

5. I had hoped to staff out this proposal in more detail and accomplish the tasks outlined in paragraph 3, however, the staffing problems and volume of activity in PMCD will prevent me from doing so in the foreseeable future. I do, however, believe the timing is right to take this kind of initiative, and suggest that some effort be made to select a qualified OP careerist to devote some time and attention to the above. I would be glad to provide whatever assistance I can to whomever might be selected.

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PERS 80-5068

Approved For Release 2009/10/02 : CIA-RDP92-00455R000100170015-1

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MEMORANDUM FOR: Director of Personnel

FROM :
Position Management Officer

SUBJECT : Proposal for Reallocation of PMCD Responsibilities
and Functions

1.(U) The following proposal is based on our discussion of 6 July regarding a change in Position Management and Classification responsibilities and functions, which will involve more participation in that process by Office of Personnel generalists assigned to Agency components.

2.(U) The proposal is predicated on the fact that the complement of personnel assigned to PMCD is insufficient to provide the Office of Personnel with enough trained specialists to implement and maintain a sound and defensible classification and management program. Throughout the Civil Service, the normal ratio of position classification specialists to positions is approximately one classifier to positions. Given the current Agency strength, this would require at least Position Management Officers be assigned to PMCD. Currently, PMCD has trained Position Management Officers attempting to service over positions. In considering the ratio of classifiers to positions, it must also be noted that the Central Intelligence Agency encompasses an extremely broad and varied group of occupations, including some highly specialized and exotic requirements which do not readily lend themselves to routine position classification procedures. Essentially, PMCD is attempting to run an unusually complex and difficult program with less than 1/3 the amount of trained personnel normally required to run a more routine and less complex program. It would be unrealistic to expect that the Office of Personnel could, in the foreseeable future, ever hope to staff PMCD with the number of trained personnel required to maintain a reasonably current PMCD program.

3.(U) Stated simply, I propose that the professional personnel officers assigned to agency components assume a greater role in the classification and management program. Specifically they could, with a reasonable amount of training, be responsible for: ..

- a. Ensuring submissions to PMCD conform to established policies and procedures

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- b. Initial review of position and organizational changes, providing justification for the change(s) including any deviation from normal ratios of entry, transitional, journeyman and senior positions; as well as application of established position management principles regarding professional/clerical ratios, supervisory/functional positions, etc.
- c. Assigning FES factor levels to position descriptions in draft form
- d. Providing component managers with advice and information regarding position management and classification policies and procedures PRIOR TO IMPLEMENTATION OF ORGANIZATIONAL CHANGES

4.(U) Position Management and Compensation Division would retain classification authority. The role of PMCD would revert to:

- a. Responsibility for all final grade allocations
- b. Responsibility for the conduct of periodic surveys (frequency to be determined after the impact on PMCD workload can be assessed.)
- c. Establish and maintain classification criteria, benchmarks, standards, and policy
- d. Review and comment on all organizational changes, including the impact of any reorganization on existing or proposed grade structures
- e. Provision of format and procedures for writing and submitting position descriptions
- f. Maintenance of statistical summaries, organizational histories and Staffing Complement
- g. Training of all component personnel officers.
- h. Provision of consultative services to component managers and personnel officers (upon request)

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5.(U) Implementation of the proposal outlined above would require immediate provisions for training component personnel officers in the field of position management and classification. The majority of the required training could be done through courses available from the Civil Service Commission. The PMCD internal course with some revision, could be given to personnel officers who have attended CSC courses, allowing the internal course to concentrate on Agency policies and procedures. At least one experienced Position Management Officer would be required to assume responsibility for monitoring the training of personnel officers during the implementation phase of this proposal, assuming it is adopted, and could tailor the PMCD course to include only those aspects of position classification and organizational analysis which are peculiar to CIA. The dedication of even one PMCD officer to that task is certain to have an effect on the current PMCD workload, and any consideration of this proposal must include a realistic estimate of which PMCD objectives would have to be curtailed to accommodate the reduction of its resources. I will defer to Chief, PMCD to provide that estimate.

6.(U) Since PMCD is currently in the process of adapting the Factor Evaluation System of position classification, and is already working on classification standards and benchmarks, preparation for implementing this proposal could begin immediately by initiating CSC training courses for personnel generalists. As classification standards are finalized and published, they would be issued to the component personnel offices and applied by generalists prior to submission to PMCD. Initially, PMCD will probably be required to review the efforts of the generalists very closely, and function essentially as it is doing now; however, as the proficiency of generalists in this field increases, and more classification standards are published, the role of PMCD should gradually be reduced to a manageable one. At that time a more realistic assessment could be made as to the frequency and extent of periodic survey activity which would be necessary.

7.(U) In the interest of brevity, I have not addressed some of the additional benefits to be derived from ensuring that OP generalists are equipped with at least the same level of expertise in wage and salary administration as those civil service employees filling similar positions in other federal agencies; however, some of those benefits are worthy of note:

- a. The positions occupied by personnel generalists in the components would be stronger from a classification standpoint and provide a greater challenge to careerists

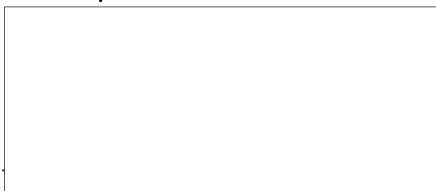
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- b. The continual problem of staffing PMCD would be alleviated. OP careerists who have occupied component positions would have at least the basic skills required of a Position Management Officer
- c. Agency components would have the benefit of sound counsel from within the component, which would hopefully alleviate some of the misunderstanding, whether real or imagined, which now interferes with PMCD/component relationships

8.(U) There are obviously other factors to be considered and analyzed before you make a final decision regarding this proposal. I could try to anticipate and answer any other questions you might have in this regard; however, the concept underlying this proposal could be applied in several different ways, and it may be more productive at this stage to discuss the matter in a meeting which could include the OP/CMO, Senior Component Personnel Officers and whomever else you feel should comment on the proposal.

9.(U) Copies of this memo have been provided to Chief, PMCD; Chief, PMCB and DD/P&C. I would welcome the opportunity to further discuss this proposal with you or your designated representative.



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Jenerals
10/79

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. DD/P&E/OPPPM 6/3		
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

attached is the memo we discussed at the Board meeting on Friday the 30th. The recommendation was that Policy Staff look into the ideas presented and the feasibility of developing them.

DO NOT use this form as a RECORD of approvals, concurrences, clearances, and similar actions disposals,

FROM: (Name, org. symbol, Agency/Post) OP/CMO	Room No.—Bldg.
	Phone No.

5041-102

OPTIONAL FORM 41 (Rev. 7-76)
 Prescribed by GSA
 FPMR (41 CFR) 101-11.206

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M.P. [unclear]

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ROUTING AND TRANSMITTAL SLIP

12 June 80

TO: (Name, office symbol, room building, Agency/Post)		Initials	Date
1.	<i>C/PS</i>	<i>B</i>	<i>6/10</i>
2.		<i>[Signature]</i>	<i>6/12</i>
3.			
4.			
5.			

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

1) Please brief [redacted] on what was decided. Assure him that there is interest but lack of resources. He will be working toward the overall objective in the several things you have mentioned and will keep the concepts in view.

done 17 June 80

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

DD/PTE

ILLEGIB

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief, Policy Staff/PPPM
1006 Ames

EXTENSION

NO.

PERS 80-5068

DATE

10 June 1980

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. DD/PPPM/P&E
1006 Ames

11/10

6/10

[Handwritten initials]

2.

3. OPPPM/CMO
5E69 HQS

6/10

[Handwritten initials]

4.

5. EA/PPPM
5E58 HQS

11 JUN 1980

[Handwritten initials]

6.

7. DD/PPPM
5E58 HQS 11 JUN 1980

[Handwritten initials]

8.

9. D/PPPM
5E58 HQS

- Harry: Thoughtful comment from Pete. I agree.

10.

11.

DD/P&E

over to you, appreciate

12.

1016 Ames Bldg

concern but

13.

understand the work load problem

14.

Expanded skill sessions might be more realistic. In any case, the thoughts expressed on training needs will be considered during our review.

15.

12 JUN 1980

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO. PERS 80-5068

DATE

1979

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.

C/PMCD

9/5/79 [Signature]

0-1 copy for you attached.

2.

3.

DD/P+C

10/26 [Signature]

0-2, also attached is copy of my previous memo on related subject.

4.

5.

*26 OCT 1979
DM Lee [Signature]*

[Signature]

6.

7.

emo/OP - send out

HOLD FOR MARY

8.

to [redacted] in a drawing of meeting

1-3:

Mary, I believe [redacted] has some good ideas if OP has the manpower to tackle such a job. One of the tasks that PMCD should take on in the near future is a series of GS-benchmarks for Personnel Officers. This type of information would also assist the OP Career Board and Panels in their selection of the right person for assignments to component Personnel Officer positions.

9.

10.

11.

12.

13.

14.

15.

Ben - Some of this is grandiose but there are some good ideas - at least to consider - Could the Board take