<table>
<thead>
<tr>
<th>Box Number</th>
<th>Folder Number</th>
<th>Document Date</th>
<th>Document Type</th>
<th>Document Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>43</td>
<td>1</td>
<td>10/21/1968</td>
<td>Memo</td>
<td>To: RN From: Glenn Olds RE: Items in Manpower Development, Staffing and Transition. 3 pages.</td>
</tr>
<tr>
<td>43</td>
<td>1</td>
<td>n.d.</td>
<td>Report</td>
<td>Manpower Development (Provisional Working Model) Submitted by: Dr. Glen A. Olds. Includes Table of Contents and Section 1: A. Presidential Responsibility B. Gov. Units by Presidential Responsibilities C. Description of Government Units. 7 pages</td>
</tr>
</tbody>
</table>
MEMORANDUM

October 21, 1968

TO: RN
FROM: Glenn Olds

SUBJECT: Items in Manpower Development, Staffing and Transition

In pursuit of my assignment in policy and manpower development, I have enlisted the best thinking of key leaders in all areas of executive responsibility. They have given me their ideas on policy and people which represent balance and distribution ideologically, regionally and professionally. In addition we have (1) prepared profiles and backup material on manpower contacted and recommended; (2) identified key sources of manpower recommendations; (3) ordered and coordinated manpower recommendations into preliminary categories; and (4) considered priorities and problems in transfer of government. Recommendations are being compiled and evaluated for your review.

Because of political sensitivity in the campaign, we have not established formal liaison with staff, party, or external sources, nor with the Civil Service Commission or other agencies. Properly handled, however, these relationships can insure a comprehensive base of support for your leadership and provide needed strength to implement policy. No doubt you have given thought to how you wish to coordinate and consummate this effort. May I recommend the following for your consideration, and implementation at the appropriate time.

Accompanying this memorandum is the provisional working model I have used from the beginning to organize my effort in manpower development.
1. Assign responsibility for coordination of manpower recommendations from all sources—RN organization, Republican Party, and external sources. (See Section II of working model for scope.)

2. Designate the man you choose to monitor the transition in government in order that those working on manpower may have access to the data on positions, personnel, and Civil Service super-grade positions essential to presidential appointment.

3. Establish a method for integrating political considerations into the total manpower effort, including Congressional, gubernatorial, and party inputs. (Critical for implementing support on the Hill, building party unity, and long term leadership.)

4. Determine the model for organizing departments, agencies, and commissions into manageable groups for delegation of responsibility and review in manpower development. (See Sections I and III of model.)

5. Authorize operational teams to be established immediately following the election for each cabinet office and major group of agencies. The teams would review the 90-day memoranda, policies, personnel needs, and priorities in their respective areas and make recommendations to RN and chief appointees. Each team should contain a coordinator (who might continue in an administrative post in the agency) and a key person in (a) administration, (b) budget, and (c) legislation.

6. Utilize Nixon on the Issues as a guideline for operational teams' review of executive departments' and agencies' needs and personnel.

7. Designate staff to review budget to determine how policy and legislative proposals will affect manpower requirements and prospects of implementing RN's policies.

8. Identify 85-100 key positions for immediate or early appointment after election in order to achieve working control of the government. Establish calendar of priorities for other appointments.

9. Determine funding allocations for interregnum costs, and logistics for carrying through this task.

Attachment:

Provisional Working Model for Manpower Development

cc: LGarment
    RHaldeman
    JMitchell
MANPOWER DEVELOPMENT

(Provisional Working Model)

Submitted by:
Dr. Glenn A. Olds
Special Assistant for Policy and Manpower Development
CONTENTS

I. Categorical Design: Ranges of Manpower Needs
   A. Presidential Responsibility
   B. Government Units by Presidential Responsibilities
   C. Description of Government Units
   D. Executive Schedule Positions by Level
   E. Exempt Civil Service Jobs by Government Unit

II. Inventory of Resources
   A. Internal Resources
      1. Richard Nixon's Organization
      2. Republican Party Sources
   B. External Sources
   C. Unofficial Cooperative Resources
   D. Key Associations by Category

III. Analysis Model
   A. Personnel Profile Form
   B. Method of Handling Names for Manpower
   C. Arrangement of Appointee Positions
   D. Outline for Government Transfer Organization

IV. Additional Material
   A. Congressional Staffs
SECTION I - CATEGORICAL DESIGN
BRIEF EXPLANATION

A. The Presidential Responsibilities Form groups the responsibilities into six broad functional categories. This form has been used in interviewing key persons regarding their policy concepts and manpower recommendations.

B. The government Units Chart places the Executive Department units of the Executive Office of the White House, and selective agencies and Commissions into six broad, functional categories of Presidential Responsibilities. It is helpful in explaining the functional concept.

C. Each major unit of the Executive Branch has a file arranged by organization chart, organization, and job description. The job descriptions apply to the Executive Level jobs open to Presidential appointment in the respective units. The space to the right of the job descriptions is for recommendations to that post.

D. The Executive Schedule positions, as of January 31, 1968, are arranged by Level - not by unit. These positions are above Civil Service jobs and are filled by Presidential appointment.

E. Within the Civil Service job classifications, there are positions which, because of their policy-determining or confidential nature, are exempt from Civil Service testing and competition. These positions are available for Presidential appointment.
PRESIDENTIAL RESPONSIBILITIES

CATEGORIES

FOREIGN AFFAIRS
DOMESTIC AFFAIRS
FISCAL/ECONOMIC AFFAIRS
JUSTICE/ LAWFORDER
HEALTH, EDUCATION, WELFARE
ADMINISTRATION

PRESIDENTIAL RESPONSIBILITIES

ISSUE AND POLICY DEVELOPMENT

CATEGORY-
CONCEPTS-
ISSUES-
CREATIVE IDEAS-
SUPPORTIVE MATERIAL-
POSITION PAPERS
CANDIDATE PARTY
OTHER
PUBLICATIONS
REFERENCE
INFORMATION
ANALYSIS
REPORTS

POLICY RECOMMENDATION-

ACTION REFERRAL

ORGANIZATION DESIGN

HUMAN RESOURCES AND MANPOWER DEVELOPMENT

SOURCE
SPECIALIST
POLITICAL
GENERAL

PUBLICS

PROFESSIONAL
POLITICAL
GENERAL

BIOGRAPHY INDEX
REFERENCE CODE
### Presidential Responsibilities

| Foreign Affairs | Domestic Affairs | Fiscal and Economic Affairs | Justice, Law & Order Conditions | Health, Education & Welfare | Administration
|-----------------|------------------|-----------------------------|-------------------------------|-----------------------------|-----------------
| Policy          | Defense          | Budget                       | Control                       | Health                       | Research       |
| Dept. of State  |                  |                              |                               |                             | Organizing     |
| AID             |                  |                              |                               |                             |                |
| Dept. of Defense|                  |                              |                               |                             |                |
| Dept. of Navy   |                  |                              |                               |                             |                |
| Dept. of Air Force|                |                              |                               |                             |                |

### Executive Departments

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Dept. of Commerce</th>
<th>Dept. of Justice</th>
<th>Dept. of Health, Education and Welfare</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Executive Office of President

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Special Repres-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>[Office of Emergency Planning]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>[Nat'l Aeronautics &amp; Space Council]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>White House Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Independent Agencies & Commissions

<table>
<thead>
<tr>
<th>U.S. Information Agency</th>
<th>Civil Aeronautics Board</th>
<th>Export-Import Bank</th>
<th>Comm. on Civil Rights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panama Canal Corp.</td>
<td>Tennessee Valley Authority</td>
<td>Federal Home Loan Bank Bd.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Federal Maritime Comm.</td>
<td>Federal Mediation &amp; Conciliation Service</td>
<td></td>
</tr>
<tr>
<td></td>
<td>American Battle Monuments Comm.</td>
<td>Federal Trade Commission</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Appalachian Regional Comm.</td>
<td>Interstate Commerce Comm.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Delaware River Basin Comm.</td>
<td>National Labor Relations Board</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dist. of Columbia Redevelopment Land Agency</td>
<td>National Mediation Board</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Water Resources Council</td>
<td>Tax Court of U.S.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>President's Comm. on Postal Reorganization</td>
<td>U.S. Tariff Commission</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[Atomic Energy Commission]</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>[Nat'l Aeronautics &amp; Space Adm.]</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Advisory Commissions

<table>
<thead>
<tr>
<th>Commission on Fine Arts</th>
<th>Federal Coal Mine Safety Board of Review</th>
<th>Advisory Comm. on Peace government activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Federal Radiation Council</td>
<td>General Services Pub.</td>
</tr>
<tr>
<td></td>
<td>National Foundation for Arts &amp; Humanities</td>
<td>National Science Board</td>
</tr>
<tr>
<td></td>
<td>Railroad Retirement Board</td>
<td>U.S. Civil Service Corp.</td>
</tr>
<tr>
<td></td>
<td>Smithsonian Institution</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Veterans Administration</td>
<td></td>
</tr>
</tbody>
</table>

---
DESCRIPTION OF GOVERNMENTAL UNITS

BY FUNCTIONAL AREA

(Arranged in the order of the Government Units Chart, Section IB)