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43	16	n.d.	Report	Manpower Report Book II. Assumptions Made, Purpose and Scope, System Model, and Appendix. Chart included but not scanned (too large). 17 Pages.

One of the valuable persons consulted over this period on the manpower problem has been Collins Coffee, close friend of Reuben Nathan, involved as a staff man on the Hoover commission, and heading his own small management improvement firm. We have discussed the problem of simplifying this process and relating it to the pace and demands of a short 60-90 day period after the election.

The model which follows represents a simple system, with the major elements identified, and a rough flow chart and forms suggested.

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FEDERAL POLITICAL APPOINTMENTS

The assumptions of the writer are presented first because they have a direct bearing on the pages which follow.

ASSUMPTIONS

Historical trends and explicit campaign pronouncements seem to permit the following points to be taken as given:

1. The President will take an immediate, personal interest in political appointments at the sub-Cabinet level as well as at the Cabinet level.
2. The President will not relinquish all interest in recruiting to Department Heads, although a principal reason for their early identification is to permit them to build their teams.
3. The needs of the Party, the Department Head, the Congress, and the White House require a formal coordinating role to be identified and made permanent within the Office of the President.
4. This Office should immediately develop guidelines and standard procedures assuring a uniform high attention to the total problem and the avoidance of the organizational, political, communication (largely unintended but avoidable) gaffes of previous administrations (Republican as well as Democratic).
5. Simply put, (a) order in place of chaos, (b) continued professional attention vs. sporadic "good intentions", (c) a systems approach vs. unrealistic authoritarian dominance resulting in neglect.

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These statements may seem childishly simplistic: Nonetheless, if they are taken as the policy of the Administration and are carried out as given, a major advance in government effectiveness can be forecast.

They are not offered as recommendations because they seem self-evident. Those familiar with Presidential Transitions will recognize their inescapability as well as their worth. The problem is timely legitimization and follow thru!

PURPOSE OF REPORT

The report is restricted to two related purposes:

1. To deduce the minimum steps implicit in the assumed policy.
2. To suggest the resources required for a realistic implementation of policy: i. e., a coherent management process, such as:
 - (a) devices required to expedite the immediate ad hoc effort.
 - (b) mechanisms for resolving conflicting interests, pressures, requirements, etc. as they develop.
 - (c) procedures for minimizing communication hazards (approvals, orientations, etc.)
 - (d) priority assessment
 - (e) progress reporting

SYSTEMS MODEL

To justify the devices recommended herein they must be shown in proper context which is usually procedural, but the detailing of a procedure flow at this juncture would be presumptuous. Questions of organization, authority, priority will undoubtedly take precedence.

Since the time for detailed procedure design is usually so short in situations such as this - that it is virtually ignored - a general systems model is offered as a guide to procedure and design planning when it is timely.

The design emphasizes the kinds of input, how they are standardized, interrelated and made comparable, through six simple forms - this number is the irreducible minimum - then, how control is achieved, and progress reported.

Previous transitions experienced difficulty in the last appointments. A proper control procedure should aim at completeness of appointment scheduling.

The basic decision question revolves around whether six standard forms are required. A review of the functions will demonstrate that eliminating forms will not eliminate the functions.

The choice is between order and disorder. History favors the latter. Just how much disorder is tolerable is for the reader to decide. The policy assumptions point the way. Don't they?

The justification for each form follows and a chart is then included as the basis for a discussion of organization requirements, procedural implications, control, etc.

The Appendix shows the items to be considered by a Forms Designer when previous questions have been moved.

SYSTEMS MODEL

To perform in an orderly manner the necessary planning and control steps for the Transition Council, and to expedite the actual recruiting schedule, the following minimum elements seem to be required, in one form or another.

1. Job Specifications

One for each appointment with copy for recruiter, arranged to emphasize priorities in recruiting. The arrangement would naturally follow the organization of the Transition Council in the early phases and the Department and Commission structure as the Cabinet Officers assume their roles, etc. The data to be included are outlined in the Appendix for this and the following comments.

2. Man Specifications (Can be combined with Job Specifications)

One specifications should be set up for each job showing the realistic minimum requirement. These specifications can then be matched against the general search files already assembled and are a way of relating talents to jobs, particularly in the later stages of recruiting. Standards can be set here on an overall basis and strict guidelines to recruiters can be emphasized from a central review point.

3. Candidate Background

This document should be filled out by a candidate as evidence of his interest in continuing to be considered for an appointment. It is not an "application" form, but a device to assist the recruiter to get a commitment of interest and to permit clearances to be scheduled, etc.

4. Candidate Evaluation Interview

This form should be filled out by each interviewer for each position, indicating in writing the criteria considered in judging the candidate - so that all candidates for the position will be judged on a comparable basis. Also assistance that may be required in getting necessary agreement should be identified.

5. Reference Interview Evaluation

This document should be filled out for each major reference check to assist in the final appraisal of qualification and fitness for the assignment.

6. Appointment Decision and Formal Clearance Schedule

When a qualified candidate has been selected and indicated availability, certain protocol is to be observed in orientation, official clearance and announcement - which requires scheduling and follow up.

DISCUSSION CHART

APPENDIX

A listing of items to be considered when forms
are designed.

The form design step is premature until organi-
zation and procedure limitations are clarified.

JOB SPECIFICATIONS

Clientele Served

Operations

Financial

Administration

Relationships

Collateral Assignments

MAN SPECIFICATIONS

detail only - format later

Technical

Soundness - (Stability - Judgment)

Mental Alertness

Adaptability/ - Flexibility

Relationships

Drive and Energy

Potential

Personal Background

Clearances Required

Availability

Tenure

CANDIDATE BACKGROUND

PERSONAL IDENTIFICATION
ADDRESSES

EDUCATIONAL BACKGROUND

WORK HISTORY CHRONOLOGY

RELEVANT EXPERIENCE DETAILED
(professional accomplishments, publications, associations, etc.)

PERSONAL OBJECTIVES

REFERENCES

CANDIDATE EVALUATION INTERVIEW

INTERVIEW PLAN

CONCLUSIONS

STRENGTHS OBSERVED

RESERVATIONS

COMPATIBILITY

QUALIFICATION RATING

ASSISTANCE REQUIRED IN SECURING
AGREEMENT, ETC.

DETAILED OBSERVATIONS

TECHNICAL

MENTAL

SELF-EXPRESSION

DEALING WITH OTHERS

DRIVE AND ENERGY

PERSONAL STABILITY

POTENTIAL FOR GROWTH

AVAILABILITY

REFERENCE INTERVIEW

CONCLUSIONS

STRENGTHS

WEAKNESSES

WEIGHTING (RELIABILITY OF COMMENTS)

CONSISTENCY

QUALIFICATION RATING

DETAILED INTERVIEW - PLAN

APPOINTMENT CLEARANCE

SCHEDULE

COMPLETE

QUALIFICATION CERTIFICATION

AVAILABILITY CERTIFICATION

PERSONAL BACKGROUND CLEARANCE

PARTY AND LOCAL CLEARANCE

CONGRESSIONAL CLEARANCES

ADMINISTRATION CERTIFICATION

TRANSITION COUNCIL CERTIFICATION

ANNOUNCEMENT SCHEDULE AND SOURCE

MANAGEMENT IMPROVEMENT, INC.
Management Consultants

CONTROL AND PROGRESS REPORT

A central running report should be available showing

Job open

Recruiter assignment

Candidates interviewed

Assistance required

Clearance schedule

Appointment

The report should be organized by priorities within the Transition Council.

This report should be available to the Executives of the Transition Council as a master control tool.

It could be summarized periodically for all concerned.