

June 12, 1965

MEMORANDUM FOR COMMISSIONER KEPPEL

SUBJECT: EXECUTIVE STAFFING REQUIREMENTS

The Task Force has given serious consideration to the needs of the Office of Education for additional supergrade positions. We have discussed with you the number and grade levels of such positions that you should consider submitting to the Department of Health, Education and Welfare, and the Civil Service Commission for approval.

We have attached, to assist you in making your recommendations, draft position descriptions for a number of key positions in the proposed new organization structure. These include (1) those key staff positions which are entirely new or which have been substantially changed, and (2) the positions of Associate Commissioner and Deputy Associate Commissioner which will direct the four operating bureaus that we have recommended.

These descriptions are entirely tentative since they were developed before the final organization structure was fully pinned down. It will, therefore, be necessary for you to have them reviewed and edited carefully to make sure that they are entirely consistent with the final organization structure, and with your conception of how they should operate.

We have not redescribed those key staff positions which remain substantially unchanged. It will eventually be necessary for you to revise some of them to bring them fully in line with the new organization, but this will not have to be done immediately.

We have also not had time to develop tentative position descriptions at the division chief level in the operating bureaus. This could not have been done until the structure of the division was finally established. We believe that you will need approximately fifteen to twenty additional supergrade positions, depending on the analysis of division chief positions, and final grade level determinations. We have been assured by the staff of the Civil Service Commission that enough spaces will be made available to meet the needs of the Office of Education if your requests fall within this range. This does not take into account the possibility that full development of the potential for delegation of authority to field staff might later result in a justification for supergrade positions for some of the Regional Directors.

We have also discussed with you the grade levels that we believe may be recommended for these positions. The final decision as to what grade level should be recommended is, of course, within your discretion, subject to approval by the Department of Health, Education and Welfare, and the Civil Service Commission. We believe that the grade level of those bureau director and deputy bureau director positions for which you will find it necessary to recruit from outside of the Office of Education, will be heavily affected by the level of competence and backgrounds of the persons you propose to fill them. We therefore recommend that you do not forward these positions for approval until after you have made your nominations. The Task Force has also been assured by the Assistant Secretary for Administration, HEW, and by the staff of the Civil Service Commission that they are prepared to recommend grade levels to the Commission commensurate with the qualifications of the individuals you propose for these positions.

We recommend that you develop a package for submission of your supergrade requirements to the Department and the Commission including:

- (a) a brief description of the new organization structure identifying the new key positions which you will recommend be classified at supergrade level;
- (b) position descriptions and evaluations as well as necessary personnel action papers for those positions for which you have already identified incumbents; and
- (c) an identification of those additional positions which you will submit later showing the tentative grade levels that you propose to recommend if you are successful in recruiting the high quality of personnel you are seeking for them.

Dwight A. Ink, Chairman
White House Task Force on Education

Attachments

cc: Mr. Loomis

Mr. Ink
Mr. Jasper
Mr. Schulkind
Mr. Oganovic