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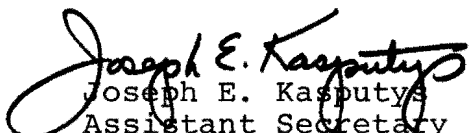
**UNITED STATES DEPARTMENT OF COMMERCE**  
**The Assistant Secretary for Administration**  
Washington, D.C. 20230

December 16, 1976

MEMORANDUM FOR: JOHN O. MARSH, JR.  
Counsellor to the President

SUBJECT: Department of Commerce Transition  
Report

As requested by your memorandum of November 16, 1976, attached are twenty-one volumes of the Department of Commerce transition report. One additional volume is still under preparation and will be forwarded to you when completed.

  
Joseph E. Kasputys  
Assistant Secretary for  
Administration

Attachments



U.S. DEPARTMENT OF COMMERCE

# BRIEFING HANDBOOK



ADMINISTRATION



## Introduction

This book provides a general overview of the mission, functions, organization and staffing of the Office of the Assistant Secretary for Administration. It is divided into ten parts. The first part identifies the mission of the office; the second contains a citation of the statutory authorities associated with the office; the next part provides a brief historical background; and the following part describes the organization and staffing of the office; while part five contains biographies of its principal officials. Part six describes the major programs of the separate offices reporting to the Assistant Secretary. This description includes a brief list of functions, a selection of major accomplishments, and an identification of future directions. The following part describes the resources (dollars and personnel) available; the next part describes a number of key issues identified by the office; and the remaining two parts identify Congressional and other contacts and oversight bodies outside of the office.





## Mission

The Assistant Secretary for Administration is the principal advisor to the Secretary and chief officer of the Department on matters of administrative management and civil rights. He is responsible for all administrative management activities required in the overall operation of the Department and, in addition, provides management services to the Office of the Secretary and selected operating units. The Assistant Secretary exercises functional supervision over management activities, including budget, personnel, program evaluation, administrative services, ADP management, finance, management analysis, publishing and audits, throughout the Department as well as administrative supervision of the Department's Appeals Board.

The Assistant Secretary is also responsible for coordination and liaison with the Office of Management and Budget, the Civil Service Commission, the General Services Administration, the General Accounting Office, and the Government Printing Office on all applicable matters of administrative management, for the provision of central liaison for the Department with the Appropriation Committees of the Congress, and for the coordination of administrative management matters with other departments and agencies.



## Major Statutory Authorities

The Assistant Secretary for Administration has been delegated certain of the authorities assigned by statute or Executive Order to the Secretary. These include:

- carrying out the general administrative management authorities assigned to the Secretary by the Department's organic act (Act of February 14, 1903, 32 Stat. 825), by other legislation (e.g. 5 U.S.C. 301) and by several reorganization plans.
- serving as "agency head" with respect to the procurement authorities contained in Chapter 4, Title 41 of the U.S. Code.
- carrying out the Secretary's responsibilities for fulfilling the objectives and effecting compliance throughout the Department with the requirements of Title VI of the Civil Rights Act of 1964, the Equal Employment Opportunity law of 1972, Executive Orders 11141, 11246, 11247, 11375 and 11478, and any other statutes, Executive Orders and regulatory provisions relating to equal opportunity under which the Secretary or the Department may have responsibilities.
- carrying out the Secretary's responsibilities under the Federal Advisory Committee Act, Public Law 92-463.







## Historical Background

The position of Assistant Secretary for Administration was first established in 1950, under Reorganization Plan 5 of that year. This was one of a number of such positions established by Reorganization Plan in the various Departments. The position was filled subject to the approval of the President, but did not require Senate confirmation.

On July 2, 1954, an additional position of Assistant Secretary of Commerce was established by section 304 of Public Law 83-471. This is a standard Assistant Secretary position, at Level IV and subject to Senate confirmation. The Secretary assigned to this position responsibility for administrative management of the Department, and designated it as the Assistant Secretary for Administration, superseding the previous position.





## ORGANIZATION AND STAFFING

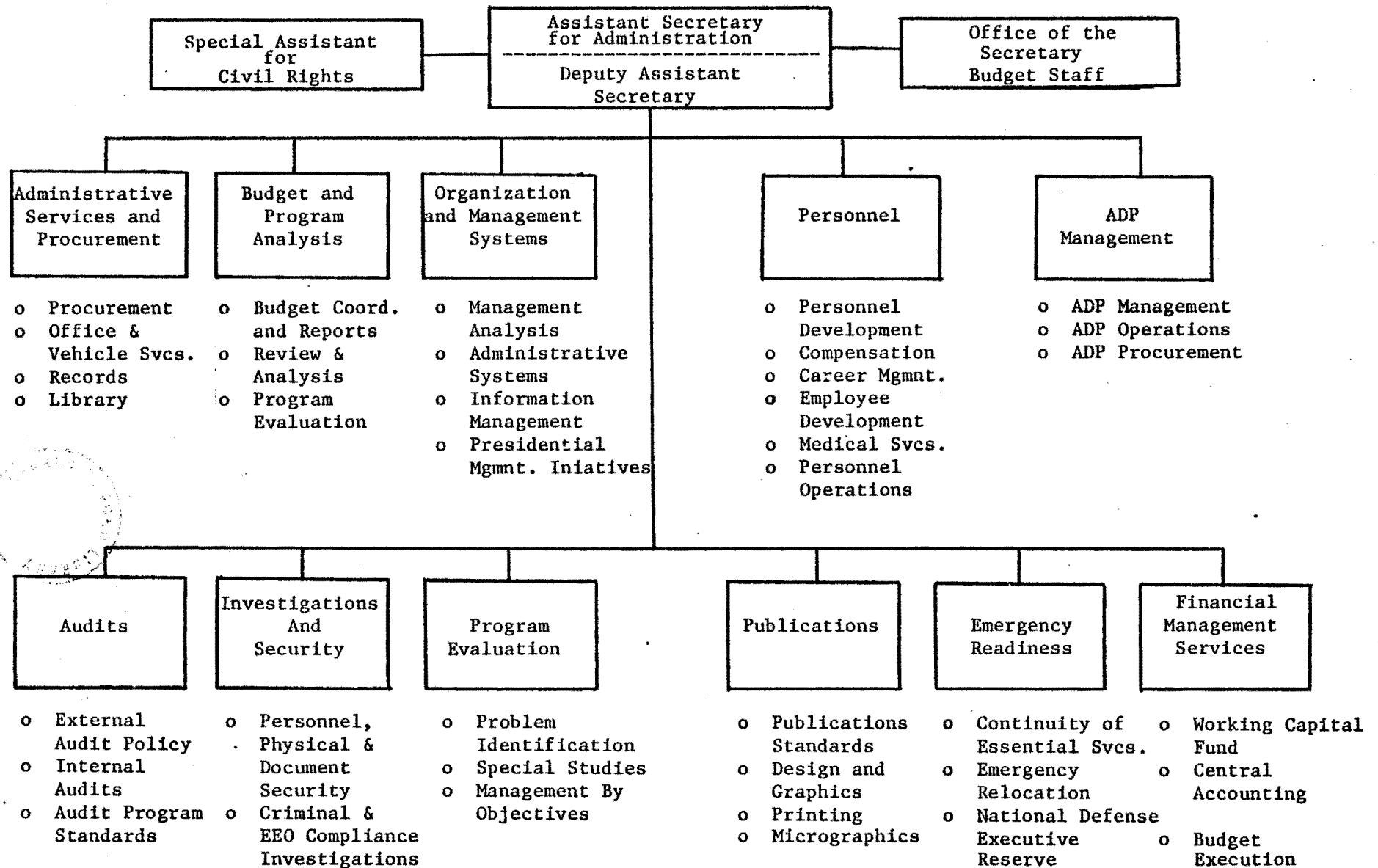
The Office of the Assistant Secretary for Administration consists of:

1. The immediate Office of the Assistant Secretary which includes:
  - o The Assistant Secretary for Administration
  - o The Deputy Assistant Secretary, who is the principal assistant to the Assistant Secretary and performs the functions of the Assistant Secretary in the latter's absence.
  - o The Special Assistant for Civil Rights
  - o The Office of the Secretary Budget Staff
2. The Departmental Offices which report directly to the Secretary:
  - o Office of Administrative Services and Procurement
  - o Office of ADP Management
  - o Office of Audits
  - o Office of Budget and Program Analysis
  - o Office of Emergency Readiness
  - o Office of Financial Management Services
  - o Office of Investigations and Security
  - o Office of Organization and Management Systems
  - o Office of Personnel
  - o Office of Program Evaluation
  - o Office of Publications

There is a Commerce Appeals Board and an Interagency Auditors Training Center which have been assigned to the Assistant Secretary for administrative purposes only.



# ADMINISTRATION



OFFICE OF ADMINISTRATIVE SERVICES & PROCUREMENT

Organizational and Field Structure

Office of the Director Donald B. Moore	GS-17
David Larkin, Deputy Director for Operations	GS-15
Departmental Library Division Stanley J. Bougas, Chief	GS-14
Communications and Transportation Division Thomas W. Zetty, Chief	GS-14
Property and Buildings Management Division Howard T. Spicer, Chief	GS-15
Records Management Division Ivy V. Parr, Chief	GS-13
Philibert A. LaBonte, Deputy Director for Procurement	GS-15
Field Contract Administration Office for OMBE Contracts in Dallas, Chicago, San Francisco, Washington, New York and Atlanta	
George F. Merlino, Deputy Director for Program Development	GS-15
Procurement Policy Division Joseph J. Shallcross	GS-14
Equal Opportunity and Contracts Compliance Staff James P. Maruca	GS-14

OFFICE OF ADP MANAGEMENT

Organization and Staffing

The Office of ADP Management (OADPM) was established in November 1976 and consists of four components - the Office of the Director and three divisions.

Office of the Director

Jan S. Prokop, Director GS-15

ADP Operations Division

John F. Klein, Chief GS-15

ADP Policy Division

John R. Wicklein, Chief GS-15

ADP Procurement Division

Vacant



## OFFICE OF AUDITS

### ORGANIZATION

The Office of Audits operation in the Washington, D. C. area includes two policy staffs and three internal audit divisions. There are six regional offices, engaged principally in external audits, located in Washington, D. C., Chicago, Dallas, San Francisco, Atlanta, and New York.

#### Office of the Director

Joseph A. Sickon, Director-designate

John R. Szpanka, Deputy Director GS-16

#### External Audit Policy Staff

Frederic A. Heim, Jr., Assistant Director GS-15

#### Program, Planning and Review Staff

Benjamin H. Friedman, Assistant Director GS-15

#### Internal Audit Divisions:

- (1) Edward B. Sevitski, Assistant Director GS-15
- (2) Homer L. Hughes, Assistant Director GS-15
- (3) Moses A. Michel, Assistant Director GS-15

#### Regional Offices:

Mid-Atlantic - Seymour S. Corwin, Regional Manager	GS-15
Central - William L. Tibbs, Regional Manager	GS-15
Northeastern - Wilbur Weisel, Regional Manager	GS-15
Southeastern - Natalie E. Micka, Regional Manager	GS-15
Southwestern - Robert R. Hamsher, Regional Manager	GS-15
Western - Miguel P. Barrios, Regional Manager	GS-15



OFFICE OF BUDGET AND PROGRAM ANALYSIS

Major organizational components and key staff, as follows:

Office of the Director	
David S. Nathan, Director	GS-17
Richard H. Austin, Deputy Director	GS-16
Budget Coordination and Reports Staff	
Leonard L. Sweeney, Chief	GS-15
Business and Economic Programs Staff	
Nancy A. Richards, Chief,	GS-15
Science and Environment Programs Staff	
Charles F. Treat, Chief	GS-15

OFFICE OF EMERGENCY READINESS

Major Organizational Component

Office of the Director

Richard J. Pidgeon - Director - GS-15

Anthony F. Lascaris - Emergency Planning Specialist  
GS-13



OFFICE OF FINANCIAL MANAGEMENT SERVICES  
ORGANIZATION

- A. Office of the Director  
Clyde Ahrnsbrak, Director GS-15
- B. Systems and Procedures Branch  
Sonia Maged, Chief GS-14
- C. Accounting Operations Branch  
Working Capital Fund  
Office of the Secretary  
Uriel Gottesman, Chief GS-14
- D. Accounting Operations Branch  
Domestic & International Business  
Joseph Ritter, Chief GS-14
- E. Accounting Operations Branch  
Regional Action Planning Commissions  
Richard Noyes, Chief GS-14
- F. Accounting Operations Branch  
U. S. Travel Service, Minority Business,  
Bureau of Economic Analysis and  
National Fire Prevention and Control  
Henry Wade, Chief GS-14
- G. Accounting Operations Branch  
Economic Development Administration  
Vacant, Chief GS-14
- H. Payroll Section  
Henrietta Daniels, Chief GS-9
- I. Receipts and Distribution Section  
Robert Matthews, Chief GS-8

# Office of Investigations and Security

## Organization

The office has overall responsibility for all investigations and security matters throughout the Department, as well as physical protection for the Secretary.

### o Major organizational component:

#### Office of the Director

William H. Randolph, Director GS-16

Deputy Director (Vacant) GS-15

OFFICE OF ORGANIZATION AND MANAGEMENT SYSTEMS

Organization and Staffing

The Office of Organization and Management Systems (OOMS) was established in March 1972 to improve organizational administrative and financial systems management.

The Office has four components - the Office of the Director, and three divisions.

Office of the Director

Joseph O. Smirolodo, Director	GS-17
Hugh L. Brennan, Deputy Director	GS-16

Management Analysis Division

Frederick R. Jones, Chief	GS-15
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Information Management Division

Robert T. Jordan, Chief	GS-15
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Administrative Systems Division

Meir S. Gabbay, Chief	GS-16
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OFFICE OF PERSONNEL

Organization

Office of the Director

Director, John M. Golden

GS-17

Deputy Director, Joseph C. Brown

GS-16

Policy Staff

Labor Management Relations - Dan Dwelle

GS-15

Policy - James P. Bradley

GS-14

Program Evaluation and Systems Division

Chief (Vacant)

Classification and Executive Assignments  
Division

Chief, David M. Harrington

GS-15

Career Management and Employment Services  
Division

Chief, Alfred G. Huber

GS-15

Employee Development and Awards Division

Chief, Richard A. Stearns

GS-15

Equal Employment Opportunity and Special  
Employment Programs Division

Chief, Carolyn P. Frederick

GS-14

Medical Division

Chief, Paul M. Selfon, M.D.

GS-15

Operations Division

Chief, JoAnn Sondey

GS-15



ORGANIZATION OF THE  
OFFICE OF PROGRAM EVALUATION

The Office of Program Evaluation (OPE) was established in October 1975 to evaluate and assist in the evaluation of the operational effectiveness of Departmental program activities. The Director of OPE is Robert A. Knisely, GS-16. The Office has no organizational sub-structure.

## Office of Publications

### Major Organizational Components

Office of the Director	
Director, David Farber	GS-16
Deputy Director, John R. Morrison	GS-15
Publications Standards and Development Division	
John M. Wearmouth, Chief	GS-14
Printing Division	
John F. Doherty, Chief	GS-14
Design and Graphics Division	
Robert C. Southee, Chief	GS-14
Micrographic Division	
James L. Harris, Chief	GS-14
Composition Division	
Glenn D. Richards, Chief	GS-14





JOSEPH E. KASPUTYS

Date and Place of Birth

August 12, 1936  
Jamaica, New York

Local Residence

8602 Hidden Hill Lane  
Potomac, Maryland 20854

Education

1959 - Brooklyn College - A.B. (Magna cum laude)  
1967 - Harvard Business School - Master of Business  
Administration (High Distinction)  
1972 - Harvard Business School - Doctor of Business Administration

Present Position

Assistant Secretary for Administration

Military Service


1956 - 1975 U.S. Navy, Commander

Experience Prior to Present Position

1975 - 1976 Assistant to the Secretary of Commerce  
1973 - 1975 Assistant Administrator for Policy and Administration,  
Maritime Administration  
1972 - 1973 Director, Office of Policy and Plans, Maritime Adminis-  
tration  
1969 - 1970 Assistant to the Assistant Secretary of Defense (Comptroller)  
1967 - 1969 Deputy Director for Data Automation, Department of Defense  
1963 - 1965 Chief, Computer Training Division, U.S. Navy Supply Corps  
School  
1955 - 1956 Lockheed Aircraft Service Corporation, International

Honors and Professional Affiliations

Legion of Merit  
Vice President and Director of the Navy Mutual Aid Association  
Outstanding Young Comptroller of the Year - American Society of  
Military Comptrollers, 1968  
Phi Beta Kappa  
Baker Scholar, Harvard Business School  
Warren G. Harding Aerospace Fellowship - 1971  
Who's Who in Government  
Harvard Business School Club of Washington, D.C.  
American Society of Military Comptrollers



GUY W. CHAMBERLIN, JR.

Deputy Assistant Secretary for Administration

<u>Date &amp; Place of Birth</u>	<u>Local Residence</u>
July 25, 1928 Washington, D. C.	19 Orchard Way, N. Rockville, Maryland

Education

1950 - Washington & Lee University, B.S.  
1955 - George Washington University, L.L.B.  
1968 - American University, M.P.A.

Present Position

Deputy Assistant Secretary for Administration since April 1973. GS-18

Experience Prior to Present Position

Director, Office of Organization & Management Systems, Career Executive Assignment, GS-17 (July 1972 - April 1973), DOC

Assistant to the Assistant Secretary for Administration, Career Executive Assignment, GS-17 (July 1972 - April 1973), DOC

President, Rollins Leasing Corporation, Wilmington, Delaware (September 1970 - October 1971)

Vice President, Finance, Matlack, Inc., Subsidiary of Rollins International, Wilmington, Delaware (November 1969 - September 1970)

Director, Office of Management and Organization, Department of Housing and Urban Development (October 1966 - November 1969)

Senior Management Consultant, NASA (July 1965 - October 1966)

Controller, Carl M. Freeman Associates, Silver Spring, Maryland (June 1964 - July 1965)

Associate, McKinsey & Company, Inc., Management Consultants, Washington, D.C. (June 1958 - June 1964)



OFFICE OF THE SPECIAL ASSISTANT FOR CIVIL RIGHTS

Arthur E. Cizek

Acting Special Assistant for Civil Rights

Date & Place of Birth

February 26, 1933  
Massillon, Ohio

Local Address

16110 Pointer Ridge Drive  
Bowie, Maryland 20715

Education

Southern Methodist University BBA, 1959  
Claremont Graduate School MA, 1962

Military Service

U. S. Navy 1951 - 1954

Present Position

Career Appointment - Equal Opportunity Coordinator, since  
April 21, 1968, GS-301-14

Experience Prior to Appointment to Present Position

May 1966 to April 1968 - Equal Opportunity Officer, Economic  
Development Administration, Huntsville, Alabama.

December 1965 to July 1966 - Compliance Specialist, Department  
of Interior.

June 1964 to December 1965 - Administrative Assistant to  
Compliance Officer, Post Office Department.

July 1963 to July 1964 - Management Intern, Department of Labor.

Honors and Affiliations

National Association of Intergroup  
Relations Officials (1964 - 1967)

Alabama Council on Human Relations (1966 - 1968)

Civil Service Commission Interagency Sub-committee on  
Discrimination Complaints

Special Achievement Award (October 1976)

DONALD B. MOORE

Director, Office of Administrative Services and Procurement

Date & Place of Birth

November 16, 1922  
Easton, Pennsylvania

Local Residence

2710 Briggs Road  
Silver Spring, Md. 20906

Education

1940 - 1943 - Lafayette College, B.A. 1943  
1942 (Summer) University of Pennsylvania  
1944 - 1945 - Wayne State University, M.P.A. 1946  
1951 - (Summer) - East Stroudsburg State College

Military Service

None

Present Position

Career Executive Assignment - November 17, 1967, Assistant to the Assistant Secretary for Administration (Director, Office of Administrative Services and Procurement since September 3, 1973) GS-17

Experience Prior to Appointment to Present Position

U. S. Department of Commerce - Confidential Assistant to the Assistant Secretary for Administration, June 1963 - August 1963.  
Commonwealth of Pennsylvania, Director of Purchases (September 1957 - February 1963) and Administrative Officer (March 1953 - March 1954).  
Pennsylvania Economy League, Research Analyst (April 1954 - February 1956)  
State Federation of District Boards of Education of New Jersey, Director of Research (March 1953 - March 1954)  
Valley Forge Military Junior College, Assistant Professor (September 1949 - February 1953)  
West Nottingham Academy, Instructor (September 1948 - June 1949)

Honors and Professional Affiliations

Valley Forge Fellowship (1951)  
Volker Fellowship in Public Administration (Wayne State University, 1946)  
Graduated with honors in Government & Law, Lafayette College (1943)  
Gold Medal Award - 1968  
Equal Employment Opportunity Special Recognition Award - 1970  
Presidential Management Improvement Award - 1971



Office of ADP Management

Jan S. Prokop, Director

Date & Place of Birth

June 23, 1934  
Cleveland, Ohio

Local Residence

4442 Miniature Lane  
Fairfax, VA 22030

Education

U. S. Naval Academy, BS Marine Engineering 1956  
U. S. Naval Postgraduate School, MS Management/Data  
Processing 1964  
University of North Carolina, Ph.D. Computer Science 1969

Military Service

U. S. Navy June 1956 - October 1976

Present Position

Director, Office of Automatic Data Processing Management  
Effective November 1, 1976, GS-15, Career Appointment

Experience Prior to Appointment to Present Position

Dept. of Navy Automatic Data Processing Equipment Selection  
Office Director 1972 - 1976

Federal Energy Office, Office of Data Processing & Systems  
Analysis Director (on special assignment) December 1973 -  
July 1974

Office of the Secretary of Defense  
Assistant Deputy Comptroller for Data Automation 1969 - 1972

Dept. of Navy Data Systems Support Office  
Director 1964 - 1966

Honors and Professional Affiliations

Association for Computing Machinery, Member  
National Lecturer, Association for Computing Machinery 1972  
Associate Professorial Lecturer, George Washington University

Joseph A. Sickon

Director/designate, Office of Audits

Date and Place of Birth

October 14, 1930  
Cleveland, Ohio

Local Residence

1205 Croton Drive  
Alexandria, Virginia  
22308

Education

1954 University of Detroit, BBA  
1967 University of Virginia, NIPA Fellow  
1971 George Washington University, MS

Military Service

None

Present Position

Director, Office of Audits  
for Department of Commerce

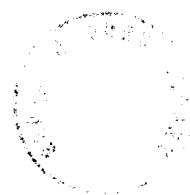
Experience Prior to Present Position

1975-1976: Director, Office of Financial Management for  
Maritime Administration  
1972-1975: Director, Office of Financial Analysis for  
Maritime Administration  
1971-1972: Special Assistant for System Studies to Deputy  
Assistant Secretary for Maritime Affairs  
1969-1971: Chief, Division of External Audits and Financial  
Analysis for Maritime Administration  
1964-1969: Assistant Chief, Division of External Audits  
for Maritime Administration  
1958-1964: Supervisory Auditor for U.S. General Accounting  
Office  
1955-1958: Senior Accountant, Lybrand, Ross Bros. & Montgomery,  
Certified Public Accountants



### Honors and Affiliations

1966 : National Institute of Public Affairs Fellow  
1971 : Member of Federal Government Accountants  
Association Research Committee  
1972-1976 : Member of American Institute of Certified  
Public Accountants Sub Committee on  
Maritime Affairs  
: Licensed Certified Public Accountant - Michigan  
: Member of American Institute of Certified  
Public Accountants  
: Member of American Society for Public  
Administration



OFFICE OF BUDGET AND PROGRAM ANALYSIS

DAVID S. NATHAN

Director, Office of Budget and Program Analysis

Date and Place of Birth

August 10, 1933  
Oceanside, New York

Local Residence

6004 Walnut Street  
Temple Hills, Maryland

Education

1954 - Hofstra University - B.A. (Political Science-History)  
1955 - Georgetown University - Graduate Studies in Public  
Administration  
1961 - Georgetown University Law Center - L.L.B.  
1961 - Admitted to District of Columbia Bar

Military Service

1956 - 1958 - U.S. Army/Korea - Specialist Third Class

Present Position

Director of Budget and Program Analysis since June 10, 1973, GS-17

Experience Prior to Present Position

Department of the Army (1960-1961)  
Library of Congress (1961)  
Administrative Office of the U. S. Courts (1961-1962)  
Office of Management and Budget (1962-1969) - Budget Methods  
Specialist and Budget Examiner  
Department of Commerce (1969 - present)  
Special Assistant to the Director, OBPA (1969-1972)  
Deputy Director, OBPA (2/72 - 6/73) - Acting Director (7/72 - 6/73)

Honors

Brotherhood Award, Hofstra University, 1954  
Outstanding Achievement Award - Department of Commerce - 1970  
Outstanding Achievement Award - Department of Commerce - 1971  
Certificate of Appreciation - Secretary of Commerce - 1973  
Special Achievement Award - Department of Commerce - 1974  
Chairman, Budget Officers Conference - 1975

RICHARD J. PIDGEON

Director, Office of Emergency Readiness

Date & Place of Birth

October 6, 1934  
Carbondale, Pa.

Local Residence

5597 Seminary Road  
Falls Church, Va. 22041

Education

Maryland University B.A.  
Economics/Business Admin.

Military Service

U. S. Army June 1957 - May 1959

Present Position

Director, Office of Emergency Readiness and  
Emergency Coordinator, effective March 17, 1974,  
GS-15, Career Appointment

Experience Prior to Appointment to Present Position

U. S. Department of Commerce

Office of Emergency Readiness  
Assistant Director, 11/72 - 3/74

Office of Export Administration - DIBA  
Special Agent in Charge, Compliance Division, N.Y., N.Y.  
11/70 - 10/72  
Special Agent, Compliance Division, Wash., D. C.,  
6/63 - 11/70

Other

Albuquerque Police Department  
Albuquerque, N. Mexico, 6/59 - 1/63

Honors and Professional Affiliations

None.



OFFICE OF FINANCIAL MANAGEMENT SERVICES  
BIOGRAPHY OF PRINCIPAL OFFICIAL

CLYDE AHRNSBRAK

Director, Office of Financial Management Services

Date & Place of Birth

Local Residence

October 18, 1923  
Mulhall, Oklahoma

129 Smith Avenue  
Westminster, Maryland

Education

1943 - Western Maryland College - Certificate - ASTP Program  
1947 - Oklahoma A & M College - B. S. (Economics)  
1949 - Baltimore College of Commerce - ABA (Business Administration)

Military Service

1943 - 1946 - U. S. Army (Infantry) - Platoon Sergeant

Present Position

Director, Office of Financial Management Services, since April 1973  
GS-15

Experience Prior to Present Position

1947 - 1953 - Self-employed - Accounting Services  
1949 - 1953 - Western Maryland College - Instructor  
1953 - 1965 - The Black & Decker Manufacturing Co. - Various Positions  
1. Internal Auditor  
2. Chief Auditor  
3. Assistant Treasurer  
4. Cost Controller  
5. Controller  
1965 - 1967 - Liskey Aluminum, Inc., - Vice President - Treasurer  
1967 - 1973 - Department of Commerce - Accounting Positions

Honors and Professional Qualifications

CPA - Maryland - 1951  
Department of Commerce Silver Medal Award - 1970

William H. Randolph

Director, Office of Investigations and Security

Date & Place of Birth

January 21, 1927  
Washington, D.C.

Local Residence

13007 Narada Street  
Rockville, Maryland

Education

American University, A.B., 1958

Military Service

U.S. Navy - World War II

Present Position

Director, Office of Investigations and Security, GS-16

Experience Prior to Appointment to Present Position

1971-76	U.S. Department of Commerce	Deputy Director, Office of Investigations and Security
1970-71	U.S. Department of Commerce	Assistant Director, Office of Investigations and Security
1962-70	U.S. Department of Commerce	Personnel Security Specialist, Office of Investigations and Security
1962	U.S. Information Agency	Investigator
1956-62	U.S. Civil Service Commission	Investigator

JOSEPH O. SMIRLODO

Director, Office of Organization and Management Systems

Date & Place of Birth

June 26, 1923  
Washington, D.C.

Local Residence

1047 Cresthaven Drive  
Hillandale Heights, Maryland

Education

Graduated from Eastern High School - 1941

Military Service

1948-1949 - U.S. Army  
1950-1951 - U.S. Army

Present Position

Director, Office of Organization and Management Systems since  
May 1972

Experience Prior to Appointment to Present Position

- 1971-1972 - Executive Assistant to the Assistant Secretary for  
Administration, U.S. Department of Housing and Urban  
Development
- 1968-1971 - Assistant Director and Acting Director, Office of  
Management and Organization, U.S. Department of  
Housing and Urban Development
- 1966-1968 - Headquarters Budget Officer and Executive Assistant  
to Associate Administrator for Industry Affairs,  
National Aeronautics and Space Administration
- 1961-1966 - Management Analyst, National Aeronautics and Space  
Administration
- 1952-1961 - Machinist and Shop Foreman, U.S. Naval Weapons Plant
- 1946-1952 - Grocery Clerk and Store Manager, A&P Company
- 1941-1946 - Apprentice Machinist and Machinist, U.S. Naval Weapons  
Plant

Honors and Professional Affiliations

- Superior Accomplishment Award (1959) - U.S. Naval Weapons Plant
- Quality Step Increase - 1968 - U.S. Department of Housing and Urban  
Development
- Quality Step Increase - 1970 - U.S. Department of Housing and Urban  
Development
- Special Achievement Award - 1973 - U.S. Department of Commerce

JOHN M. GOLDEN

Director, Office of Personnel

Date & Place of Birth

March 21, 1935  
Wyoming, Pennsylvania

Local Residence

11408 Meath Drive  
Fairfax, Virginia 22030

Education

Wilkes College 1955-57  
BBA George Washington University 1963-69  
Graduate Work--George Washington University 1969-70

Military Service

U. S. Army 1958-60

Present Position

Director, Office of Personnel since February 1976 - GS-17

Employment History

Mr. Golden began his career in the Federal Government with the Department of Army in 1962 in the field of personnel administration. In 1968 he accepted the position of Assistant Personnel Officer in the National Institute of Health, Department of Health, Education, and Welfare. He transferred to the Department of Commerce, Maritime Administration, as a Supervisory Personnel Management Specialist in 1970, and was appointed as the Director, Office of Personnel, Maritime Administration in 1972. In 1974 he was appointed to the position of Deputy Assistant Administrator for Policy and Administration in the Maritime Administration where he served until February 1976, when appointed to his present position of Director of Personnel, Department of Commerce.

Honors and Professional Affiliations

Mr. Golden has received numerous awards for outstanding service since his career began in the Federal Government. In 1975, he was presented an Equal Employment Opportunity Award, and in 1976 he received the Department's Bronze Medal Award.

Member, President's Committee on the Employment of the Handicapped  
Member, International Personnel Management Association

Civic Affiliations

Member, National Capital Council, Boy Scouts of America  
Vice President and Member of Board, Commonwealth Swim Club, Inc.

Robert A. Knisely

Office of Program Evaluation, Director

Date and Place of Birth

March 19, 1940  
Chicago, Illinois

Local Residence

148 E Street, S.E.  
Washington, D.C. 20003

Education

1956 - 1958 The Choate School, Wallingford, Connecticut  
June - 1962 Harvard College, Cambridge, Massachusetts, A.B.  
June - 1972 Georgetown Law, Washington, D.C., J.D.

Military Service

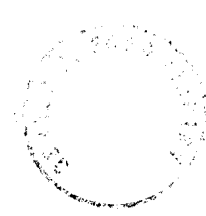
U.S. Marine Corps (Reserve)

Present Position

Director, Office of Program Evaluation, GS-16, Career Appointment

Experience Prior to Present Position

10/74 - 10/75 Deputy General Counsel, Presidential Clemency Board,  
The White House  
11/73 - 11/74 Attorney-Advisor, Office of General Counsel, Federal  
Energy Administration  
01/72 - 11/73 Director, Division of Community Management Systems  
and Chairman, Urban Information Systems Inter-  
Agency Committee, Office of Research Technology,  
Department of Housing and Urban Development  
  
06/69 - 12/71 Chief, Evaluation and Urban Systems Branch, Center for  
Community Planning, Department of Health, Education  
and Welfare  
09/67 - 06/69 Analyst, Community Action Program Monitoring Office,  
Office of Economic Opportunity  
02/65 - 09/67 Analyst, Weapons Systems Analysis Office, U.S. Navy





DAVID FARBER

Director, Office of Publications

Date & Place of Birth

April 23, 1933  
Bayonne, New Jersey

Local Residence

3021 Quail Hollow Terrace  
Brookeville, Maryland

Education

1951 --Bayonne High School  
1953 --1954 -- Naval Service Schools (Photographic/Lithographic)  
1957 --1959 --Electronics Technology Course  
1959 --New York Institute of Photography  
1961 --1974--Other courses: Printing Technology, Writing, Data  
Processing, Oral Communications, Management, Financial,  
Micrographic Technology

Military Service

1952 --1956--United States Navy

Present Position

Director, Office of Publications since November 1974--GS-16

Experience Prior to Present Position

Reproduction Branch, Chief of Staff, Department of Army (1960-61)  
Office of Publications, Department of Commerce (1961 to present)  
Various Supervisory and Management positions (1961-72)  
Assistant to Director (1972-74)  
Deputy Director (1974)

Honors and Professional Affiliations

National Microfilm Association -- 1973-1974 (Certificate of Merit)  
President -- Toastmasters -- 1972  
Executive Director, National Capitol Chapter, NMA, 1972-1974  
Superior Achievement Awards -- 1962 and 1964  
Outstanding Performance Awards -- 1963, 1966-1973  
Federal Electronic and Micrographic Committee--Joint Committee on  
Printing (Congressional) -- 1974  
Member -- Joint Industry/Government Advisory Board (U.S. Government  
Printing Office) 1975  
Presidential Management Improvement Award -- 1975



# OFFICE OF THE SPECIAL ASSISTANT FOR CIVIL RIGHTS

## MAJOR PROGRAMS

### Principal Functions

- o Administers the discrimination complaint system for Departmental employees and applicants for employment.
- o Monitors and assists Commerce operating units in their efforts to ensure non-discrimination in the employment practices of Federal contractors and contractors involved in Federally-assisted construction contracts.
- o Monitors and assists appropriate Commerce operating units in carrying out their responsibilities for ensuring non-discrimination in programs of Federal financial assistance.

### Major Accomplishments

- o Without an increase in staff, this Office processed a continuing and ever-expanding complaint workload. EEO complaints received in this Office increased from 76 in fiscal year 1975 to 94 in fiscal year 1976. Moreover, 45 complaints were received in the 3 months transition period (7/1/76 - 9/30/76). Additionally, final Departmental decisions were prepared and issued in 31 complaints in fiscal year 1976 (transition period not included) -- an increase of 63% over the 19 final decisions prepared in fiscal year 1975.
- o Established and implemented more stringent and systematic procedures and practices to more effectively monitor EEO complaints in process within the Department.

### Future Directions

- o Establish an effective program within the Department for processing class action complaints.



- o In cooperation with the Economic Development Administration and the Department of Justice, assist in developing an equal employment opportunity program for recipients of EDA grants which will eliminate or minimize duplication of enforcement activities of other Federal agencies.



OFFICE OF ADMINISTRATIVE SERVICES & PROCUREMENT

Major Programs

Principal Functions

A. Department-wide staff responsibilities

- o Serve as the principal liaison with GSA on procurement, material management, telecommunications, real property and space management, vehicle management, and records management.
- o Serve as the principal liaison with the Postal Service on Mail Management, with the Library of Congress on Library Operations, and with the Department of Labor on Employee Safety.
- o Coordinate Savings Bond Drives and the Combined Federal Campaign.
- o Conduct material management and administrative services surveys of the operating units of the Department.
- o Implement the SBA small business and 8(a) minority procurement programs.
- o Coordinate Commerce's internal energy conservation efforts and represent Commerce to FEA and GSA.

B. Operational Responsibilities

- o Review and approve all real property and space acquisitions, major telecommunications changes and vehicle procurements on a nation-wide basis.
- o Provide contracting for all Commerce units in the Washington Metropolitan Area, and provide contract administration for OMBE contracts at 6 field locations.
- o Operate motor pool, mail room and messenger service, telephone switchboard, teletype center, travel tele-ticketing center, small purchase and travel petty cash funds, audiovisual and conference room arrangements, and labor services for the Main Commerce Building.
- o Operate a central warehouse and the Departmental Library; and provide records scheduling and disposition, forms design, space management, personal property management, and small purchasing for the Office of the Secretary and other operating units.

Major Accomplishments

- o Processed the largest dollar volume of contracts in the history of the Department.
- o Provided Department-wide leadership in energy conservation efforts.
- o Installed an Optical Scanner to transmit cablegrams from original copy eliminating the teletype function.
- o Monitored the renovation and central air conditioning of the Main Commerce Building.
- o Installed a Department-wide Material Management System which resulted in savings and cost avoidances of over 17 million dollars.
- o Initiated a program to collocate in one or two central locations all operating unit field offices in each city.
- o Converted the Library from a book repository to a modern service organization by eliminating obsolete volumes and providing data bank access.
- o Developed a broadly applicable management tool for measuring productivity using regression analysis.
- o Consolidated contracting of all operating units in the Washington Metropolitan area.

Future Directions

- o Provide logistical support in the expansion of the National Bureau for Fire Prevention and other key mission activities.
- o Extend productivity management techniques to major operating units and complete the Quality Standards Program.
- o Support the Management Initiatives Program by setting guidelines and monitoring accomplishments.
- o Complete collocation of Field Offices in nine cities.
- o Expand the scope of field surveys to include other than material management reviews i.e. energy conservation, vehicle management, mail management, space utilization, telecommunications management, and property acquisition and utilization.

## Office of ADP Management

### Major Programs

#### o Principal Functions

- develop and monitor the execution of plans, policies and procedures for the management, acquisition and use of automatic data processing (ADP) resources within the Department.
- provide contracting services for ADP equipment, software and services.
- operate a central computer facility for the Office of the Secretary and for designated operating units or selected ADP applications of operating units.

#### o Major Accomplishments

- evaluated 75 requirements studies for ADP hardware, software and services, totalling more than \$26 million.
- developed an action plan, with specific milestones during fiscal year 1977, for reducing the unit cost of data processing activities and improving the management of the Department's ADP resources.

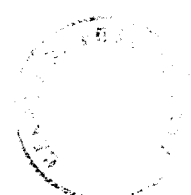
#### o Future Directions

- develop Department-wide ADP plans and policies that focus on improving productivity and reducing costs.
- build effective liaison with ADP regulatory and legislative bodies.
- implement computer installation review and performance evaluation function.
- promulgate the adoption of Federal ADP standards throughout the Department.
- develop and implement policies and procedures for centralized ADP procurement function.
- participate on Source Evaluation Boards for selection of major hardware and software systems.

## OFFICE OF AUDITS

### PRINCIPAL FUNCTIONS

- o Assist Departmental management at all levels to achieve effective, efficient and economical administration of the funds and resources of the Department.
- o Audit and report on all principal operating, administrative, and financial programs and activities of the Department at least once during each five-year period.
- o Provide professional accounting and financial advice for prudent financial management and administration of contracts, grants and loans entered into by the Department of Commerce.
- o Review periodically the status of and action taken on all audit recommendations affecting Departmental operations.
- o Coordinate and monitor responses from Departmental organizations to General Accounting Office audit reports and generally provide a focal point for GAO activities within the Department.
- o Coordinate our audit effort on program evaluations with the Office of Program Evaluation, to provide cohesiveness in our efforts to achieve increased management effectiveness.





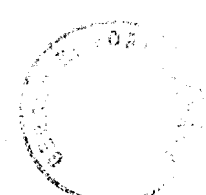
## OFFICE OF BUDGET AND PROGRAM ANALYSIS

### MAJOR PROGRAMS

#### Principal Functions

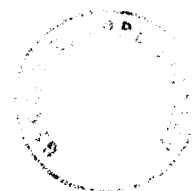
- o Establish criteria and guidelines for the preparation of budget justifications.
- o Review and analyze bureau budget proposals and recommend funding levels to the Secretary.
- o Maintain liaison with staff of OMB and the Appropriations Subcommittee Staff.
- o Conduct studies of programs and monitor studies requested of the bureaus.
- o Review legislative proposals which have budgetary impact.
- o Maintain a financial and management reporting system to track program progress.
- o Maintain the Secretary's Reserve and monitor projects financed from the Reserve.

#### Major Accomplishments

- o Reviewed, analyzed, and made recommendations on the 1978 budget requests to the Secretary.
  - o Monitored preparation and presentation of 1977 budget to Congress and 1978 budget to OMB.
  - o Developed measures of accomplishment and program performance for some programs.
  - o In accordance with direction from the Appropriations Committee, strengthened reprogramming procedures and began regular clearance and reporting.
  - o Developed strategic planning system to identify major policy issues and get the Secretary's reaction prior to the regular budget.
  - o Chaired task forces on Fire Academy Site Selection, Fisheries Coordination Task Force and Regional Economic Development Task Force.
- 

Future Directions

- o Strengthen budget execution.
- o Continue to sharpen and quantify program objectives and develop measures of performance.



## OFFICE OF EMERGENCY READINESS

### Principal Functions

- o Coordinate the development and testing of departmental emergency readiness plans for continuity of government, natural disaster recovery assistance, civil defense and domestic crises.
- o Develop organizational and procedural arrangements and maintain alternate emergency operating facilities for use by secretarial officers and emergency cadres in the event of a national emergency.
- o Review, interpret and disseminate continuity of government policy and guidance issued by the Federal Preparedness Agency, General Services Administration

### Major Accomplishments

- o Developed a contingency plan for implementing Departmental organizational arrangements in a national defense emergency.
- o Coordinated on-site reviews of the Department's emergency readiness arrangements at national and regional offices.
- o Coordinated Departmental participation in Government-wide readiness exercises sponsored by the Federal Preparedness Agency.

### Future Directions

- o Continue implementing policy and program guidance pertaining to the continuity and survivability of the Executive Branch of the Federal Government.

OFFICE OF FINANCIAL MANAGEMENT SYSTEMS  
MAJOR PROGRAMS

A. Principal Functions

- o deliver accounting, payrolling, and related services to the Office of the Secretary, Regional Action Planning Commissions, and six other assigned Department of Commerce operating units
- 0 prepare consolidated accounting statements required of the Department
- o Department wide responsibility for travel procedures

B. Major Accomplishments

- o furnished contracted accounting services to many operating units of the Department and to the Office of the Secretary
- o implemented new applications for the accounting systems through the on-line terminal data entry procedures

C. Future Directions

- 0 complete the implementation of a cost-oriented accounting system
- 0 modernization of payroll system
- o further update and automation of accounting system



# Office of Investigations and Security

## Major Programs

### I. Principal Functions

- o conduct investigations in various administrative and criminal matters including EEO complaint investigations, employee misconduct, contract fraud and theft.
- o conduct inspections of the financial safeguards in the contract areas of the various operating units of the Department.
- o receive and process all requests for security clearances on persons to be assigned to projects requiring access to classified information or restricted areas.
- o initiate and control all investigations necessary in the clearance of individuals for whom security clearances have been requested.
- o establish policy and procedures for the protection of classified materials and the protection of restricted areas, which function includes briefing of employees on documentary security and travel abroad.
- o administer the policy and procedures used to safeguard the protection of the personnel and buildings under the control of the Department.
- o provide physical protection for the Secretary, visiting foreign officials, and Department functions.
- o provide liaison with investigative agencies of the Federal Government and with the police organizations of local governments.
- o administer briefing and debriefing program of employees assigned to or traveling in Soviet Bloc countries.

# Office of Investigations and Security

## Major Programs

### II. Major Accomplishments

- o established for the Department's employees a documentary security briefing program which includes a slide presentation.
- o instituted a briefing and debriefing program for Commerce employees who travel abroad.
- o instituted the security aide program wherein aides, under the supervision of OIS agents, patrol the Main Commerce Building during business hours, evening security hours and on Saturdays.
- o implemented an outer door lock security system with GSA's cooperation.
- o replaced file cabinets with "Minitrieve" system which freed office space for five employees.
- o assumed full responsibility for the conduct of the Department's EEO complaint investigations. Four investigators are assigned to this function which the Civil Service Commission transferred to all government agencies as of September 1974.
- o revised investigative procedures to permit greater production and improved timeliness of EEO investigations without loss of quality.
- o instituted a program of inspections and investigations of contract and grant wrongdoing in the OMBE area. (Three investigators have been assigned to this program.)
- o established closer relationship to the Department of Justice which has resulted in a faster resolution of criminal cases involving the Department of Commerce.
- o conducted the training and arming of Special Agents in their capacities as Special Deputy U.S. Marshals. Handled protection assignments involving delegates from the Soviet Union, Poland, Hungary, and Bulgaria as well as the Secretarial trips to the Eastern Bloc and the Soviet Union.
- o instituted a receptionist program in the Main Commerce Building wherein all visitors to the Building would be screened.

# Office of Investigations and Security

## Major Programs

### III. Future Directions

- o reorganize OIS into a formalized effective professional investigative arm of the entire Department in every aspect of its administrative obligations.
- o pursuant to the mandate of the Task Force on Financial Safeguards, establish a program of inspections in the contract areas of the various units of the Department.
- o revise Department Administrative Order 207-4 dealing with the personnel security regulations.

## OFFICE OF ORGANIZATION AND MANAGEMENT SYSTEMS

### Principal Functions

- o Conduct organization and management studies of all elements of the Department to achieve effective and efficient operations.
- o Evaluate and consult on proposals for organization changes of Commerce elements.
- o Maintain the official directives system specifying the authority, organization and functions of all Commerce organizations.
- o Provide a link between the Department of Commerce and the management staffs of GAO, OMB, and GSA.
- o Provide a focal point for Department responsibilities concerning committee management, Freedom of Information, and the Privacy Act.
- o Supervise and coordinate the design and implementation of financial systems.

### Major Accomplishments

- o Took the lead role in implementing the Presidential Management Initiatives Program in the Department.
- o Undertook a series of major studies of personnel utilization in the Offices in Administration, with the first two being the Office of Financial Management Systems and the Office of Publications.
- o Headed up the Department's efforts and actions to maintain initiative and leadership among Executive Branch agencies in implementing the "openness in Government" statutes, i.e., Freedom of Information Act, Federal Advisory Committee Act, and Privacy Act.
- o Prepared study and recommendations on, and assisted in implementing, proposal to establish Secretary's Representatives in the ten Standard Federal Regions.
- o Participated in interagency task force of the Office of Management and Budget/Energy Resources Council on organization of Federal energy activities.



- o Participated in Departmental task forces implementing new legislation related to marine fisheries, coastal zone management, and fire prevention training.
- o Participated in Governmentwide standardization of financial information requirements; provided staff to design and implement a financial system for NTIS; and provided leadership in implementing approved accounting systems designs within the Department.

#### Future Directions

- o Continue to provide management consulting services to all elements of the Department, and improve the coordination between analysis staffs.
- o Continue the development of the Presidential Management Initiatives Program.
- o Develop and implement improved workload and productivity measurement systems for the Department.
- o Expand the Personnel Utilization Surveys to additional Offices within Administration and to program areas.
- o Continue to emphasize the new discrete function of "information management" and to anticipate and deal with emerging information policy issues.
- o Review the design of the financial systems for NBS and NTIS; monitor and assist in the improvement of financial systems and procedures for a number of operating units.
- o Coordinate the activities of the operating units on OMB Circular A-76 (Commercial and industrial activities) and grant administration, and maintain liaison with outside agencies including OMB.

## OFFICE OF PERSONNEL

### Major Programs


#### o Functions

- Counsel and guide management officials on personnel management responsibilities and personnel implications of management decisions.
- Formulate and issue Department-wide personnel management policies, regulations, and program requirements.
- Plan and coordinate programs and activities in employment, including career planning, manpower controls, compensation, executive development, employee utilization, and equal employment opportunity.
- Conduct personnel management operations for the Office of the Secretary and other operating units as assigned.

#### o Accomplishments

- Reorganized Office of Personnel to strengthen program leadership and more effectively use staff resources.
- Developed new channels for Personnelist communications, through "Counterpart Groups" and annual Personnel Management Conference.
- Instituted revised Position Management and Job Classification programs.
- Developed new Personnel Management Evaluation Program.

#### o Future Directions

- Strengthen Position Management and Job Classification programs.
  - Maintain integrity of the Merit System.
  - Fully implement new Personnel Management Evaluation System.
  - Upgrade managerial and supervisory skills through increased training and developmental assignments.
  - Revise and strengthen employee conflict of interest regulations and program implementation.
  - Emphasize equal employment opportunity for the Spanish Speaking.
- 

MAJOR PROGRAMS OF THE  
OFFICE OF PROGRAM EVALUATION

1. Principal Functions

- o advise and assist operating units in the development and operation of systems for the identification of program objectives and the measurement of the results of actions taken against these objectives.
- o conduct special studies to evaluate the effectiveness of Departmental programs in meeting objectives established through legislation or other appropriate authority.
- o interpret Presidential initiatives in the areas of program planning, management control, and operational evaluation.
- o identify major program, operational, or management issues and problems, and undertake analyses to resolve them.

2. Major Accomplishments:

- o Local Public Works Program Implementation -- reviewed program plans, selection criteria, regulations and guidelines for the program and coordinated the review for the various Secretarial offices.
- o Local Public Works Evaluation -- pursuant to the appropriations bill, took the lead in this evaluation, and defined three broad areas (administrative, direct impact, and indirect impact) which the study will address .
- o Management by Objectives -- revised and operated the Departmental MBO system, including the development of objectives, the preparation for and follow-up on quarterly conferences with the Secretary, and tracking progress.
- o OMBE/SBA Coordination -- coordinated implementation of OMB report on minority business with SBA and OMBE, along with preparation of draft executive order and legislation for submission to OMB.

- o ETIP Evaluation Design -- in cooperation with NBS, developed three year plan for evaluation of the Experimental Technology Incentives Program.
- o Sea Grant Budget Study -- In response to OMB's request, conducted a study of NOAA's Sea Grant Program, focusing on program progress, Federal coordination, and capacity building.
- o Participated in a variety of other projects, including the State/Commerce study of commercial activities, the studies of EDA's Title IX and Section 304 programs, and the Presidential Management Initiatives effort.

3. Future Directions:

- o During the coming year, detailed study plans for the three portions of the LPW evaluation must be developed. In addition, data collection for the direct and indirect impact portions will begin within EDA and significant parts of the administrative evaluation will be completed.
- o Greater stress will be given to developing objectives for the management by objectives system that are closely related to the quantifiable impact or output of major programs.
- o An inventory of evaluation/management studies from throughout the Department will be prepared and distributed to avoid duplication and assure all relevant parties are aware of the studies underway.
- o Provide a central source of information and assistance for program evaluation matters.
- o Conduct high priority evaluations as identified by the Assistant Secretary for Administration.

## Office of Publications

### Principal Functions

Provides a full range of printing and publishing services for the Department, consisting of:

- o Operating the central printing plant, including a micrographic facility, and overseeing management of field printing establishments
- o Procuring printing from outside contractors
- o Operating an in-house, automated photocomposition service
- o Providing complete design and graphics and photographic services
- o Providing publications planning services, and final editorial and policy review of manuscripts
- o Offering a broad spectrum of publications promotion assistance

### Major Accomplishments

- o Processed 28,000 work requisitions last year for various editorial planning, printing, graphics, and photo services
- o Produced 272,000,000 impressions (one standard-size sheet printed one side), plus 5,128,000 sheets of duplicate microfiche
- o Monitored the production of the Department's periodicals (55)
- o Reported over \$10 million in FY '75 sales of Commerce publications by the Superintendent of Documents (GPO's sales manager). Commerce is the leading Government originator of publications sold through this prime source. Total Department sales of its publications exceeded \$25 million in FY '75
- o Monitored total Department printing expenditures of over \$27 million in FY '75
- o Conducted a Departmentwide survey of publications postage practices, and then implemented a series of changes that will result in annual savings of more than \$300,000

## Office of Publications

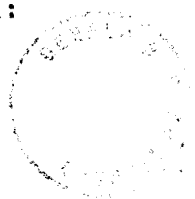
### Future Directions

- o Continue to develop printing and microform technology to cut costs and enhance service to the Department
- o Establish a Departmentwide microforms management program, to eliminate proliferation of paper
- o Intensify promotion programs to broaden markets for major Commerce publications
- o Complete review of Department's publications by Secretary's Design Improvement Task Force. Publish Commerce Design Manual
- o Implement Departmentwide computerized Text Editing Photo-composition service which will reduce the cost of composition by one-third, enhance publications, and reduce turnaround time
- o Centralize control of copying machines



ADMINISTRATION'S BUDGETED POSITIONS AND DOLLARS--FY 1976 - ACTUAL (15 MONTHS)

	<u>Salaries and Expenses</u>		<u>Working Capital Fund</u>		<u>Reimbursable Projects</u>		<u>Total</u>	
	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>
Off. of A/S for Admin.	5	\$ 186,800	-	-	5	\$ 755,800	10	\$ 942,600
Spec. Asst. for Civil Rights	3	130,200	-	-	-	-	3	130,200
Appeals Board	-	-	-	-	2	86,900	2	86,900
Off. of Admin. Servcs. and Procurement	11	426,500	174	6,697,000	11	597,100	196	7,720,600
Off. of Audits	70	2,393,000	-	-	27	1,246,100	97	3,639,100
Interagency Audit Training	-	-	4	464,800	-	-	4	464,800
Off. of Budget & Prog. Anal.	27	1,096,300	-	-	-	-	27	1,096,300
Off. of Emergency Readiness	2	64,400	4	190,000	-	-	6	254,400
Off. of Fin. Mgt. Servcs.	-	-	68	2,106,900	-	-	68	2,106,900
Off. of Inves. & Security	10	285,800	-	-	9	556,400	19	842,200
Off. of Org. & Mgt. Systems	24	961,100	49	2,739,900	7	414,500	80	4,115,500
Office of Personnel	22	996,900	51	1,898,800	3	999,500	76	3,895,200
Off. of Prog. Evaluation	13	301,700	-	-	-	-	13	301,700
Off. of Publications	<u>6</u>	<u>213,600</u>	<u>164</u>	<u>9,315,300</u>	<u>-</u>	<u>-</u>	<u>170</u>	<u>9,528,900</u>
Total:	<u>193</u>	<u>\$ 7,056,300</u>	<u>514</u>	<u>\$23,412,700</u>	<u>64</u>	<u>\$ 4,656,300</u>	<u>771</u>	<u>\$35,125,300</u>





ADMINISTRATION'S BUDGETED POSITIONS AND DOLLARS--FY 1977 - BUDGET

	<u>Salaries and Expenses</u>		<u>Working Capital Fund</u>		<u>Reimbursable Projects</u>		<u>Total</u>	
	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>
Off. of A/S for Administration	10	\$ 196,500	8	\$ 100,500	9	\$ 724,500	27	\$ 1,021,500
Spec. Asst. for Civil Rights	4	104,300	-	-	-	-	4	104,300
Appeals Board	-	-	-	-	2	63,600	2	63,600
Off. of Admin. Servcs. & Procurement	13	378,300	205	6,444,900	13	540,500	231	7,363,700
Office of Audits	77	2,069,100	-	-	28	1,041,700	105	3,110,800
Off. of ADP Management	5	130,000	61	2,353,700	-	550,000	66	3,033,700
Interagency Audit Training	-	-	6	354,700	-	-	6	354,700
Off. of Budget & Prog. Anal.	25	794,100	-	-	-	-	25	794,100
Off. of Emergency Readiness	2	61,500	6	162,600	-	-	8	224,100
Off. of Fin. Mgt. Servcs.	-	-	71	1,842,600	-	-	71	1,842,600
Off. of Inves. & Security	11	235,900	-	-	10	441,600	21	677,500
Off. of Orgn. & Mgt. Systems	17	505,300	-	-	7	439,000	24	944,300
Office of Personnel	22	854,100	65	1,846,900	3	545,300	90	3,246,300
Off. of Prog. Evaluation	7	242,800	-	-	-	-	7	242,800
Office of Publications	<u>6</u>	<u>189,800</u>	<u>195</u>	<u>6,828,600</u>	<u>-</u>	<u>-</u>	<u>201</u>	<u>7,018,400</u>
TOTAL:	<u>199</u>	<u>\$ 5,761,700</u>	<u>617</u>	<u>\$19,934,500</u>	<u>72</u>	<u>\$ 4,346,200</u>	<u>888</u>	<u>\$30,042,400</u>

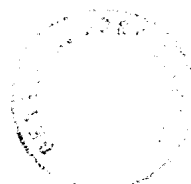
ADMINISTRATION'S BUDGETED POSITIONS AND DOLLARS--FY 1978 - BUDGET REQUEST

	<u>Salaries and Expenses</u>		<u>Working Capital Fund</u>		<u>Reimbursable Projects</u>		<u>Total</u>	
	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>
Off. of A/S for Administration	10	\$ 202,800	8	\$ 97,700	9	\$ 730,100	27	\$ 1,030,600
Spec. Asst. for Civil Rights	4	104,500	-	-	-	-	4	104,500
Appeals Board	-	-	-	-	2	64,100	2	64,100
Off. of Admin. Servcs. and Procurement	13	379,800	205	6,516,000	13	544,700	231	7,440,500
Office of Audits	77	2,049,400	-	-	28	1,049,700	105	3,099,100
Off. of ADP Management	8	219,100	61	2,357,600	-	554,300	69	3,131,000
Interagency Audit Training	-	-	6	357,100	-	-	6	357,100
Off. of Budget & Prog. Anal.	25	799,700	-	-	-	-	25	799,700
Off. of Emerg. Readiness	2	62,700	6	164,300	-	-	8	227,000
Off. of Fin. Mgt. Servcs.	-	-	71	1,773,100	-	-	71	1,773,100
Off. of Inves. & Security	11	236,300	-	-	10	445,000	21	681,300
Off. of Organ. & Mgt. Systems	24	648,400	-	-	7	442,400	31	1,090,800
Office of Personnel	28	1,013,700	65	1,870,900	3	549,500	96	3,434,100
Off. of Prog. Evaluation	7	244,200	-	-	-	-	7	244,200
Office of Publications	<u>6</u>	<u>190,200</u>	<u>195</u>	<u>6,872,100</u>	<u>-</u>	<u>-</u>	<u>201</u>	<u>7,062,300</u>
TOTAL:	<u>215</u>	<u>\$ 6,150,800</u>	<u>617</u>	<u>\$20,008,800</u>	<u>72</u>	<u>\$ 4,379,800</u>	<u>904</u>	<u>\$30,539,400</u>

REIMBURSABLE PROJECTS FOR cc 18-00 A/S for ADMINISTRATION

FY 1976 - ACTUAL (15 MONTHS)

<u>Title</u>	<u>Positions</u>	<u>Amount</u>
Federal Information Centers	...	\$173,000
Office of the Secretary - Xerox	...	18,500
Interim Compliance Panel	...	10,400
A/S for Administration, Special Advisory Group	3	121,300
Departmental Printing	...	81,200
International Trade Promotion	...	233,100
Miscellaneous Commerce Commitments	1	90,300
International Women's Year	...	25,300
Miscellaneous Reimbursements	<u>1</u>	<u>2,700</u>
TOTAL:	5	\$755,800



REIMBURSABLE PROJECTS FOR cc 18-00 A/S FOR ADMINISTRATION

FY 1977 - BUDGET

<u>Title</u>	<u>Pos.</u>	<u>Amount</u>
Federal Information Centers	...	\$165,000
Office of the Secretary - Xerox	...	20,000
A/S for Administration, Special Advisory Group	5	126,800
Departmental Printing	...	69,000
International Trade Promotion	...	180,000
Miscellaneous Commerce Commitments	...	75,000
International Women's Year	...	20,000
Miscellaneous Reimbursements	<u>4</u>	<u>68,700</u>
TOTAL:	9	\$724,500

REIMBURSABLE PROJECTS FOR cc 18-00 A/S FOR ADMINISTRATION

FY 1978 - BUDGET (ESTIMATED)

<u>Title</u>	<u>Pos.</u>	<u>Amount</u>
Federal Information Centers	...	\$166,200
Office of the Secretary - Xerox	...	20,200
A/S for Administration, Special Advisory Group	5	127,800
Departmental Printing	...	69,500
International Trade Promotion	...	181,400
Miscellaneous Commerce Commitments	...	75,600
International Women's Year	...	20,200
Miscellaneous Reimbursements	<u>4</u>	<u>69,200</u>
TOTAL:	9	\$730,100

Office of the Special Assistant for Civil Rights  
Resources

o Financing Appropriation

<u>Salaries and Expenses - Positions</u>		<u>Dollars</u>
1976 (Actual*)	3	\$132,200
1977 (Budgeted)	4	104,300
1978 (Budget Request)	4	104,500

\*15 months



# Resources

## OAS&P

### Resources per O/S Budget Staff 11-17-76

	<u>S&amp;E</u>		<u>WCF</u>		<u>Reimbursables</u>	
	Strength	Dollars	Strength	Dollars	Strength	Dollars
FY 1976 - Actual (15 mos.)	11	426,500	174	6,697,000	11	597,100
FY 1977 - Budget	13	378,300	205	6,444,900	13	540,500
FY 1978 - Budget Request	13	379,800	205	6,516,000	13	544,700

Office of ADP Management

Resources

o FY 1976 Financing Appropriation

Salaries and Expenses  
Working Capital Fund  
Reimbursable Projects

Positions

Dollars

-  
-  
-  
-

Total

- \$ -

o FY 1977 Financing Appropriation

Salaries and Expenses  
Working Capital Fund  
Reimbursable Projects

Positions

Dollars

5 \$ 130,000  
61 2,353,700  
- 550,000

Total

66 \$3,033,700

o FY 1978 Financing Appropriation

Salaries and Expenses  
Working Capital Fund  
Reimbursable Projects

Positions

Dollars

8 \$ 219,100  
61 2,357,600  
- 554,300

Total

69 \$3,131,000



OFFICE OF AUDITS

RESOURCES

	<u>PERSONNEL</u>	<u>DOLLARS</u>	
FY 76 (ACTUAL)	70	\$2,393,000	(SALARIES AND EXPENSES)
	<u>27</u>	<u>1,246,100</u>	(REIMBURSABLE PROJECTS)
	<u>97</u>	<u>\$3,639,100</u>	
 FY 77 (ESTIMATE)	77	\$2,069,100	(SALARIES AND EXPENSES)
	<u>28</u>	<u>1,041,700</u>	(REIMBURSABLE PROJECTS)
	<u>105</u>	<u>\$3,110,800</u>	
 FY 78 (ESTIMATE)	77	\$2,049,400	(SALARIES AND EXPENSES)
	<u>28</u>	<u>1,049,700</u>	(REIMBURSABLE PROJECTS)
	<u>105</u>	<u>\$3,099,100</u>	

NOTE: Fiscal Year 1976 resources shown above include the transition quarter.

OFFICE OF BUDGET AND PROGRAM ANALYSIS

SALARIES AND EXPENSES

	(Dollars in thousands)		
	<u>FY 1976 &amp; TQ</u>	<u>FY 1977</u>	<u>FY 1978</u>
Positions.....	25	25	25
Amount.....	1,096	751	755

OFFICE OF EMERGENCY READINESS

Financing Appropriation

		<u>Positions</u>	<u>Dollars</u>
1976	Salaries and Expenses	2	\$ 64,400
	Working Capital Fund	<u>6</u>	<u>190,000</u>
	TOTAL	8	\$ 254,400
1977	Salaries and Expenses	2	\$ 61,500
	Working Capital Fund	<u>6</u>	<u>162,600</u>
	TOTAL	8	\$ 224,100
1978	Salaries and Expenses	2	\$ 62,700
	Working Capital Fund	<u>6</u>	<u>164,300</u>
	TOTAL	8	\$ 227,000



OFFICE OF FINANCIAL MANAGEMENT SERVICES  
RESOURCES

	<u>Positions</u>	<u>Dollars</u>
1976	68	\$2,106,900
1977	71	1,842,600
1978	71	1,773,100

Office of Investigations and Security

Resources

	<u>Positions</u>	<u>Dollars</u>
<u>FY 1976</u>		
Salaries and Expenses	10	\$285,800
Reimbursable Projects	9	554,400
<u>FY 1977</u>		
Salaries and Expenses	11	235,900
Reimbursable Projects	10	441,600
<u>FY 1978</u>		
Salaries and Expenses	11	236,300
Reimbursable Projects	10	445,000

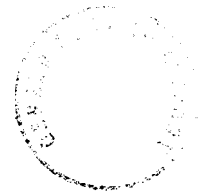
OFFICE OF ORGANIZATION AND MANAGEMENT SYSTEMS

Financing Appropriation

	FY 76 <sup>1/</sup>		FY 77		FY 78	
	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u> <sup>2/</sup>
Salaries & Expenses	24	\$961,100	17	\$505,300	24	\$648,400
Reimbursable Projects	7	414,500	7	439,000	7	442,400
	31	\$1,375,600	24	\$944,300	31	\$1,090,800

<sup>1/</sup> Includes transition quarter (period of 15 months)

<sup>2/</sup> Includes pay raises (projected for FY 78)



Resources

Office of Personnel

Fiscal Year	Salaries and Expenses		Working Capital Fund		Reimbursables	
	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>	<u>Pos.</u>	<u>Dollars</u>
1976 - 15 months Actual *(on-board strength 9/30/76)	*22	\$ 996,900	*51	\$1,898,800	*3	\$ 999,500
1977 - Budget	22	854,100	65	1,846,900	3	545,300 (Mgmt. Interns)
1978 - Request	28	1,013,700	65	1,870,900	3	549,500 (Mgmt. Interns)

RESOURCES OF THE  
OFFICE OF PROGRAM EVALUATION

	<u>Authorized Positions<sup>1/</sup></u>	<u>Dollars</u>
FY 1976	7	\$301,700
FY 1977	7	242,800
FY 1978	7	244,200

<sup>1/</sup> Although the Office has seven authorized positions, its actual approved employment is 13.



Office of Publications

Resources

Financing Appropriation:

76 Actual

	<u>Positions</u>	<u>Dollars</u>
Salaries and Expenses	6	\$ 213,600
Working Capital Fund	164	\$9,315,300

77 Request

	<u>Positions</u>	<u>Dollars</u>
Salaries and Expenses	6	\$ 189,800
Working Capital Fund	195	\$6,828,600

78 Request

	<u>Positions</u>	<u>Dollars</u>
Salaries and Expenses	6	\$ 190,200
Working Capital Fund	195	\$6,872,100