



UNITED STATES DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
NATIONAL MARINE FISHERIES SERVICE

Northeast Fisheries Center
Woods Hole, MA 02543

June 20, 1984

TO: Board of Directors
FROM: Allen E. Peterson, Jr., Center Director
SUBJECT: NEFC Administrative Study

I am forwarding a copy of the NEFC Administrative Study that was done by the Eastern Administrative Support Center (EASC) at my request. I would appreciate your review and comments on this report prior to the next BOD meeting on 11 July.

My present position is to accept Option 4, Administrative Balance, and to move towards implementing that option in the next Fiscal Year, with the following exceptions:

1. I would not take any action relative to the maintenance force and would wait for the A-76 evaluation.

2. I think the report raises some valid questions about our library system, but I do not believe that the EASC evaluation was in-depth enough to make judgement regarding the need for full-time professional librarians, and it is my intention to conduct a more intensive review of this laboratory support function before taking any action.

I am sure you can appreciate the sensitivity of this report and while I expect you to discuss it with your program and laboratory staff, please remain sensitive to specific recommendations regarding individuals.

While I have stated my preference for Option 4, my mind is still open and your comments will be instrumental in fixing my final decision.

Attachment



National Oceanic and Atmospheric Administration,
Host Agency serving:
Bureau of the Census
Economic Development Administration
International Trade Administration
Minority Business Development Agency
Office of the Inspector General
Patent and Trademark Office



U.S. DEPARTMENT OF COMMERCE
Eastern Administrative Support Center
253 Monticello
Norfolk, Virginia 23510

JUN 1 1984

TO: Allen E. Peterson, Jr.
NMFS, NE Fisheries Center

FROM: Robert S. Smith, Director *RS*
Eastern Administrative Support Center

SUBJ: NEFC Administrative Study

Attached is the EASC review team's final report on its findings and recommendations on restructuring the NEFC's administrative staff. These recommendations are based on your current programmatic structure. As a result of discussions between you and John Hinman, the team expanded the report to include greater detail on how to implement the recommended option.

Given the limited time available for the study, the team gave only cursory consideration to alternative administrative configurations under different programmatic structures. A brief discussion of this subject is included under Appendix E. Should you elect to adopt either of these programmatic structures, we will be happy to assist you in developing a more detailed plan for administrative support.

Members of the team as well as all EASC employees are available to provide any support you may need in implementing the recommendations.

I hope this report is responsive to your needs. Please feel free to contact me for any further assistance on this project or any others which may arise in the future.

Attachment



STUDY
OF
NORTHEAST FISHERIES CENTER
ADMINISTRATIVE STRUCTURE

Prepared by
Eastern Administrative Support Center
May 1984

OVERVIEW OF NEFC ADMINISTRATIVE SUPPORT

Under the current organizational structure of the Northeast Fisheries Center approximately 80 employees/positions were initially categorized as providing administrative support. These employees perform the following major activities:

- o Budget Formulation/Execution
- o Financial Data Entry and Analysis
- o Small Purchasing
- o Imprest Fund
- o Personnel
- o Facilities Maintenance
- o Personal Property Management
- o Vehicle Management
- o Receptionist
- o Travel
- o Time and Attendance
- o Library Services
- o Clerical Support

Most of the work entailed in budget formulation is performed by the Center staff. The other activities, in general, are delegated to the administrative support staffs of the individual laboratories. The amount of time and effort dedicated to each of these activities is dependent on the size of the administrative staff at each site and whether there is a need for the activity to be performed (e.g., not all laboratories have a library).

Laboratory personnel believe that the sizes of their administrative staffs are necessary for a variety of reasons, the most pertinent of which are:

- o Laboratory Directors are held accountable for the efficient use of their funds. Therefore, expenditures are closely monitored to assure that accounting data is accurate. This is especially important during the current environment of restricted budgets.

- o When the Eastern Administrative Support Center (EASC) was established, only two of the employees located at the National Marine Fisheries Service's Regional Office in Gloucester agreed to relocate to Norfolk. Both of these individuals came from the personnel office. All the remaining regional administrative personnel retired, found jobs with other agencies, or were released. Therefore, much of the familiarity with NEFC programs by off-site administrative personnel was lost. This has resulted in the laboratory administrative staffs having to devote substantial time explaining to new EASC personnel basic characteristics and problems of their programs.

o Communications between the laboratories and the EASC have not been fully developed. In many instances, the laboratories do not know who to contact in the EASC when they have a specific problem. The EASC has not issued directives or procedures in all administrative areas nor has it provided adequate training or orientation sessions to help the laboratory personnel understand the new reporting relationships and administrative responsibilities.

These are all valid points and should receive due consideration when determining whether to change the administrative support structure within the NEFC.

In addition, there are certain factors which transcend the NEFC but have a direct bearing on what changes, if any, should be made.

o There is a commitment to reduce the size of the Federal Government through elimination of marginal programs, streamlining operations (especially in the administrative area), and, wherever feasible, contracting out to the private sector.

o The Department has adopted the regional concept for providing administrative services. NOAA, which has operated under a decentralized policy for many years, has been advised to reevaluate the need for having administrative personnel on site.

o In general, scientific and technical supervisors tend to shun administrative responsibilities, preferring to devote their time to programmatic responsibilities.

REVIEW TEAM FINDINGS/OBSERVATIONS

The review team only visited and conducted interviews at two sites, Woods Hole and Narragansett. Based on the similarity of activities being performed and the responses of those individuals interviewed, the team believes that the following statements are applicable to all components of the NEFC.

- o Program officials in the laboratories are highly supportive of their administrative staffs and, if anything, believe more administrative support is necessary.
- o An inordinate amount of time appears to be spent on accounting functions, especially in the verification of financial data.
- o There are excessive review activities being performed, e.g., time and attendance, travel orders, recruitment actions.
- o Certain functions which should be done by program managers or their secretaries are being performed by administrative personnel. These include preparing travel orders, requests for advances, and travel vouchers, as well as preparing OF-8's, writing, editing and typing position descriptions; and, providing clerical support to program personnel.
- o It appears that most functions being performed by wage grade employees could be performed under contract at less cost to the government.
- o Several employees appear to be misclassified and/or overgraded.
- o Purchasing agents are exceeding their delegated authority by issuing purchase orders that exceed \$5,000.

Appendix A discusses in detail the review teams findings and observations. Specific attention is given to those activities identified in the overview.

ALTERNATIVES

There are basically four options available to the Director for structuring the administrative support activities within the NEFC. The advantages and disadvantages of each are discussed below.

OPTION 1: MAINTAIN STATUS QUO

There are several advantages to leaving the structure the way it is:

1. Program managers will be most effectively utilized from a programmatic perspective since they will not have to devote substantial time to administrative activities which they do not wish to perform and/or which they do not believe they are supposed to be doing.
2. No effort will have to be made to familiarize program officials with administrative aspects of their supervisory responsibilities.
3. Morale will be maintained and possibly improved since they will perceive the results of this study as fully supportive of their current structure.

However, there are a number of disadvantages to maintaining the status quo:

1. The NEFC will be under continual pressure to reduce its number of administrative positions.
2. A personnel audit of current encumbered positions would find a number of administrative people overgraded and misclassified.
3. An A-76 review of wage grade employees' current functions, already scheduled for later this year, will probably result in the contracting out of most, if not all, of these activities.
4. Redundant and unnecessary activities will continue to operate, resulting in inefficiency.

Appendix B, provided by the NEFC, describes the duties performed by each individual who is currently considered a member of the administrative staff.

OPTION II: COMPLETE DECENTRALIZATION

Under this option, all NEFC administrative support activities will be conducted at the individual laboratories. This option is quite similar to the current structure. It would, however, result in the elimination of several positions which are assigned to work in the Center itself. The advantages of this option are the same as those under Option I, plus:

1. There will be a slight reduction in the number of administrative positions.
2. Laboratory Directors would be held more accountable, especially in the areas of strategic planning and budget formulation, for effective utilization of their resources.

The disadvantages are as follows:

1. There would be no oversight capability at the Center; therefore, the NEFC Director would have to assume that all laboratories are performing administrative functions in an effective and efficient manner.
2. The NEFC Director would have to determine how to accommodate his current administrative staff.
3. The number of administrative positions saved is relatively inconsequential given the problems which may be encountered in implementing this option.

OPTION III: CENTRALIZATION

Under this option, all administrative positions would be located in the Center with no administrative presence in the laboratories.

The major advantage of this option would be a significant reduction in administrative positions and funding to support these positions. Another advantage would be strong central control of administrative activities by the NEFC Director, thus providing flexibility to meet changing program needs.

The disadvantages of this option are numerous. The most significant of which are:

1. The time required to perform an administrative activity for a specific laboratory would be greatly increased because of the need to constantly communicate with the Center.

2. Laboratory Directors and their supervisors would find themselves assuming more administrative functions. Some of these are functions which managers should already be performing because they are intrinsic to supervisory responsibilities. Others, however, may be assumed because it will be "easier and faster" than working with the Center's staff.

3. There would be significant disruption in programmatic activities as the laboratories try to adjust to this new relationship.

4. Morale would be significantly hindered since administrative people would have to either move to the new location or find jobs elsewhere.

OPTION IV: ADMINISTRATIVE BALANCE

Under this option certain activities would be centralized in the Center while there would remain an administrative presence in each laboratory. Those functions which would be centralized are budget formulation; financial data entry and reconciliation; and coordination with EASC on vehicle, real property, and personal property management. Those functions that would remain decentralized are small purchasing, imprest fund, financial analysis, facilities maintenance, and several minor activities such as requesting identification cards and drivers' licenses and compiling accident reports. The review team believes there are several functions which should not be performed by either administrative group. These include preparation of documents for domestic travel, personnel actions, and time and attendance. These three activities should be performed by program secretaries and forwarded directly to the EASC for processing.

The review team believes that seven to ten people will be required to perform the centralized functions and should be part of the staff of the NEFC Director. These include:

- | | |
|---------------|--|
| 1 position | Operations Officer |
| 3-4 positions | budget formulation/execution, financial data entry/editing/monitoring |
| 1-2 positions | coordination of real property, personal property, and vehicle management |
| 2-3 positions | administrative clerks |

For each of the laboratories, one to five people will be needed. The breakout of these positions by laboratory (site) is as follows:

- | | |
|---------------------------|--------------------------|
| Woods Hole - 5 Positions: | Administrative Officer |
| | Administrative Assistant |
| | Purchasing Agent |
| | Maintenance Worker |
| | Clerk Typist |

Narragansett - 4 or 5 Positions: Administrative Officer
Administrative Assistant
Purchasing Agent or Administrative
Assistant/Clerk (possible)
Clerk Typist
Maintenance Worker

Sandy Hook - 4 or 5 Positions: Administrative Officer
Administrative Assistant
Purchasing Agent or Administrative
Assistant/Clerk (possible)
Clerk Typist
Maintenance Worker

Milford - 3 Positions: Administrative Officer
Administrative Assistant/Clerk
Maintenance Worker

Gloucester - 3 Positions: Administrative Officer
Administrative Assistant/Clerk
Maintenance Worker

Oxford - 1 Position: Administrative Officer

Washington, DC - 1 position. Administrative Officer/Assistant

Appendix C identifies the specific functions and activities of the administrative positions proposed under this option.

It is recommended that this structure be adopted over a two-year period.

The advantages of this option are as follows:

1. It should provide the NEFC Director with appropriate control of administrative functions while providing laboratory directors with sufficient administrative assistance to effectively manage their programs.
2. It will promote more effective utilization of limited resources; promoting greater flexibility in the use of positions in programmatic areas.
3. It will reduce the number of administrative positions by over fifty percent and thus reflect support of the government's objectives of reducing administrative positions and contracting out to the private sector.
4. By phasing-in this structure, it will permit adequate time for program personnel and the EASC personnel to become familiar with each other's operations and responsibilities. Also, while it will create morale problems in the laboratories, the extended time frame should help mitigate adverse effects.

There are two disadvantages to this option:

1. Despite the phased-in approach, morale will suffer in those laboratories destined to lose administrative personnel.
2. Program managers and supervisors will be required to perform some functions which they had previously considered not to be their responsibilities.

IMPLEMENTATION OF RECOMMENDED OPTION

As previously mentioned, the review team proposes that the new administrative structure be adopted over a two year period. This will permit a smooth transition into the new structure, time to establish effective communications with the EASC, and some natural attrition of administrative employees to occur. It will also provide the time necessary for training, both formal and on-the-job, of selected administrative employees to perform programmatic functions.

The review team believes the NEFC Director should announce the decision to adopt the new administrative structure as soon as possible. This announcement should address:

1. The adoption of the new structure and its proposed phasing-in.
2. The withdrawal of all vacant administrative positions and the redirection of these positions to meet programmatic needs. Laboratory and program managers should be requested to submit their justification for additional program positions. The NEFC Director should review these proposals and issue the positions as rapidly as possible. By doing this, the Director may obtain greater support from his program managers for the new administrative structure.
3. The establishment of a three person advisory/implementation team to assist in the conversion to the new structure. This team's responsibilities would include:
 - o Recommending the placement of current administrative staff.
 - o Identifying training needs of administrative personnel who, with such training, may be converted to programmatic positions.
 - o Developing and managing an out-placement program for those employees who will be unable to be absorbed under the new structure.

Within the next three months, the Director should inform all administrative personnel of their status with respect to the new organization structure. Based on a quick analysis we have identified four groupings under which these individuals may fall:

- Category 1: Will be retained in administrative positions.
- Category 2: Should be considered or can be easily converted into programmatic positions.

Category 3: May be able to be accommodated in either administrative or programmatic positions.

Category 4: Retention unlikely.

The following table summarizes our findings:

	CATEGORY				TOTAL
	1	2	3	4	
Center/Woods Hole	12	4	2	8	26
Sandy Hook	5	3	5	7	20
Milford	2	2	1	4	9
Gloucester	2	0	1	2	5
Narragansett	5	1	1	3	10
Oxford	1	1	1	2	5
	<u>27</u>	<u>11</u>	<u>11</u>	<u>26</u>	<u>75</u>

The table indicates that over one-third of the current staff will not be able to be retained. Of these 26 individuals, 17 are wage grade employees. As discussed earlier, we believe these individuals are in jeopardy, given the planned A-76 review scheduled for later this year. By restructuring job responsibilities at this time, one wage grade position (employee) in most laboratories may receive a recommendation for retention by the A-76 review team. The Director, however, may not wish to address wage grade employees at this time and let the A-76 team make the decision for him.

Appendix D provides a detailed listing and categorization of the NEFC's current administrative staff by laboratory. The advisory/implementation team may wish to use this listing to assist them in determining how to accommodate affected employees.

The advisory/implementation team should review the NEFC libraries to determine what activities should remain in-house vis-a-vis arrangements with nearby institutions. It should negotiate with identified institutions to arrange for sharing of facilities and/or documents, as well as search services.

As administrative employees complete necessary training they should be transferred, along with their position and funding, to the appropriate program office. As administrative positions are made available through attrition, they should be reissued, as program positions along with appropriate funding, to program operations.

The review team believes that the above approach should minimize the adverse affect of adopting the new structure. Other than the impact on wage grade employees, which we believe is unavoidable, the administrative transition should be able to be accomplished without having to resort to a reduction-in-force. It is imperative, however, that the advisory/implementation team devote significant time to this effort and the NEFC Director actively participate and promote the implementation of the concept.

FINDINGS/OBSERVATIONS

The Northeast Fisheries Center (NEFC) budget is formulated for submission to the NMFS HQ by the NEFC Deputy Director with assistance from the Resource Operations Office. Once funds are appropriated to the NEFC, the Resource Operations Office issues planning targets to the NEFC laboratories. The laboratories develop current-year operating plans consistent with these targets and submits them to the NEFC Director for approval. For the most part, the administrative officer at each site monitors the execution of the budget, advising and providing information to the laboratory director.

Duties involved in budget execution include reconciliation of financial accounting information presented on FIMA reports and maintenance of an internal accounting system, FRS. Report changes are made by the administrative officer or assistant in the labs, and by a finance unit of accounting technicians at the Woods Hole site. Within the budget allocated, the lab director has authority to make adjustments within object class groupings: salary/benefits, travel, all other. These modifications to the plan are recorded through the FRS. Transfers among accounts, however, must be approved by the NEFC Director or the NEFC Operations Officer.

It is recommended that the present procedure of administrative officers' responsibility for routine budget maintenance be continued and that the administrative officers remain the contact with the proposed NEFC administrative staff on these budget matters. Financial accounting data entry and reconciliation as well as report preparation on behalf of all labs would be performed by the proposed NEFC administrative staff.

The small purchasing authority of the NEFC labs is limited to \$5,000 per transaction. In each laboratory this function is performed by an administrative officer, an administrative assistant, a designated purchasing agent or procurement clerk. For purchases within the laboratory's authority, the full procurement package and execution process is exercised. For those requested procurements beyond the lab's authority, the laboratory prepares the request package and forwards it to the NEFC for clearance prior to its forwarding to the EASC Procurement Division. Clearances obtained include program approval by the appropriate Assistant Center Director and budget approval by the NEFC Operations Officer or his Resource Operations Chief.

It is recommended that if Option IV is adopted, the additional approval step of the NEFC Operations Officer be eliminated since the laboratory director has delegated authority to expend funds within the laboratory's allocated budget.

The imprest fund appears efficiently handled in the laboratories. The administrative officer/assistant in the lab should be the fund's approval authority.

The personnel work being performed in the laboratories by personnel assistants range from primarily clerical preparation of personnel action request packages to advice and counsel on personnel regulations and procedures.

It is recommended that the coordination of package preparation and related personnel paper work be performed by a clerical employee on the administrative staff, while appropriate advice and counsel be obtained by direct contact with EASC Servicing Branch, Branch B.

Facilities maintenance activities are performed in the laboratories by personnel classified in a variety of positions such as mechanics, workers, laborers, janitors, and warehousemen. These employees are wage-grade employees whose positions are soon subject to review by an A-76 team. In some cases, the work performed includes direct support of program activities, such as wood-work done on a ship's trawl door to support a scientific exercise. It is recommended that the position of one employee per laboratory be rewritten to reflect program support activities, as well as emergency repairs to the facility. The duties such as yard maintenance, sweeping and cleaning of buildings, and window repairs performed by other wage-grades are probably best contracted out, and almost assured of that disposition when the A-76 review is completed. If reclassification can be accomplished prior to A-76 review, this single position may warrant remaining in-house.

At the NEFC, facilities maintenance, personal property management, and vehicle management are the responsibility of the Center Operations Staff Office of Logistics and Facilities. It is recommended that the scope of responsibility for these areas be enlarged to allow the NEFC Director's staff to perform a coordination function with the EASC on behalf of all labs. The daily on-site responsibility for inventory monitoring and vehicle management should be a collateral duty of the laboratory's administrative officer.

It was learned that most labs utilize a receptionist who may also serve as a timekeeper to the lab staff, and assist with other clerical duties in support of the laboratory. It is recommended that the receptionist coordinate timecards and provide an additional administrative resource to the lab administrative officer.

The timekeeping function within the Woods Hole Laboratory/NEFC staff seems overly involved. It is recommended that rather than a finance unit coordinating the receipt, leave calculation, distribution and submission of time cards, each section's timekeeper be made responsible for these and related activities. The finance unit might serve as receipt point for the white copy of the completed card if retention in a central file is considered necessary. The time spent at present in this activity seems excessive.

In most NEFC labs, travel document preparation and arrangements are performed by an administrative support assistant. The work involved in this activity could be performed by the laboratory director's secretary or other clerical program support personnel. The need for a coordinating travel desk at NEFC was not well defined. It appears there is an excessive amount of oversight. Completed packages of travel orders and vouchers appeared unnecessarily stopped at the travel desk before submission to an approving authority.

It is recommended that travel packages be submitted to the approving authority by the administrative officer's staff at each lab. This staff should be familiar with appropriate allowances (per diem, mode of travel, etc.) as this information is needed prior to package preparation. Records maintenance for travel should appropriately rest within the traveler's office and need not be duplicated at the NEFC site.

Library services within the NEFC labs outside of Woods Hole, were usually a function well placed as a collateral duty of an administrative position.

In most cases, library services did not require full-time personnel. It is recommended that, where feasible, libraries should be consolidated with those of other scientific organizations, allowing these dedicated librarian positions to be significantly reduced. Where a small library of frequently used journals and program-specific materials are required, a self-service arrangement under the general supervision of the administrative officer would be appropriate. Because many NEFC programs benefit from the nearby Woods Hole Oceanographic Institute's library, as well as the Woods Hole Marine Biology Laboratory Library, a reimbursable arrangement for assistance and a cooperative NOAA-funded literature search project may well be the best answer to reducing, but not completely eliminating, the library staff function.

Under the current structure of the laboratories, the administrative staff is performing a variety of program support activities, which in most other research organizations are performed by program personnel. With the proposed reductions in administrative staff it will be necessary for these activities (preparation of travel orders, advances and vouchers, and typing of personnel and procurement documents) to be performed by program secretaries and clerks.

The team recommends this transition from administrative to program support of the actual typing and package preparation in these areas.

FUNCTION TO BE PERFORMED BY ADMINISTRATIVE

STAFF OF CENTER

BUDGET

- . Formulate budget for NEFC, obtaining input from all laboratories
- . Advise Director on impact of budget options and decisions
- . Issue planning targets to laboratories, review laboratory submissions, enter on data base
- . Review operating plan adjustments proposed by laboratories; advise Director, adjust approved changes

FINANCE

- . Enter/edit/reconcile finance data for all laboratories
- . Analyze expenditures against plans; advise Director of major deviations/projections; adjust plans based on Director's decisions; inform laboratories of adjustments

PROPERTY

- . Develop and implement facilities management plan for all laboratories
- . Coordinate security, safety, emergency planning and energy conservation for all laboratories
- . Coordinate acquisition, inventory control and disposal of all accountable property
- . Coordinate acquisition and disposal of motor vehicles for all laboratories

MISCELLANEOUS ADMINISTRATIVE ACTIVITIES

- . Monitor FTE Usage
- . Perform special analyses for Director
- . Coordinate foreign travel packages
- . Provide support for PMAC

FUNCTIONS TO BE PERFORMED BY ADMINISTRATIVE
STAFF OF LABORATORIES

BUDGET

- . Provide input to Center staff during budget formulation, including written justification for major increases to management account
- . Coordinate and advise on laboratories' program budget proposals
- . Develop operating plan by object class for laboratory administrative account
- . Coordinate development of operating plans by object class for laboratory program accounts

FINANCE

- . Assure that appropriate financial documents are forwarded to Center staff for entry into FRS
- . Monitor and analyze financial reports; advise laboratory director on financial status of accounts
- . Prepare and submit documentation for adjustments to operating plans to Center staff

PROCUREMENT

- . Perform open market procurements, competitive bid purchases
- . Forward invoices for payment
- . Order GSA supplies, including Fedstrip
- . Maintain imprest fund
- . Assist program personnel in preparing procurement requests
- . Prepare and process recurring contracts, blanket purchase agreements

PERSONNEL

- . Maintain local personnel files
- . Process new and terminating employees
- . Issue OF-5's
- . Prepare EEO reports
- . Maintain SF-52 logs, training logs

ADMINISTRATIVE SUPPORT

- . Provide for facilities maintenance
- . Maintain inventory of capitol equipment
- . Control and issue GTR's
- . Coordinate time cards and paychecks
- . Maintain supply room
- . Maintain telecopier
- . Perform receptionist function
- . Prepare and submit various reports, requests, forms, such as:
 - passports
 - excess property
 - mileage reports
 - accident reports
 - tort claims
 - drivers' licenses
 - identification cards
 - motor vehicle documents
- . Perform mail distribution
- . Perform typing and filing for administrative functions
- . Maintain library (subscriptions)
- . Control parking permits
- . Handle express mail
- . Assignment of vehicles
- . Key operator for self-service copier

FUNCTIONS TO BE PERFORMED BY
PROGRAM PERSONNEL

- . Writing, editing and typing position descriptions
- . Preparing travel orders, vouchers and advances
- . Making travel arrangements
- . Preparing time and attendance cards, greenstripes
- . Preparing contract packages

FUNCTIONS THAT SHOULD BE PERFORMED BY
PRIVATE SECTOR

- . Carpentry
- . Painting, staining
- . Plumbing (other than emergency)
- . Electrical work (other than emergency)
- . Vehicle maintenance
- . Grounds maintenance
- . Heating/air conditioning maintenance (other than emergencies)
- . Security
- . Housekeeping
- . Buildings maintenance
- . Library functions (except small, in-house libraries consisting primarily of subscriptions)

FUNCTIONS THAT SHOULD BE PERFORMED BY
EASC STAFF

- . Advise program supervisors on aspects of position classification, position management, position descriptions and requirements for personnel actions.

- . Provide information to program personnel on awards, retirement, leave, health benefits, and life insurance.

- . Advise program personnel on contract and personnel problems/questions.

Administrative Staffing Based on Program Structure

The administrative structure of the NEFC can be made less complicated by a clarification of the laboratory vs. program/division organizational structure. It was observed that the programs of the NEFC (excluding those associated with the National Systematics Lab and the Atlantic Environmental Group) may be more effectively managed through a more direct lab-program area arrangement.

Laboratory/Program Directorship

Two program structuring alternatives would seem to be feasible. One would be a matching of Laboratory and Program Directorship by site. Under this structure, the Laboratory Director at each site would be fully responsible for the programs performed at that site, as well as being responsible for administrative support of these programs.

The administrative staffing suggested in Option IV would lend itself well to this arrangement. Additional savings in administrative personnel would be unlikely. However, the need for Assistant Center Directorships and corresponding approval authorities would be eliminated. Accounting for the programs would be simplified. Each laboratory would have only its program accounts to monitor.

The primary disadvantage of this arrangement is the broad span of control required by the NEFC Director of many laboratories whose locations are spread, and whose programs are not equitably split by budget or staff size. A total NEFC mission may appear unclear with so many individually-managed programs.

Whether or not these programs are individually large enough to support such an arrangement is also questionable.

Assistant NEFC Directorship

The other program structure which may be in consideration by the NEFC Director is a grouping of the NEFC programs into two major scientific areas: fisheries management and environmental management. Under this arrangement, the Assistant Center Directors for these two areas would assume program direction for all programs within their respective areas. An organizational chart of this proposed structure is attached.

The program operation could be well-enhanced by a scientist/program manager who would receive oversight and direction from the Assistant Center Director and administrative support from the Assistant Center Director's staff. Accounting by program activity could still be accomplished with separate project numbers for each program. The Assistant

Center Director would be responsible for those programs having been assigned project numbers within his management area.

The scientist/program managers are the Laboratory Directors at each site. The need for significant delegated administrative authority to these Directors should be eliminated, reducing the need to only one administrative person at each Lab site. The Assistant Center Directors would provide all approvals and the administrative support required by the programs within his/her area of responsibility. For emergency requisitions, an imprest fund of \$500 per transaction is recommended at each site.

If the Assistant Center Director concept is established, then administrative functions should be realigned to eliminate the present ineffectiveness of routing administrative documents through an apparent excessive layer for approval. The proposed Assistant Center Director arrangement would require budget allocations to only these two Assistant Directors who would maintain approval authority and program supervision of the various scientist/program managers in their respective areas of responsibility.

Specific numbers of administrative staff required under this implied option have not been developed in detail. However, the projected administrative staff given under Option IV for the Woods Hole and Sandy Hook labs (the present sites of NEFC's two Assistant Center Directorships) would need to be increased by only a few, while the NEFC Director's administrative staff might be reduced, due to greatly decreased internal coordination responsibilities. This staff's primary responsibilities would be with the EASC on behalf of the Center Director.

Unless program execution dictates current site locations, the number of separate laboratory sites should be reduced through consolidation. This would result in additional savings of administrative staff and dollars.

A more specific description of this proposal can be made if the NEFC Director is considering a program realignment along these lines.

Attachment

Alternative Program Structuring
Assistant NEFC Directorships

