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O'Neill  
4/29/73

1) Old Jag 268 P, 150<sup>?</sup>S  
 New Jag 230 P, 100 S  
 Total 498 P + 250 S + 90 = 838

2) 55 new Jag offers this wk.  
 30 & 15 day orders, some of them.

3) Interns - 100 already hired by Df. available.  
 C.B. - ok, but - A) Late comers must replace mly already on bd.  
 B) 2 interns for 1 mly atty.  
 C) Max of 150 mly attys can be replaced by interns (300).  
 mly attys needed.

4) Eff on 5/5/M 268 P = \_\_\_\_\_ deficit atty days.  
 +  
 Eff on 5/19/M 230 P = \_\_\_\_\_ deficit atty days.  
 based on 200 P 4/15 + 200 P 5/5.

Orig est. based on 15T cases estimated.  
 Applicas = 19,436.

\_\_\_\_\_ mly attys came late

5) Old EOB offers.



Old EOB ofc.

1) Summaries  
150 now in mail.

150 more today.

400-500 by end of wk.

P	S
400	200
<u>268</u>	
132	

2) Old Jap. 41 Prof.

3) ~~230 P~~ 230 P, 100 S  
~~492~~

Total ~~492~~ P, 250 S + 90 = ~~740~~  
498 P, 74 S, 748 = 838

a) Shippage

b) (+) from 15T to 19T cases.

4) Absorption.

8 teams + qual. control,  
20/teams.

5) New Bd Orientation 5/5/M

6) 4 Conf Rms - + 2 later.

\* 7) 55 new Jap offers this wk.  
30 day orders  
15 day orders.

Must Keep large #.

\* 200 more authorized.

\* 8) 100 interns - def. already hired, prior only sew. - not as attys  
40 by 5/20.

9) Reservists Navy - 20  
Marines - 20

10) Max of 150 mby attys can be replaced by interns.

~~2680~~

2680 - 1<sup>st</sup> tap by 4/15  
100 down 4/28/M

400 P - 5/5

4 wks shippage.

1) 15T to 18T

2) shippage.

3) mly attys lto.

Deficit days - 5/5/M	-	2680	-
		+	
Deficit days - 5/19/M	-	230 P	
		<hr/>	
		4980	

Can give up no more than 150 mly attys for  
Interns.

Rec'd about  
11a.m. 4/21/75



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

APR 15 1975

MEMORANDUM FOR SENATOR CHARLES E. GOODELL

Subject: PCB Expansion

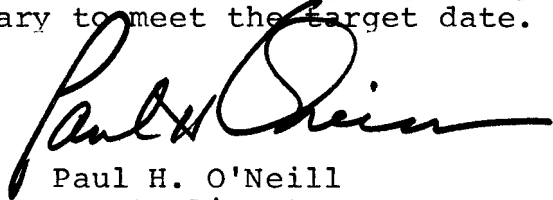
Thank you for your status report of April 11, concerning PCB expansion and areas where you feel need attention.

OMB has made repeated calls to all agencies to insure that they meet the PCB personnel requests. As a result, 21 of the 22 agencies, including FEA, NLRB, Interior, have indicated that they will complete these requirements by the end of this week. We have been informed that Larry Baskir is negotiating an understanding with DoD that will appreciably alter their commitment. I also understand your staff is negotiating alteration of personnel plans with other agencies.

As you know, my memo to the agencies was based on a total detailee staff of 458. I am not prepared to increase that request now for a number of reasons. First, I believe that training and organizing 458 people into an efficient organization at one time is about at the outer limits of feasibility given the compressed time frame in which these detailees must be absorbed. Secondly, I think personnel requirements should be matched against a detailed case production plan described in terms of case and time targets. Thirdly, it is imperative that the staff seek improvements in productivity in the entire work process. Simply adding more personnel creates serious management problems given the short anticipated lifetime of the PCB and threatens serious impacts on the missions of Federal agencies who must loan the staff. I believe that any increase in the total detailees requested must await evidence that the 450 detailees have been successfully absorbed, that productivity improvements have been exhausted and that a staff this size cannot do the job by September 15.

I understand that the Clemency Board is now moving into 1206 New Hampshire Avenue and that GSA has also made 1325 K Street available for overflow activities as necessary. GSA continues to state that 2033 M Street will be available on or about the 4th of May for your planning purposes.

We stand ready to assist your staff in designing the productivity improvements necessary to meet the target date.



Paul H. O'Neill  
Deputy Director

Charlie:  
Rich told me last night  
that your number count  
indicates you have received  
only 100 new people. I have  
asked Vince to personally call  
all 22 agencies today to get  
their delivery figures.



PRESIDENTIAL CLEMENCY BOARD

THE WHITE HOUSE

WASHINGTON, D.C. 20500

April 11, 1975

MEMORANDUM FOR: Paul O'Neill  
FROM: Charles E. Goodell *CA*  
RE: PCB Expansion

Attached you will find the Board's latest status report on the expansion effort. As you can see, there are two soft spots which need your attention.

First, we have received as of today, a total of 69 new attorneys and 32 support as against our immediate goal, due next Tuesday, of 265 attorneys and 104 support. As I mentioned today, any delay in meeting our staffing goal translates into a requirement for that much more personnel to make up the slack. [By the same token, any delay in requesting and receiving personnel to our ultimate 600 figure, will also force an increase in that requirement.

The attached sheet describes the breakdown of agencies and their responses thus far. In addition to DoD, you might want to call Interior, FEA, and NLRB, which have not responded at all.

Second, we understand that VA and GSA can not advance the vacancy of 2033 M Street before May 4. Every effort should be made to speed our occupancy before that date so that lack of space does not affect our utilizing our new personnel.





EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

April 17, 1975

MEMORANDUM FOR CHARLES E. GOODELL

Subject: Status Report on Personnel for the Clemency Board

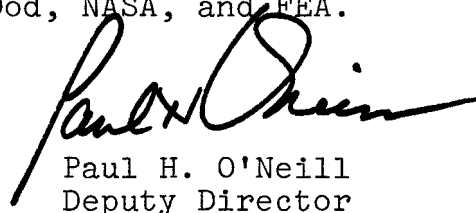
As you know, OMB has made repeated calls to all agencies to insure they meet the PCB personnel request. Attached for your information is a summary of what each of the agencies have indicated they have provided to the PCB as of COB April 17, 1975.

Our analysis of agency records indicate 268 people on board, plus 19 slots provided by four agencies as indicated, for a total obligation of 287.

We have been informed by DoD, NASA, and FEA, that they are negotiating with your top staff to reduce or change personnel plans previously agreed to. I understand that these agencies are awaiting guidance from the CB staff before they proceed further. These negotiations total another 64 detailees.

We will continue to call those agencies which CB staff indicate are delinquent.

I would appreciate knowing what the outcome of CB staff negotiations are with Dod, NASA, and FEA.

  
Paul H. O'Neill  
Deputy Director

Attachment

Detailees to Clemency Board as Indicated  
by Agency Records as of 4/17/75

Agency	<u>Total Requested</u>			<u>On Board</u>			<u>Slots</u>		<u>Owe</u>			<u>Comments</u>
	P	NP	T	P	NP	T	T	P	NP	T		
DOJ	25	12	37	21	11	32			4	1	5	Completed by 4/18/75
DoD	75	31	106	21	14	35			54	17	71	Negotiated with CB staff Baskir
USDA	15	8	23	5	5	10	11		0	2	2	Completed by 4/18/75
DOC	9	6	15	9	6	15			0	0	0	Completed
HEW	15	7	22	15	7	22			0	0	0	Completed
HUD	10	5	15	7	5	12	3		0	0	0	Completed
DOL	10	5	15	6	2	8	1		3	3	6	Completed by 4/22/75
State	10	5	15	6	5	11			4	0	4	Completed by 4/22/75
DOI	10	6	16	0	6	6			10	0	10	Completed by 4/23/75
DOT	9	6	15	9	2	11	4		0	0	0	Completed
Treasury	20	10	30	20	10	30			0	0	0	Completed
EPA	10	5	15	2	2	4			8	3	11	Completed by 4/22/75
FEA	10	7	17	1	7	8			9	0	9	Negotiated with CB staff Knisely
VA	15	7	22	16	7	23			0	0	0	Completed
NASA	10	5	15	1	2	3			9	3	12	Negotiated with CB staff Knisely
SBA	5	2	7	5	2	7			0	0	0	Completed
GSA	9	6	15	1	5	6			8	1	9	Problem
EEOC	10	5	15	1	0	1			9	5	14	Promised 6 pro. & 3 clerical - Problem
NLRB	10	5	15	4	3	7			6	2	8	Completed by 4/22/75
FHLBB	5	2	7	5	1	6			0	1	1	Completed by 4/18/75
ACTION	5	2	7	1	0	1			4	1	5	Completed by 4/22/75
CSC	6	1	7	3	0	3			3	1	4	Problem
Sel. Service	5	2	7	5	2	7			0	0	0	Completed
<b>TOTAL</b>	<b>308</b>	<b>150</b>	<b>458</b>	<b>164</b>	<b>104</b>	<b>268</b>	<b>19</b>		<b>131</b>	<b>40</b>	<b>171</b>	

Summary: Total 268 on board + 19 committed slots = 287.

\*Of the 171 "owed", 64 are under negotiation.

f/2 M. O'Neil

150 profs

107 support

Jan 268 profs.

100 support.

105 profs

70.

Mrs. Olson



CHART 2

AGENCY	O'NEILL TAP	ON BOARD 4/17/75	DEFICIT (4/18/75)	
			PERSON-DAYS	PERSONNEL
DOJ	15/6	13/5	111/43	2/1
ARMY	23/10	1/0	278/125	5/2
NAVY	18/7	3/4	221/78	4/1
MARINES	11/3	2/3	140/28	2/0
AIR FORCE	13/4	6/0	126/50	2/1
USDA	15/6	4/3	128/15	2/1
DOC	10/4	8/3	41/25	1/0
HUD	7/3	4/2	69/14	1/0
HEW	13/3	5/0	97/35	2/1
DOL	8/5	4/1	49/36	1/1
STATE	9/3	1/2	85/23	1/0
DOI	10/0	0/1	100/-10	2/0
DOT	3/4	3/0	60/60	1/1
TREASURY	20/8	20/7* *	33/29	1/0
FEA	9/0	1/0	88/0	1/0
EPA	10/4	2/1	82/43	1/1
VA	12/7	13/7	8/5	0/0
NASA	10/5	1/3	97/29	2/0
SBA	5/2	3/1	26/10	0/0
GSA	9/5	1/4*	82/15	1/0
EEOC	10/5	1/0	85/50	1/1
NLRB	10/5	4/3	88/41	1/1
FHLBB	5/2	4/1	24/14	0/0
ACTION	4/2	0/0	20/20	0/0
CSC	3/1	0/0	45/15	1/0
SSS	3/0	2/0	15/0	0/0
<i>Records</i> *Research Center	0/1		2208/803	35/12

\* \* includes IRS



CHART 1

COB 4-18-75

<u>AGENCY</u>	<u>TOTAL</u>	<u>ON BOARD 3/27/75</u>	<u>TAPPING REQUIREMENT</u>	<u>NEW ARRIVALS</u>	<u>OWED</u>	<u>PROMISE SPACE</u>
DOJ	25/12	10/6	15/6	13/5	2/1	
DOD	76/32	11/8	65/24	11/7	55/13	
Immediate	( 1/1 )	( 1/1 )	( 0/0 )			
Army	(28/12)	( 5/2 )	(23/10)	( 0/0 )	(23/10)	
Navy	(20/8 )	( 2/1 )	(18/7 )	( 3/4 )	(15/3 )	
USMC	(12/5 )	( 1/2 )	(11/3 )	( 2/3 )	(9/0 )	
USAF	(15/6 )	( 2/2 )	(13/4 )	( 6/0 )	(7/0 )	
USDA	15/8	0/2	15/6	4/3	1/3	10
COMMERCE	10/5	0/2	10/4	8/4	2/0	
HUD	10/5	3/2	7/3	4/2	0/1	3
HEW	15/7	3/2	12/4	7/0	5/5	
DOL	10/5	2/0	8/5	4/1	4/3	0/1
STATE	10/5	1/2	9/3	1/2	8/1	
INTERIOR	10/6	0/6	10/0	0/0	10/0	
DOT	9/6	6/2	3/4	2/0	0/4	2/0
TREASURY	20/10	0/2	20/8	20/7	0/1	
EPA	10/5	0/1	10/4	2/1	8/3	
FEA	10/7	1/7	9/0	1/0	8/0	
VA	15/7	3/0	12/7	13/7	0	
NASA	10/5	0/0	10/5	1/3	9/2	
SBA	5/2	0/0	5/2	3/1	2/1	
GSA	9/6	0/1	9/5	1/4	8/1	
EEOC	10/5	0/0	10/5	1/0	9/5	
NLRB	10/5	0/0	10/5	4/3	6/2	
FHLBB	5/2	0/0	5/2	4/1	1/1	
ACTION	5/2	1/0	4/2	0/0	4/2	
CSC	6/1	0/0	6/1	0/0	6/1	
SSS	5/2	2/1	3/1	2/0	1/1	
	<u>310/150</u>	<u>43/43</u>	<u>268/106</u>	<u>102/51</u>	<u>148/51</u>	
	460	86	374	157	199	16



THE WHITE HOUSE  
WASHINGTON

Appointments for Saturday, April 19th:

10:00 a.m. - Paul O'Neill  
Room 252 E. O. B.  
(Extension 4742)

~~11:00 Annette Ford~~

<u>Atlys</u>		<u>Support</u>
16	1 <sup>st</sup> wk	4
60	2 <sup>nd</sup> wk	30
36	3 <sup>rd</sup> wk	39
<hr/>		<hr/>
112		73

80 instead of 50 3 who later,



OUR CURRENT personnel requirements  
 ARE DERIVED FROM THE ASSUMPTIONS  
 AND CALCULATIONS WHICH FOLLOW:

- A. 19,000 TOTAL APPLICATIONS
- B. 1,000 COMPLETED BY 09 MAY 75
- C. 18,000 TO BE COMPLETED BY 01 AUG 75
- D. ALL STAFF ON BOARD BY 25 APR 75
- E. ALL STAFF AT SPEED BY 09 MAY 75
- F. AT SPEED, ONE CASE PER DAY PER ACTION ATTORNEY
- G. THEREFORE 20 CASES PER MONTH PER ACTION ATTORNEY
- H. THEREFORE, 55 CASES PER ATTORNEY BETWEEN 09 MAY 75 & 01 AUG 75
- I.  $18,000 \div 55 = 327$  ACTION ATTORNEYS
- J. ADD 10% MIDDLE MANAGEMENT: 33
- K. ADD 33% of 327 FOR QUALITY CONTROL: 109
- L. TO THE ABOVE 469, ADD 1/3 FOR SUPPORT: 156
- ~~M. TO THE ABOVE 625 ADD SENIOR STAFF~~
- M. ADD ~~40~~ SENIOR STAFF of 40
- N. ADD SENIOR STAFF SUPPORT of ~~40~~ 40
- O. TOTAL: 705 prof. 509 support: 196
- P. ON BOARD 17 APR 75 TOTAL ~~102~~<sup>239</sup> prof. ~~145~~ support: 94
- R. REQUIRED BY COB 25 APR TO AVOID FURTHER SLIPPAGE: TOTAL 466 prof. 364 support: 102

1500  
 17500  
 09 MAY  
 16 MAY  
 06 MAY  
 50  
 350  
 35  
 107  
 502 / 167  
 506 / 172  
 40  
 40  
 708 = 556 / 212  
 09 MAY  
 749 = 542 / 207

785 239 <hr/> 466	509 145 <hr/> 364	196 94 <hr/> 102	86	43/43
			153	102/51
			239	145/94



## PERSONNEL STATUS

- I. OMB has failed to provide the detailees required to complete processing the Clemency Board's caseload by September 15, 1975. The O'Neill tap memo requested a total of 368 detailees (268 professional and 100 support) which were to have arrived by April 15, 1975. Of that number, only an additional 172 have arrived (107 professional and 65 support) as of 18 April, 1975. Thus, OMB's success rate has been 40% for professionals and 65% for support (47% overall).

Chart 1 and its schedules detail by name and tapped agency all personnel on board as of 27 March, 1975, and all personnel who have arrived as of COB, 17 April, 1975. The "owed" column on Chart I credits the tapped agencies with slots which they have offered to, and which have been accepted by, the Clemency Board, even where those slots have yet to be filled. People not listed on either schedule have not reported to the Board, although they may indeed have left their parent agencies.

- II. Each agency was tapped to provide a certain number of man-days, professional and support, so that the Board staff may complete its work by 15 September, 1975. The personnel requirements reflected in the O'Neill memo were based upon the reporting dates specified therein. Since the agencies have not responded on schedule, they must detail additional personnel beyond those requested in the O'Neill memo in order to provide the Board with the man-days required to do the job.

Chart 2 lays out the personnel required of and provided by each agency, and the agencies' resulting personnel deficit in both man-days and personnel, professional and support. The person-day deficit is calculated as of 18 April, 1975, and the personnel deficit is also calculated as of 18 April, 1975. In other words, if all 35 professionals and 12 support staff arrived on 21 April, 1975, the deficit would be eliminated. Since this cannot happen, additional deficit calculations will be needed as the weeks go by. Calculations of personnel deficit are made by dividing the person-day deficit by the sixty working days between 02 May, 1975, and 01 August, 1975, rounding to the nearest person.