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APPENDIX C

G. DATA



APPENDIX G: DATA ON PCB APPLICANT

Data

In order to collect adequate data on the PCB applicants, a sample was constructed of 1481 cases reviewed and disposed of by the Board. The selection process was not completely random, however, since the number of civilians and the types of military discharges were known from a complete survey. Approximately 11.5% of all PCB applicants were civilians and 88.5% were former military personnel. Of the military personnel, 55.9% were discharged as undesirable (UD) (49.5% of all applicants); 42.1% were discharged for bad conduct (BCD) (37.3% of all applicants); and 1.9 were discharged under the dishonorable classification (DD) (1.7% of all PCB applicants .) The sample consisted of 472 civilians cases and 1009 military cases - thus allowing an adequate sample of civilian and making our military data more reliable. However, the military cases could not be accurately controlled to fit the known discharge percentiles since only cases which had been disposed could be used and since random selectivity of the smaller, disposed universe varied in accordance with early applications.

The data was prepared for analysis in the Statistical Package for the Social Sciences program. Because the data collection was performed by a group of people whose specialities were legal and not demographic, we had an error rate of 3.2%.

We had to rely on case summaries for our data. While we could rely on them as accurate reflections of the case files (given our Quality control procedures) this did raise three methodological problems:

(1) Official records's were not always prepared in the same manner, (2) Much of the Data did not come directly from the applicant, but from a third party. (3) the information

included in case summaries was not included for the purpose of statistical analysis, but simply had to be relevant to the Board's Baseline formula and Factors.

Of course, relying on case summaries did have one advantage: Our statistics reflect our Board members views of our applicants. Usually, the case summary was the sole basis for a Board member's knowledge of an applicant. Of course we are also aware of the natural amount of discrepancy in statistical studies. In our own work such statistical difference has occurred, and of this we would like to take due note. We have actually performed two statistical studies: (1) aimed at what is found in case summaries by a group of specially trained observers, and (2) what we found in the case summaries as a Board and recorded in aggravating and mitigating factors. The first study, as already noted, covered 472 civilian and 1009 military cases. The second study covered 13,183 cases, or 87.2% of all the cases we have heard. The statistical differences of some of the directly correlative areas are noted below.

	Civilian		Military	
	Board	Observer	Board	Observer
Creditable Service			84.45%	80.9%
Vietnam Service			26.08%	26.6%
Voluntary Surrender	58.88%	71.3%	37.23%	52.2%
Other Adult Felony	4.04%	4.0%	52.57%	57.6%
Inadequate Education	2.91%	20.9%	31.83%	31.9%

One of the most important differences in these statistics is based on the degree of subjectivity involved. We have reacted differently than the other observers. We would also like to note a difference in the cases used. As the smaller study used cases disposed of before July 10, 1975, it does not reflect trends of cases after that date. Despite apparent differences, we feel confident that the Report adequately reflects the applicants, and of course, the larger

study is more accurate.

In the remainder of this appendix, we list the findings of the smaller survey. The aggravating and mitigating factors are discussed in Chapter _____.

		Civilian	Military
Childhood Residence			
	N	189	328
Urban		58.2%	47.3%
Suburban		10.5%	12.2%
Rural non-farm (small town)		17.5%	32.0%
Rural farm		5.8%	8.2%

Regions of Childhood			
	N	399	789
1 1st Circuit: Maine, New Hampshire, Massachusetts, Puerto Rico, Rhode Island		3.3%	4.0%
2 2nd Circuit: Vermont, Connecticut, New York		6.3%	9.0%
3 3rd Circuit: Pennsylvania, New Jersey, Delaware, Virgin Islands		9.5%	9.2%
4 4th Circuit: Virginia, West Virginia, Maryland, North Carolina, South Carolina		7.0%	11.6%
5 5th Circuit: Georgia, Florida, Alabama, Mississippi, Louisiana, Texas, Canal Zone		10.8%	17.9%
6 6th Circuit: Michigan, Ohio, Kentucky, Tennessee		11.3%	13.6%
7 7th Circuit: Illinois, Indiana, Wisconsin		8.8%	7.1%
8 8th Circuit: Arkansas, Missouri, Iowa, Minnesota, North Dakota, South Dakota, Nebraska		6.3%	8.6%
9 9th Circuit: California, Montana, Idaho, Washington, Oregon, Nevada, Alaska, Hawaii		25.1%	8.7%
10 10th Circuit: Wyoming, Utah, Colorado, Kansas, Oklahoma, New Mexico		5.0%	4.9%
11 11th Circuit: District of Columbia		.3%	1.1%
12 Outside U.S. and Territories		1.3%	2.1%
13 More than one inter-circuit moves before age 18		4.5%	1.5%

Evidence of Family Instability: Most Severe

	N		
		114	326
1 Evidence of child abuse		.9	3.4%
2 Evidence of drug abuse		.9	.3%
3 Evidence of alcoholism		12.3	9.5%
4 Multiple marriages		12.3	16.9%
5 Serious family illness		5.3	11.0
6 Serious family mental illness		5.3	3.1
7 Parental promiscuity		2.6	2.8
8 Lack of harmony		40.4	35.9
9 Other		20.2	17.2

Evidence of Family <u>Instability</u> : Secondary		Civilian	Military
	N	52	124
1	Evidence of child abuse	3.8%	7.0%
2	Evidence of drug abuse	---	2.3%
3	Evidence of alcoholism	13.5	7.0%
4	Multiple marriages	11.5	7.0%
5	Serious family illness	3.8	14.0
6	Serious family mental illness	11.5	4.7
7	Parental promiscuity	1.9	0.8
8	Lack of family harmony	25.0	35.7
9	Other	28.8	21.7
Evidence of economic instability			
	N	130	245
1	Low income	23.1%	33.1%
2	Itinerent residence patterns	5.4%	6.1%
3	Intermittent employment	1.5%	2.0%
4	Low income and intermittent employment	1.5%	5.3%
5	Low income and itinerent residence pattern	1.5%	8%
6	Itinerent residence pattern and intermittent employment	1.5%	1.2%
7	All elements noted (itinerancy, intermittant, employ, low income)	.8%	.8%
8	Other evidence of economo-instability	6.9%	25.3%
9	Evidence of economic stability	57.7%	25.3%
Number of Siblings			
	N	428	897
	None	10.6%	13.1%
	One	15.9%	11.1%
	Two	22.0%	15.8%
	Three	21.7%	16.4%
	Four	11.4%	13.0%
	Five	6.5%	12.9%
	Six or More	12.2%	17.1%

Year of First Qualifying Offense	Civilian	Military
N	126	631
1964	—	3.0%
1965	.8%	4.3%
1966	1.6%	5.9%
1967	3.1%	7.1%
1968	2.3%	11.9%
1969	19.5%	16.2%
1970	21.9%	17.9%
1971	22.7%	16.5%
1972	19.5%	12.5%
1973	6.3%	3.0%
1974	.8%	—

Year of Last Qualifying Offense	Civilian	Military
N	455	995
1963	.2%	—
1964	—	.8%
1965	1.1%	2.2%
1966	1.8%	3.5%
1967	1.3%	6.9%
1968	5.5%	7.5%
1969	12.7%	15.0%
1970	24.3%	16.8%
1971	27.9%	19.2%
1972	17.5%	16.0%
1973	5.9%	9.1%
1974	1.3%	2.1%

	<u>Civilian</u>	<u>Military</u>
Total Months Incarcerate for Qualifying Offense		
N	472	1009
0	66.5%	50.9%
1-3 month	4.2%	18.1%
4-6 month	11.0%	21.4%
7-9 month	3.0%	5.1%
10-12 month	2.3%	2.7%
Over 1 year	12.7%	1.5%

Months of Creditable Service

N	N/A	1001
1-3		6.0%
4-6		13.1%
7-9		12.6%
10-12		9.2%
13-15		8.7%
15-18		6.6%
19-21		6.8%
22-24		7.6%
25-27		5.0%
28-30		5.1%
31-33		3.4%
34-36		2.9%
Over 3 years		11.9%

Most Severe Sentence Type for Qualifying Offense	Civilian	Military
N	441	455
Incarceration	37.0%	97.4%
Probation - Alternative Service	44.8%	.2%
Probation - Fines or Forfeitures	4.1%	.7%
Probation Only	6.2%	.7%
Incarceration Suspended in Lieu Of Probation	7.5%	1.0%
Appeals Of Conviction		
N	472	1009
None	93.2%	77.6%
Federal Court Appeals	6.8%	.27%
Courts-Martial Appeal	--	
Appeal of Discharge	--	.8%
Type of Civilian Qualifying Offense		
N	464	N/A
Failure to Register	2.6%	--
Failure to Inform of Charge	9.7%	--
Failure to Report for Physical	3.7%	--
Failure to Report for Induction	32.1%	--
Failure to Submit for Induction	31.7%	--
Failure to Perform A/S	13.4%	--
Combination Including Induction	6.5%	--
Combination Not Including Induction	.4%	--

Circuit of Conviction

Civilian

Military

N	Civilian	Military
	45%	N/A
1st Circuit	2.6%	-
2nd Circuit	5.9%	-
3rd Circuit	8.9%	-
4th Circuit	7.0%	-
5th Circuit	11.8%	-
6th Circuit	12.9%	-
7th Circuit	7.6%	-
8th Circuit	6.5%	-
9th Circuit	30.9%	-
10th Circuit	5.9%	-
11th Circuit	--	-

Age at Enlistment or Induction

N	Civilian	Military
	N/A	1006
15	-	.1%
16	-	.5%
17	-	30.8%
18	-	25.7%
19	-	21.2%
20	-	12.1%
21	-	4.1%
22	-	1.9%
23	-	1.3%
24 or older	-	2.4%

Military Intake

Civilian

Military

N	N/A	
Drafted	-	15.6%
Enlisted for 2 years	-	11.1%
Enlisted for 3 or more years	-	46.0%
Reenlisted	-	7.2%
Judicially Induced Enlistment	-	.4%
Enlistment Length Unknown	-	19.7%

Hardship Reassignment Requested

N	N/A	100 %
Temporary deferral from active duty, granted	-	.2%
Temporary deferral from active duty, denied	-	.1%
Compassionate leave, granted	-	.7%
Compassionate leave, denied	-	1.4%
Compassionate reassignment, granted	-	.6%
Compassionate reassignment, denied	-	1.6%
Hardship discharge, denied	-	5.6%
None noted	-	89.8%

Vietnam Experience

N	N/A	100%
Volunteer, partial tour ending in injury	-	.5%
Volunteer, partial tour ending in AWOL	-	1.1%
Volunteer, partial tour ending other reasons	-	1.1%
Voluntary full tour	-	6.3%
Non-volunteer, partial tour ending in injury	-	1.0%
Non-volunteer, partial tour ending for other reasons	-	1.3%
Non-volunteer, partial tour ending for other reasons	-	2.3%
Non-volunteer, full tour	-	10.0%
More than one tour	-	3.0%
No tours	-	73.4%

Type of Military Qualifying Offense

	N		
AWOL		N/A	990
Desertion		-	89.9%
Missing Movement		-	2.7%
AWOL and Desertion		-	.2%
AWOL and Missing Movement		-	6.2%
Desertion and Missing Movement		-	.7%
		-	.3%
Number of Unpunished AWOLs, etc.		N/A	Mean = 1.6
Number of NJPs for AWOL, etc.		N/A	Mean = 1.9
Number of SCMs for AWOL, etc.		N/A	Mean = 1.2
Number of SPCMs for AWOL, etc.		N/A	Mean = 1.4
Number of GCMS for AWOL, etc.		N/A	Mean = 1.008

		<u>Civilian</u>	<u>Military</u>
Circumstances of Last/Discharge Military Offense		N/A	
	N		823
Left from Basic Training		-	6.9%
Left from advanced infantry training		-	10.1%
Left from stateside duty, not after Vietnam Service		-	51.9%
Left from stateside duty, after Vietnam Service		-	24.1%
Failed to return to Vietnam from R&R or other leave		-	1.3%
Left from non-combat area of Vietnam		-	2.2%
Left from combat area of Vietnam		-	1.2%
Left from actual combat		-	2.3%

Criminal Intake of Last Qualifying Offense

	N	230	700
Surrendered		71.3%	700 52.2%
Apprehended		28.7%	52.2% - 47.8%

	Civilian	Military
Place While AWOL or Otherwise at Large		
N	181	397
Immediate return to authorities	6.6%	2.5%
Hometown, not in hiding	63.0%	73.0%
Elsewhere in US, with family	2.2%	8.1%
Elsewhere in US, not with family, not in hiding	14.4%	5.3%
Elsewhere in US, in hiding (e.g., under assumed name)	2.2%	1.0%
In Canada	6.6%	2.0%
In the foreign country of military assignment	-	6.0%
In another foreign country	5.0%	2.0%
Activities While AWOL or otherwise at Large		
N	112	284
Employed, full-time, white collar	23.2%	2.3%
Employed, full-time, skilled blue collar	20.5%	32.1%
Employed, full-time, unskilled	24.1%	47.0%
Employed, part-time, white collar	-	-
Employed, part-time, skilled blue collar	1.8%	.9%
Employed, part-time, unskilled	7.1%	3.7%
Employed intermittently	14.3%	5.1%
Unemployed	7.1%	7.9%
Other	1.8%	.9%

Secondary Reasons for Offense

N	Civilian 204	Military 649
Religious objection to all war	6.9	.3%
Ethical or moral objection to all war (non-religious).	18.1	.8
Specific political moral or ethical objection to the war in Vietnam (not religious)	14.2	1.1
Avoid going to Vietnam	2.5	1.2
Avoid going to overseas replacement station, not in Vietnam and not known to be Europe	-	.2
Went AWOL from Vietnam	-	.5
Failed to return to Vietnam from leave or R&R	-	.3
Post combat psychological problems complained of.	-	1.1
Did not like service	1.0	6.2
Other, articulated or unarticulated opposition to war	5.4	.3
Hindrance of CO application or failure to provide proper assistance	2.9	.3
Denial of CO application	3.2	.3
Hindrance of request for hardship discharge or compassionate reassignment.	-	2.0
Denial of hardship discharge or compassionate reassignment.	-	1.2
Improper recruitment into armed forces--enlistment in lieu of sentence by criminal authorities.	-	.2
AFQT Category IV.--Project 100,000	-	4.0
Breach of assignment preference or occupational choice.	.6	2.0
Denial of request for leave.	.5	1.7
Improper orders: Told to go home and wait orders; lost soldier.	-	.3
Other Procedural Unfairness	4.4	6.6
Drug or alcohol problems/dependence	1.6	2.3
Personal medical problem;	1.5	5.2
Personal, emotional or psychological problem	3.9	8.9
Marital problem	1.0	3.7
Family Medical problem	2.5	8.3
Family emotional or psychological problem	.5	5.2
Family problems with the law	.5	.6
Family financial problem	2.0	15.1
Other personal or family problems	6.9	10.3
Civilain convictions	2.0	.3
Avoidance of punishment for other actions	-	.8
Boredom, lack of satisfaction, sense of uselessness,	-	1.4
Went AWOL cause he wanted to go to Nam and they couldn't let him go	-	.3
Personal Problem w/law-not convictions	-	-
Selfish reasons	5.4	4.5
Immaturity	2.9	2.3

Primary Reasons for OffenceCivilianMilitary

N

431

926

Religious objection to all war	34.1%	.4%
Ethical or moral objection to all war (non-religious)	23.2%	1.0%
Specific political moral or ethical objection to the war in Vietnam (not religious)	14.9%	2.5%
Avoid going to Vietnam	.7%	1.1%
Avoid going to overseas replacement station, not in Vietnam and not known to be Europe	-	.1%
Went AWOL from Vietnam	-	.5%
Failed to return to Vietnam from leave or R&R	-	.2%
Post combat psychological problems complained of.	-	1.8%
Did not like service	.5%	9.7%
Other, articulated or unarticulated opposition to war	2.8%	.5%
Hindrance of CO application or failure to provide proper assistance.	-	-
Denial of CO application.	3.2%	.2%
Hindrance of request for hardship discharge or compassionate reassignment	-	.2%
Denial of hardship discharge or compassionate reassignment.	.2%	1.7%
Improper recruitment into armed forces--enlistment in lieu of sentence by criminal authorities.	-	.4%
AFQT Category IV.--Project 100,000	-	2.3%
Breach of assignment preference or occupational choice.	.2%	2.6%
Denial of request for leave.	-	1.1%
Improper orders: Told to go home and wait orders; lost soldier	-	.3%
Other procedural Unfairness	2.3%	4.6%
Drug or alcohol problems/dependency	.9%	4.9%
Personal medical problem;	1.9%	3.6%
Marital problem	.2%	8.4%
Family Medical problem	1.9%	11.1%
Family emotional or psychological problem	1.2%	2.6%
Family problems with the law	-	.1%
Family financial problem	1.6%	12.5%
Other personal or family problems	2.1%	6.4%
Civilian convictions	-	.3%
Avoidance of punishment for other actions	-	1.0%
Boredom, lack of satisfaction, sense of uselessness	.2%	1.7%
Went AWOL cause he wanted to go to Nam and they wouldn't let him go	-	.6%
Personal Problem 2/law-not convictions	.7%	.1%
Selfish reasons	4.9%	4.3%
Immaturity	.7%	4.3%

	Civilian	Military
Last known family status (applicant's family)		
N	372	768
Single, no dependents	46.2%	38.4%
Single, dependents	2.7%	2.3%
Widowed no dependents	-	.1%
Seperated, no dependents	.5%	.8%
Divorced, or seperated, dependents	2.7%	3.4%
Married, no dependents other than spouse	23.7%	15.2
Married, dependents other than spouse.	21.0%	38.4%
Employment Activities at Time of Application		
N	360	316
Employed, full-time, white collar	26.1%	6.6%
Employed, full-time, skilled blue collar	16.9%	22.2%
Employed, full-time, unskilled	21.1%	17.4%
Employed, part-time, white collar	.4%	-
Employed, part-time, skilled blue collar	1.1%	.6%
Employed, part-time, unskilled	2.5%	.6%
Employed intermittently	2.9%	1.6%
Unemployed	2.1%	11.1%
In trade school	.4%	.3%
In college	7.5%	2.5%
In graduate school	1.8%	.3%
In trade school, employed part-time	-	.6%
In college, employed full-time	.7%	-
In graduate school, employed, part-time	2.1%	.3%
Incarcerated, awaiting trial	.4%	.3%
Incarcerated, past conviction	3.6%	22.8%
Incarcerated, for qualifying offense (furloughed by Executive Order)	7.5%	11.4%
Mental or Physical Problems		
N	472	1009
None Noted	86.7%	71.9%
Physical Problems, No Disability	2.5%	4.0%
Physical Problem, With Disability	1.9%	2.9%
Psychological Problems pertaining to Reaction to Authority	.8%	5.0%
Other Psychological Problems	5.7%	10.3%
Problems with drugs	1.7%	5.0%
Problems with alcohol	.6%	1.0%
Existence and Origin of Medical Problem		
N	472	1009
None	93.4%	84.5%
Congenital	1.3%	2.1%
Pre-Military/Draft	4.7%	3.7%
Emanating from draft or military situation	-	2.9%
Possibly emanating from Vietnam experience	-	.6%
Definitely emanating from Vietnam experience	-	3.1%
Post-military/draft	-	.6%
Origin Unknown	.6%	2.6%

	Civilian	Military
Existence and Origin of Psychological Problems		
N	472	1009
None	90.5%	78.9%
Congenital	1.9%	2.1%
Pre-Military/Draft	5.9%	5.4%
Emanating from draft or military situation	1.1%	7.0%
Possibly emanating from Vietnam experience	-	1.7%
Definitely emanating from Vietnam experience	-	3.2%
Post-military/draft	-	.3%
Origin Unknown	.6%	1.5%
Existence and Origin of Family Problems		
N	472	1009
None	86.9%	60.2%
Congenital	.4%	4.9%
Pre-Military/Draft	7.2%	12.1%
Emanating from draft or military situation	4.2%	15.8%
Possibly emanating from Vietnam experience	-	.4%
Definitely emanating from Vietnam experience	-	.1%
Post-Military/draft	.2%	1.4%
Origin Unknown	1.1%	5.3%
Existence and Origin of Problem with the Law		
N	472	1009
None	71.8%	75.8%
Pre-Military/Draft	5.3%	.7%
Emanating from draft or military situation	21.8%	19.0%
Possibly emanating from Vietnam experience	-	.6%
Definitely emanating from Vietnam experience	-	1.4%
Post-military/draft	-	1.7%
Origin Unknown	1.0%	.7%
Existence and Origin of Financial/Employment Problems		
N	472	1009
None	93.5%	81.0%
Congenital	.2%	1.2%
Pre-Military/Draft	1.3%	3.9%
Emanating from draft or military situation	4.2%	10.4%
Possibly emanating from Vietnam experience	-	.3%
Definitely emanating from Vietnam experience	-	.2%
Post-military/draft	.2%	.7%
Origin Unknown	.4%	2.4%

5

APPENDIX II

H. MANAGEMENT



APPENDIX H- MANAGEMENT TOOLS

1. Pipeline Analysis

One of the most useful of the many tools developed by the management analysis staff, this one in particular at the instigation of an OMB study team, was the production "pipeline analysis." The "Pipeline" was designed to monitor the entire workload and case flow throughout the organization, based on a simple bean-in-the-bin methodology.

The pipeline analysis literally did no more than count the number of cases in each significant stage of the process at the time the pipeline "snapshot" occurred. A form listing the 20-25 most important (and discrete) steps in the case process, from receipt of an application to hearing or rehearing by the Board, was handed out at a fixed time to every person in the organization that might conceivably handle a case or a case file. At a fixed time shortly thereafter, each person would stop work and count the case files then in his (her) physical possession. While clarifying modifications occurred over time, the principal remained the physical accounting of cases.

Results of the snapshot were then put together with data gathered from other intermediate steps in the organization--gross totals from the application section, files processing, docketing and distribution, and post-Board operations, to form an audit of the organization.

Initially, some 600 cases were "lost" or otherwise unaccounted for. As time went by and the pipeline became more sophisticated, fewer cases turned up in the missing category. Those that did were assumed to resemble the bankers "float".

That is, some cases were inevitably uncounted because they were between stages. A number of cases were also assumed to be "lost" in the sense that no one had possession of them. Figure 1 is a copy of the "snapshot" form used to derive the bulk of the data. Figure 2 below shows a typical pipeline analysis for the week ending August 4 ; alphabetic characters in the boxes correspond to lines in the "snapshot (Figure 1), and form the general equations used to derive the pipeline analysis.

Data from the pipeline analysis were used to spot actual and anticipate potential backlogs, plan Board sessions (based on the number of cases that could be expected to come to fruition in time for a Board meeting), and to determine the need for short term resource reallocation. Of all of the tools developed, this proved to be one of the most useful in the critical May-July operations of the PCB. It is also the management tool that may have the most limited applicability in a standard government unit. Where there is clearly a productiontype operation, however, the pipeline analysis could easily be utilized. It was both our most difficult and useful management tool.

FIGURE 2 - SNAPSHOT FORM

4 Aug

Name: _____
 Title: _____
 Office: _____
 City: _____
 State: _____
 Zip: _____

	AA/ATL/TL/QC/Other											ATL/TL			Secretaries			QC		PM/SL		Xerox					
	Cases Assigned but not Started	Cases Partially written, or Awaiting More Info.	Draft Not Yet To ATL or QC	Draft from ATL or QC but Not In Final Type	Final Typed, But Not Sent To Xerox	Cases sent to D/D Or Docketed, Awaiting Presentation	Presented Cases Held Because of Tabling	Presented Cases Held Because of Full Board Ref.	Presented Cases Held Because of Atty. Flawing	Case Referred as Juris. Memo.	Cases Referred as Ineligible	Presented Cases, Ready For Delivery to File Room	Cases Received by TL/ATL, But Not Assigned to AA.	Drafts From AA Awaiting Clearance by ATL	Draft Cleared by ATL, to Be Delivered to AA or QC	Cases held for Typing	Cases Held for Xeroxing	Final Typed, Awaiting Distribution (To AA/ATL)	Draft Awaiting Review By QC	QC, Awaiting Review by QC Team Leader	Case Approved By QC, Ready For Delivery To AA	Post Audit Review	Awaiting Xeroxing	Xerox Completed, Awaiting Distribution	OTHERS		
Tm # 1	136	116	8	15	25	226	7	82	16	9	29	16	2	5	2	19	38	11									
Tm # 2	129	27	9	29	33	94	6	33	3	10	13	21		11	3	12	4	7								5	
Tm # 3	138	55	7	30	3	183	9	65	6	2		63		12		16	20	13								3	
Tm # 4	180	71	25	11	20	186	10	42	24	10	2	17	1	55		12											
Tm # 5	157	58	14	37	8	103	5	30	9	2		3		2		82	9	2								12	
Tm # 6	86	44	14	6	17	83	4	27	24	7	4	50		10		24										12	
Q.C. Team	18	5	1	5	1			3		2	1							121		10							
Tm # 7	143	101	8	9	57	123	30	47	19	5	12	18	16													3	
Xerox Rooms																										29	117
Tm # 8	68	75	16	36	7	188	12	40	15	27		60				2	1	2									
Post-audit Review and Juris. Review	6			1	4	4		4		161	1805															20	13
VARIABLES	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y		
	1061	552	102	179	171	1190	83	373	116	235	1866	248	19	95	5	167	72	33	123	0	10	20	29	117	48		

Notes: List cases only if they fall into one of these categories: 6176 119 772 133 25 146 113

CASES IN PCB PIPELINE AS OF

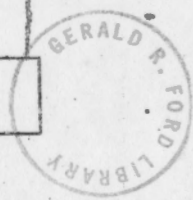
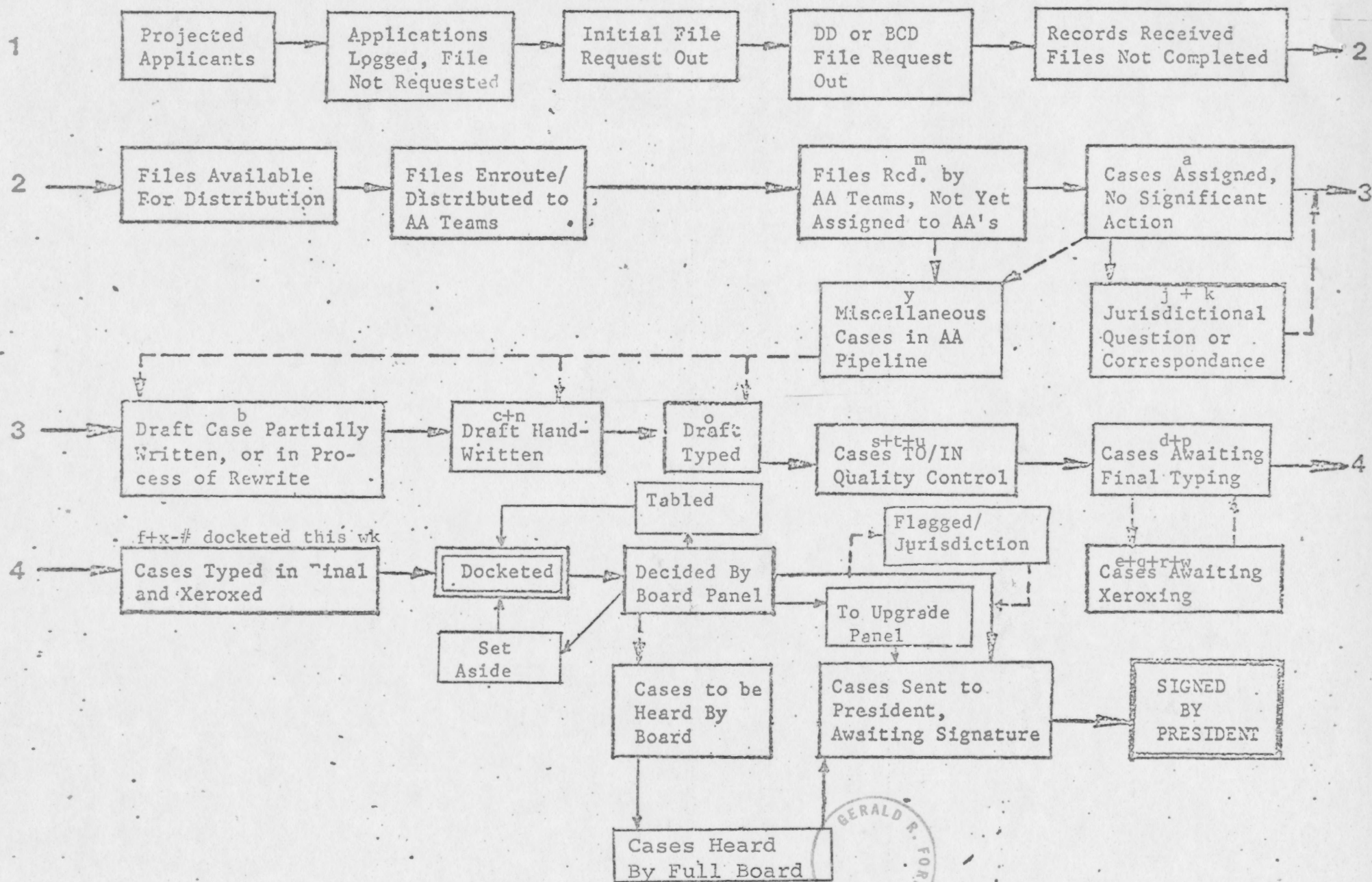
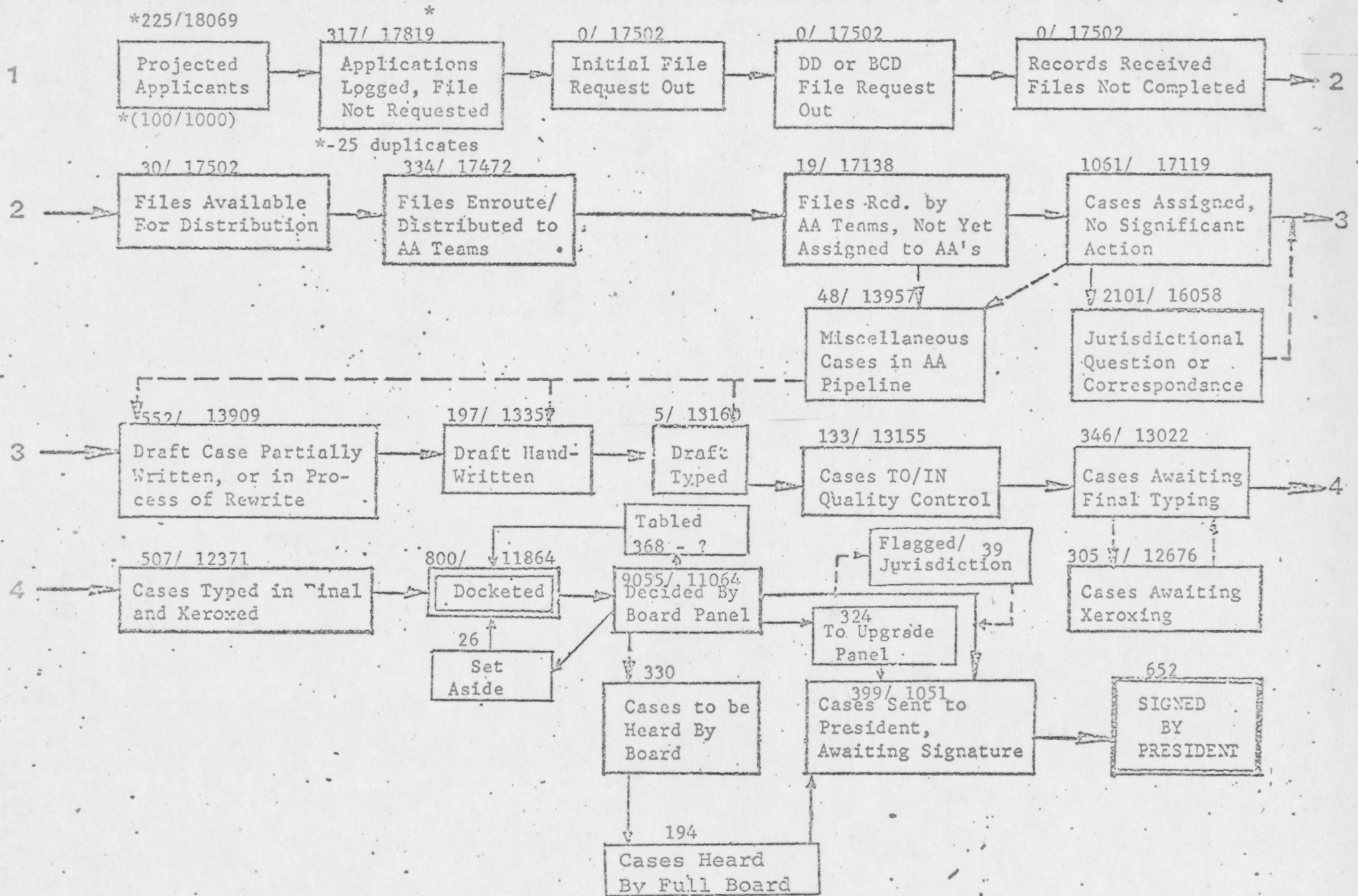


FIGURE 23 - PIPELINE

CASES IN PCB PIPELINE AS OF 4 AUG 75



2. Productivity Analysis

Productivity analysis was one of the earliest devised methods of gauging performance of and the probable success of the venture, as measured by our progress towards goals. The management team measured, at the lowest level, individual performance as a function of the number of cases sent from that segment of the process to the next over a week period of time; individual performance measures were combined by team and by organization to chart performance. Obviously important, an ability to measure progress in line management levels, where performance was so dependent on the leadership characteristics of a disparate group of individuals, was the most critical application of the productivity analysis. The MIS form used for this exercise is attached as figure 3.

Areas of the process both prior to and subsequent to the case attorney areas were not production units in the same sense. From the file processing unit, it was necessary to know the estimated application rate, projection of potential caseload, and the number of case files--essentially the raw materials in the process--that were readied for the attorneys to process. At the other end, it was necessary to know how many cases had been readied for the Board to hear (again raw materials), and how many had been heard or were to be recycled through the *system*; hearing rate, and the number actually removed from the process by forwarding to the President for signature. *were gathered from other areas.* Thus, numbers were supplied at a gross level, and judgements were *made* without close examination at the microlevel.

FIGURE 3 - MANAGEMENT INFORMATION (GENERALIZED) FORM

WEEKLY PROGRESS REPORT - TEAM

(ATTY) (AID) (D/D) CIRCLE ONE

WEEK ENDING July 3rd 1945

Sum. Rept. NAME _____

CASE # (ATTY) (AID) CIRCLE ONE	WEEKLY COM.	WEEKLY PRODUCTION		CUMULATIVE		COMMENTS
		DRAFT	TO CC	DRAFT	TO C.C.	
# A		68	68	1535	1701	
B		27	42	1358	1524	
C		48	69	933	961	
D		91	109	1704	1240	
E		59	78	1190	1269	
F		49	71	1258	1295	
G		82	168	1352	3068	
H		43	95	1640	1662	
TOTALS		494	700	10,970	12,720	

	WEEKLY	CUMULATIVE
TOTAL CASES FROM CC		
TOTAL CASES TO D/D		

COMMENTS _____

Microlevel productivity analysis at the attorney level, produced startling discrepancies between performance of different individuals. Using the projected average learning curve and a standardized production of 8 cases per week, the management team produced a cumulative production curve.

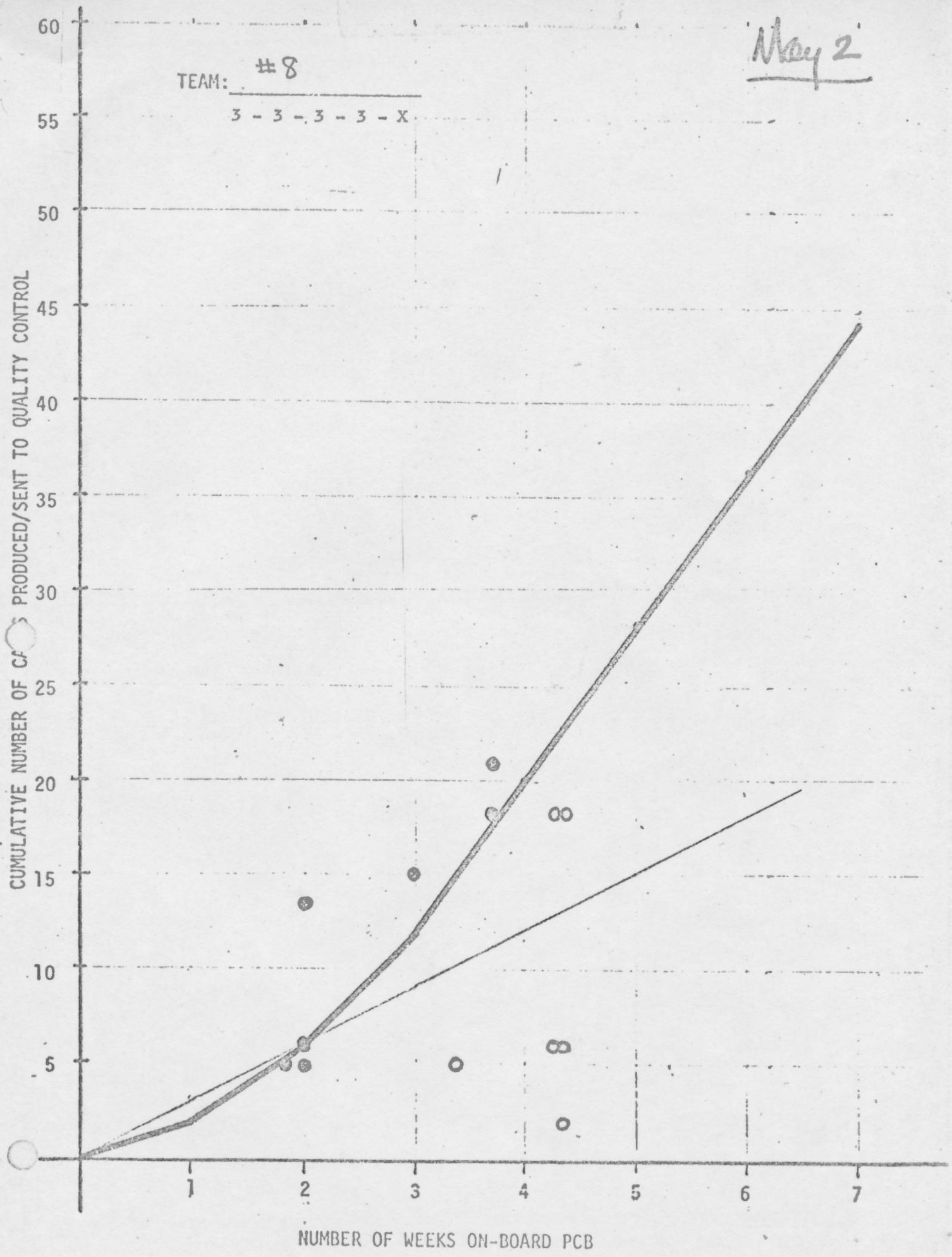
The cumulative production for each action attorney on a team was next plotted against this curve (a was cumulative cases, and the X-axis was number of weeks on board). Since the team members of any given team came on board over a continuous period of time, and not all at once, the plotted cumulative production for each team member should theoretically have formed a learning curve and a standard production curve. (This probably depicted the two more accurately than otherwise might have been had the data have been plotted by week instead of cumulatively, simply because it had the effect of averaging individual performance over time and varying circumstances.) The fact is that the points did follow the learning curve as predicted.

Later, a second curve was plotted that used minimum performance as the baseline (1-2-4-6). Individuals that fell on or below this minimum productivity line were identified and an attempt was made to determine what problems may have led to the low productivity. Those that simply could not or would not perform to those levels were sent back to the home agencies.

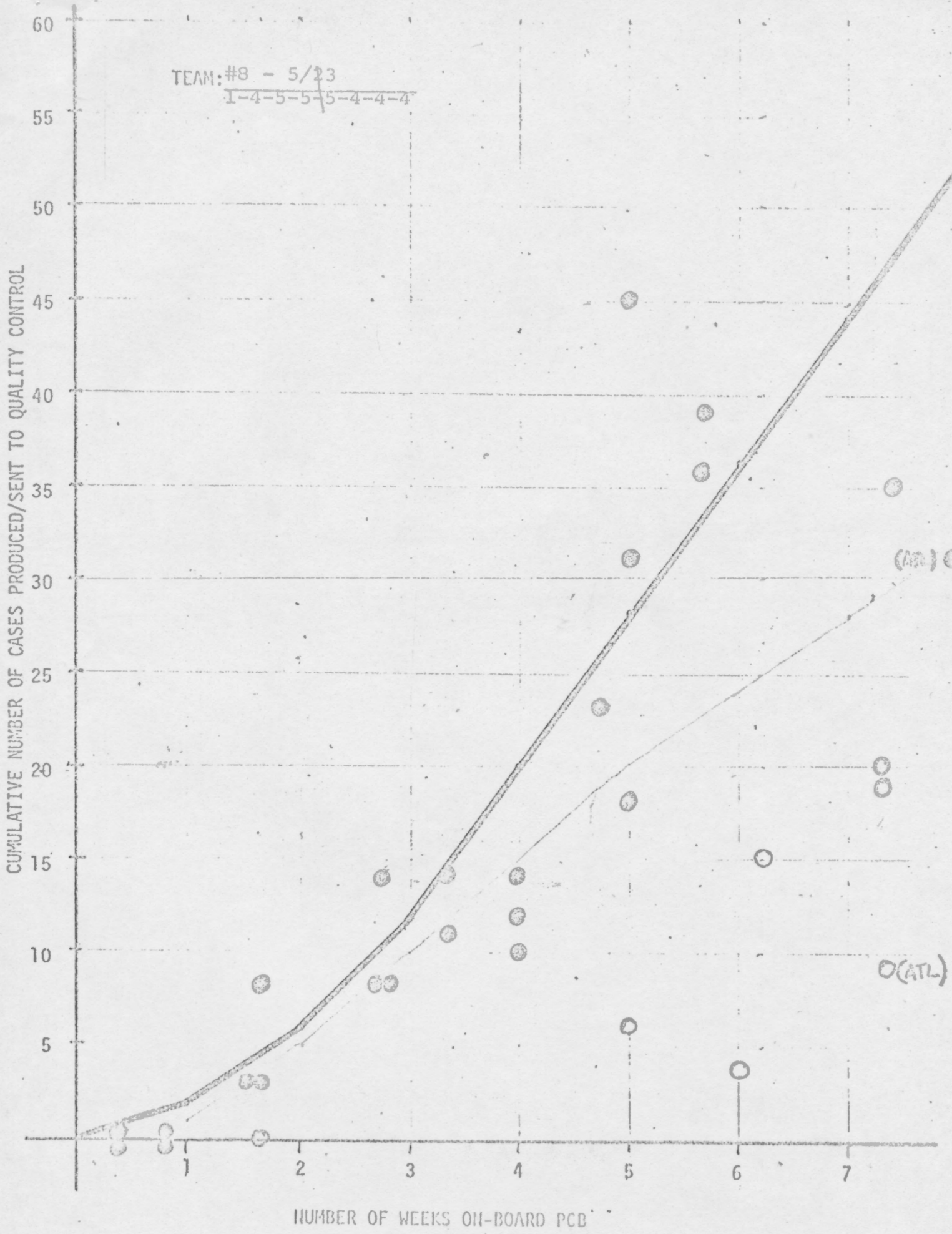
Figure 4A shows the learning curve for "Team 8" at the beginning of the management intensive phase. Figure 4B shows that same team some four weeks later. Points for the curves are derived from the management information system results as shown in the sample in Figure 3. The dark curve was the predicted learning curve. The thin curve on the same pages depict the actual learning curve for the teams.

May 2

TEAM: #8
3 - 3 - 3 - 3 - X



TEAM: #8 - 5/23
~~1-4-5-5-5-4-4-4~~

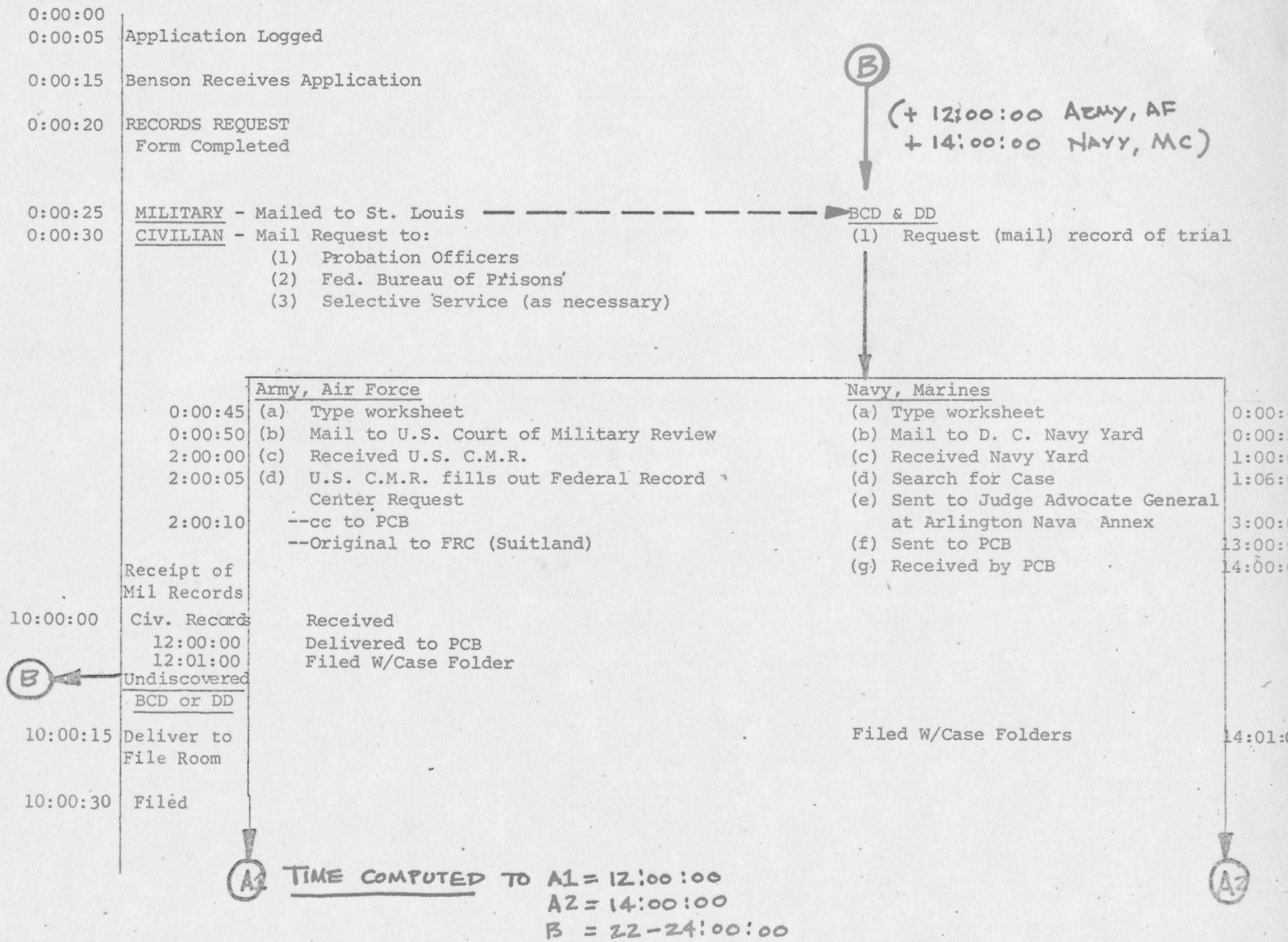


3. Time and Motion Analysis

Figure 5A through D show, in sequence, the process steps used by the PCB in writing and quality controlling its cases. Members of the management team broke the process up into the primary segments, observed motions and sequence, discussed the same with staff involved in each segment, and revised the process as necessary in order to eliminate both excessive time and duplication.

FIGURE 5A

RECEIPT OF CASE/TO DD - TIME LINE



(A)

START FROM TIME COMPUTED AT A 02 B

0:00:00	Team Leader New Requests File Number Assignment
(est.) 0:02:00	Team Leader Receives Files Assignments
0:02:00	Case Numbers Assigned to Attorneys
(0:03:00)	Assistant logs assignments on T-02
	<u>Attorney</u>
0:02:05	Attorney receives case numbers
0:02:10	Attorney requests file
0:03:00	Attorney receives file
0:04:18	1. Read the file and take notes
:26	2. Fill in best address form
:56	3. Draft background statement
0:05:28	4. Draft statement of circumstances of offense
0:06:03	5. Miscellaneous (Prior military offenses, Chronology, Sources and other information)
:13	6. Fill in aggravating and mitigating sheets
:23	7. Resolve problems by calling applicant, asking team leader questions
:29	8. Give to typist
:40	9. Typist types 1st draft
:45	10. Returns to attorney for proofreading
:50	11. Attorney proofreads draft

(C)



0:6:50

:55

0:7:00

:01

:06

:10

:55

12. Team leader comments on draft
13. Return to attorney
14. Log out on A-01
15. Return to secretary
16. Log out on T-02
17. Phone Q.C. to inform of availability of summaries
18. Picked up by **Qual. Control**

Quality Control:

Received by Q.C. attorney and logged on M-01

0:07:13

:20

:23

:26

:37

:39

:42

0:08:26

:33

0:08:38

1. Check-out case with team leader
2. Read case summary for readability
3. Correct obvious errors, grammatical mistakes, etc.; check headings
4. Read all correspondence from applicant, including application
5. Check best address form
6. Verify facts in the heading
7. Check records by turning directly to the file fill-in omissions; correct mistakes; delete unwarranted additions
8. Read case summary in its entirety
9. Check aggravating and mitigating sheets

0:09:38 9. Check Aggravating and Mitigating Sheets

	I. NO CORRECTIONS	II. MINOR CORRECTIONS	III. SIGNIFICANT CORRECTIONS
0:08:40	1. Log Out on M-01	1. Correct case summary at Action Atty's desk	1. Return to Acti
			ATY. FOR CORRE
0:09:45	2. Return to secretary for final typing	2. Sign- off at Quality Control	TIONS
		3. Log-out on M-01	C DECISION
0:09:15	Logged by secretary on T-02	4. Leave with team secretary for delivery to A.A.	
0:09:17	Give final to A.A. for proof-reading		
:23	A.A. Deliver files to D&D		
:28	Logged by D&D		
:33	Logged by A.A.		
:35	Deliver summary, A&M, "Best Address" to team secretary		
:45	Secretary to Xerox		
:50	Xeroxing of 22 copies		
0:10:10	Mailing		

30 DAYS

b.

APPENDIX I.

I. BUDGET



PRESIDENTIAL CLEMENCY BOARD BUDGET ESTIMATES

FY '75

Actual Cost Incurred From
Unanticipated Needs Fund:

Original Allocation	9/17/74	\$ 85,000
Additional	1/5/75	100,000
" " " "	3/18/75	55,000
	Total	<u>\$240,000</u>
Other Contributions (DOJ):		\$ 34,600
		<u>\$</u>
Total: FY '75		<u>\$274,600</u>

FY '76

Actual Costs Incurred
From Unanticipated Needs Fund:

Original Allocation:	\$ 100,000
Additional Allocation:	181,000
Total Allocation:	<u>\$ 281,000</u>
Total Actual Out of pocket Board Expenses:	<u>\$555,600</u>

Estimate of Real Board Costs:

Actual Costs Incurred: \$ 555,600
Staff Costs

Salaries:

(Av. Grade 65.8 For an 3,000,000
Av. 250 pcs. for 12 months)
Benefits @ 99% 270,000

Total Salary Expenses: \$3,270,000

Space - Approx: 800.000

Telephones, Communications- Approx: 500.000

Miscellaneous - includes overhead-
supplies-printing-guard service, etc. 500.000

Total-estimated real costs: \$5,625,600

