

## C.A.O. - BASIC OBLIGATIONS

The function is administrative in nature. That means, getting things done, and, by implication, having the organization and information to get things done. It means the day to day supervision of the entire project. Included are such items as purchasing, inventory, accounting, personnel deployment, as well as the normal departmental operations.

It might be easier to examine what it does not include: first, the formation of policy. Under the Office, this is a function of Steering, and somewhat of Rally. In order to avoid conflicts in operations it would be good to find a dividing line in steering tonight. All administrative measures such as construction or other maintenance operations are not steering issues. Job changes are not steering issues. Basic planning functions are steering as is the obligation to create rules of department (which may also be created in Rally). Therefore all of the sub committees of steering that relate to planning as distinct from administration will still be in effect, and their total output would be coordinated through steering. This should cut their agenda way down, and give sufficient time to thoroughly explore issues of importance

Another function that is not of C.A.O. is judicial: The Office, Rally, Counseling and Public Service. Public Service would be under the C.A.O. with respect to the work that it does but not with respect to who is on unless we wish to give the C.A.O. and Assistant C.A.O.s the power to put people directly on for some limited period of time. (Anyway that point is unclear in my mind at this time.)

The way I visualize it C.A.O. would have a working area and a staff. They would supervise purchasing, inventories, accounts, personnel deployment (I don't think I have all "central" functions in mind now), etc. All functions not centrally administered would be delegated to one of the C.A.O.s in their area of concern. So, as to the Departments, the job is supervisory but as to the "central" functions it is direct administration. For example, the radio people and the purchasing agents are directly on the staff of the C.A.O. and not supervised, for instance, by housekeeping.

One last point is that your "sway" includes Georgetown Operations and thus I think that you need to set up one person in charge there, and also some structure or operating formula, in writing, so that everyone can be held responsible for his job.

There are lots of "models" of administration type organizations. I do not hold any preferences, except that you must have a very efficient person to maintain followup and tickler systems, and must maintain a very tight system of internal control so that you can pick up on your own ~~and~~ omissions. Also, there may well be some routine appearing matters that would not appear to require any sort of interdepartmental coordination, but which in fact do. For instance Jan just raised the issue of a faucet near Apt. 2 which the nursery wants out but which Simpson uses for watering the garden. Charlie would somehow have to know to coordinate with Jack or Jim. The "somehow" needs to be worked out. Also, there are some "cross-departmental" areas that need to be worked out such as the poison control which has both agricultural and housekeeping applications.

I am sure that a lot more stuff will unravel as time goes on, but I hope that this will help. If you want more please let me know.

C-11-e-21a

Personnel deployment { How  
why  
J/V Dept

What do I need to know

① To be able to channel  
needed personnel in other  
Areas

Asst C.A.Os.  
Dept.

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