

COMPLETED STAFF WORK

The concept of completed staff work is based on the apparent necessity, in large industrial and military organizations, for placing broad responsibilities on the shoulders of individuals in command and supervisory positions. Due to the wide varieties and complexities of the functions for which these people are responsible, it is the rare leader who has intimate and detailed knowledge of all phases of his activity. The vast majority of people in supervisory positions must rely on the knowledge of details and the judgments of his key subordinates, herein called "group members." As a group member of such a large organization, this is addressed to you.

Completed Staff Work is the study of a problem, and presentation of a solution, by a group member, in such form that all that remains to be done on the part of the head of the staff division, or the responsible supervisor is to indicate his approval or disapproval of the completed action. The words "completed action" are emphasized because the more difficult the problem is, the more the tendency is to present the problem to the supervisor in piecemeal fashion.

It is your function as a group member to work out the details. You should avoid consulting your supervisor in the determination of these details, no matter how perplexing they may seem. You may and should consult other group members. Of course, if you have reason to believe that your supervisor is in possession of information which applies to the problem you should by all means ask him for it.

The product, whether it involves the pronouncement of a new policy or affects an established one, should, when presented to the supervisor for approval or disapproval, be worked out in finished form.

The impulse which often comes to the inexperienced staff member to ask the supervisor what to do, recurs more often when the problem is difficult. It is accompanied by a feeling of mental frustration. It is so easy to ask him what to do, and it appears so easy for him to answer. Resist that impulse. You will succeed to it only if you do not know your job. Resisting the impulse makes it necessary for you to do extra work, of course, but what you learn during this process should make it much easier the next time.

It is your job to advise the supervisor what to do, not to ask him what you ought to do. He needs answers, not questions. Your job is to study, write, re-study, and rewrite until you have evolved a single proposed action--the best one of all you have considered. Your supervisor's job is to approve or disapprove, with his reasons clearly stated.

Do not worry your supervisor with long explanations and memoranda. Writing a memorandum to him does not constitute completed staff work, but writing a memorandum for him to send to someone else does. Your views should be placed before him in finished form so that he can make them his views simply by signing his name.

In most instances, completed staff work results in a single document prepared for the signature of the supervisor, without accompanying comment. If the proper result is reached, he will usually recognize it at once. If he wants comment or explanation, he will ask for it.

PERSONNEL DATA

Name: Donald C. Maier

Age: 32

Married 3 children

Religious preference: Lutheran

Education: One year of electrical engineering, University of Wisconsin

One year of liberal arts studies, Pennsylvania State College

Civilian Pilot Training Program, University of Wisconsin
Private pilot's license received 1940

Aviation Mechanics Training, Milwaukee Vocational School

Aviation Cadet Training, U S Air Force, received commission
and pilot rating 1944

Officer's Communications Course, Chanute Field, Illinois,
1945. (Top student in class)

Special Qualifications or Aptitudes:

Design of radio and electronic circuitry

Administrative and planning as well as coordination activities

Ability to represent an organization to the public, personally
or through written composition

Personnel Management

Multi-engine aircraft pilot

Experience:

1952 - 1953 Supervisor of aeronautical radio station and military
communications station consisting of teletype tape relay
center, cryptographic center, and remote radio receiving
facility. Supervised approximately 100 men and was fully
responsible for the coordinated accomplishment of the
several activities involved. Saudi Arabia, U S Air Force.

1949 - 1952 Supervisor of Military Flight Service Communications Center
serving all military aircraft in flight in North Eastern
United States. Supervised approximately 150 men. Surveyed
methods being used, planned organizational and equipment
revisions to improve efficiency of work accomplishment.
Successfully installed and operated, using methods I had
determined. Olmsted A F Base, Pennsylvania, U S Air Force.

- 1947 - 1949 Administrative assistant and supervisor of air navigation system, Aleutian Islands. Handled operational correspondence for a Squadron Headquarters. Coordinated activities of personnel engaged in flight testing of airways navigational aids. Operated a technical supply system for all communications activities involved with the local organization, and coordinated supply activities of all affiliated organizations in the area. Adak, Alaska, U S Air Force
- 1946 - 1947 Project Officer. Responsible for development and construction of communications center and associated radio facilities for air navigational aids and for Military Flight Service Communications. Administered and coordinated the various activities involved. Wright-Patterson A F Base, Ohio, U S Air Force
- 1945 - 1946 Work with air navigational aids systems including in-flight evaluation of radio facilities and piloting of the aircraft involved in such tests. Fairbanks, Alaska, U S Air Force.
- 1943 - 1945 Aviation Cadet training, crew training, and combat pilot. Flying 4-engine bomber type aircraft, in combat, European Theatre of Operations, U S Air Force
- 1940 - 1942 Electrical equipment manufacturing. Milwaukee, Wisconsin

Hobbies: Swimming, dancing, flying, radio construction and repair, music. Proficient at clarinet, saxophone, and piano. Arrange musical scores for dance band. Experienced in writing and publishing of information on psychological subjects.