

OFFICE OF TRANSITION STUDIES AND PLANNING
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Northern Mariana Islands

MEMORANDUM

TO: Resident Commissioner, NMG May 4, 1977

FROM: Director, Office of Transition
Studies and Planning

SUBJECT: Formulation of Personnel Training Program

Under the FY 1977 Special Supplemental Budget for the Northern Marianas, \$76,000 has been set aside for the purpose of conducting a series of training programs for NMG employees. Such training is designed to accomplish two purposes:

1. Upgrading capabilities of personnel.
2. Preparing personnel and officers to cope with the additional and complex responsibilities associated with the transfer of functions from TTPI and change in political status to the Commonwealth government.

The available funds represent a portion of the \$250,000 (based on FY 1975 constant prices) earmarked in the Covenant for training purposes. It is, therefore, necessary to phase the training so as to accomplish critical training objectives and the goal for orderly and effective transition. While the total sum available may be supplemented by special federal grants in particular areas, the precise nature, timing and amount of such grant funds cannot now be determined fully.

Our consultants, on the basis of work still underway, are developing a comprehensive training strategy and program to include the following:

1. Selected participant and on-the-job training to upgrade the skills of key specialists in particular departments. Except in highly unusual circumstances, this would not involve degree-oriented graduate or professional schooling, but specially designed and monitored training to build specialized skills' capabilities.
2. Special orientation and training courses for first-line supervisors on techniques of job accomplishment, supervision and employee discipline.

May 4, 1977

3. Specialized on-the-job short-term training to meet particular Covenant or constitutional requirements such as training by Internal Revenue Service for tax and revenue personnel.
4. A management and systems training program for key middle and upper middle managers in the RMG government. The Institute of Public Administration is preparing a statement of goals and objectives for such a program and will develop a program design. IPA may be the appropriate professional organization to provide the outside expertise for this program.
5. Intense briefings, to be initiated as soon as the new government is elected, for the governor-elect and his top staff and administrators. This will involve orientation on constitutional requirements, details on organizational and administrative plans submitted by OTSP, and the scope and action timetable for consideration of the economic, social, and physical planning effort.
6. A pre-legislative conference, to be convened directly after the first legislative election, of the senators-elect and representatives-elect, designed to accomplish three purposes:
 1. Intensive briefings on the legislative program that will confront the new legislature as it assumes its constitutional responsibilities. This encompasses enabling legislation for the organization of the new government, legislation required by the constitution, and the framework for adoption of a Commonwealth Code of Laws. IPA is preparing draft legislation in selected areas and will complete a table of contents of the Commonwealth code.
 2. Orientation on the contents and legislative responsibilities of the economic and social and physical plans. The Robert R. Nathan Associates and physical planners should be heavily involved in this effort.
 3. Technical review and action on the organization of the legislature, its committees, joint committees of the two houses, and legislative staffs. A part of the OTSP planning and transition is a report on legislative organization, including proposed rules for the bicameral legislature.

Only a portion of this full agenda can be accomplished under the initial funding. Each department should identify its perceived training requirements, principally related to upgrading skills of key specialists and training of first line supervisors. Each department should identify the personnel within these categories as well as those management and administrative personnel who should be selected to participate in the management training program.

Resident Commissioner

Page 3

May 4, 1977

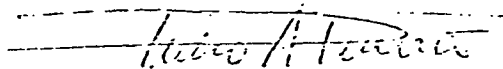
The following guideline is offered in the preparation of the training needs of each department.

1. Identify specific area of training need.
2. Identify types of personnel to be selected and the reasons for their selection. To the extent feasible, particular names should be noted.
3. Where a particular individual training requirement has been identified, provide details on the nature of the training and how, in the judgment of the department, this best can be accomplished (where off-island training is proposed, a detailed justification should be provided, including duration, location of proposed institutional or on-the-job training site, and projected costs).
4. Identify, where known, outside expertise proposed to be utilized and the costs involved.
5. Provide a statement of benefits to be derived by the individuals involved and the department as a whole.
6. Identify necessary follow-up training programs that may be required to assure skills capability and upgrading of capability of additional personnel.

It is proposed that as soon as these submissions are made by the departments, that they be reviewed by a joint committee representing the Resident Commissioner, NMIL and OTSP so that a definitive priority action plan can be adopted and implemented.

The Marianas Training Office (CETA) may be able to provide assistance in the initial organization of the training program. A part of the organization plan for the new government will be proposals on the permanent organization of the training function.

I would recommend that a meeting to discuss this program and necessary actions on it be held as soon as possible. Department heads, ResCom representatives, and the legislature should be represented.



Pedro A. Tenorio

xc: Speaker, NMIL
Training Officer, GNMI

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