

Mr. MACY. This is a national shortage problem, and one thing we have been trying to do is to get people with limited education to come into some of these training programs that are specifically designed for punch card operators—specifically designed for people who can do some of the lower level work with respect to ADP. There is going to be an ever-expanding demand for these people as more and more ADP installations are put into Government operations and into private operations.

G. PERSONNEL MANAGEMENT

Mr. BROOKS. Mr. Chairman, thank you very much for those comments. Now, regarding personnel management, we would appreciate a more detailed explanation of what you consider to be the criteria for an effective department or agency personnel management system. In other words, what should the committee look for, in your opinion, in our general review of departments and agencies under our jurisdiction so far as personnel policy management is concerned? What basic criteria do you feel are critical and important?

Mr. MACY. That is a large order. Let me see if I could put it in a capsule. I think first we need to ask the program manager or operating official if the personnel system is providing him with a staff with the necessary skills to accomplish his program. I mean, after all, this system is not there just for the system itself. It is there to support the accomplishments of the public's business. And in the development of the policies with respect to personnel management and in the conduct of our inspections we have tried to put ourselves in the position of the operating official who is responsible to the Congress and the people for results.

We feel that this calls, first of all, for a management function in the personnel field, a determination hopefully flowing from program planning, and budgeting, in determining the number and types of people that are necessary to accomplish the agency's mission, a manpower planning function; and we frequently find that this does tend to be an area of neglect. Too often there are rush calls for additional people in order to meet a particular problem or program where advanced planning could have permitted the development of recruitment sources where the skills might be available, or the development of training programs, in order to produce the necessary skills.

Secondly, we would look to the agency to participate with the Commission in a recruiting program. The Commission through its Bureau of Recruiting and Examining and its Inter-Agency Board has provided the machinery for merit system examinations and evaluation, but there must be agency participation insofar as their needs are concerned in tapping the sources from which talent can be drawn into the examining process conducted by the Commission.

We feel there needs to be a training program as the third feature within each agency designed to meet the agency's need for the continuing development of the people within their organization. This means starting with initial induction training, to explain to the newcomer the basic processes and expectations within an organization, all the way up to training at a rather advanced level in new processes and in discoveries, so that the professional is kept up to date in his field. So a comprehensive training program would constitute the third criteria.