

A fourth criteria is a merit promotion plan, a plan that is conducted within the merit standards established by the Commission, so that the individuals with the best performance and the highest qualifications are the ones that are advanced into higher grades.

Those are four basic criteria. There are a number of standards that have been set in various programs that call for special emphasis. Our inspection program highlights a continuing review to assure ourselves that equal employment opportunity is a reality in the personnel decisions that are made by the departments and agencies. Additionally, we conduct reviews to insure that the guidelines on agency relations with unions are carried out in keeping with the President's standards.

I could go on and cite a number of programs. It might be helpful for your record to give you a copy of the agenda that we have for our inspection, so that you have a picture of precisely what we look for.

Mr. BROOKS. Yes; I think that would be helpful.

(The material referred to is included in app. B.)

Mr. MACY. Now, we do tailor this, Mr. Chairman, to the particular needs and programs in an agency. We try to work with the agency in designing our evaluation so that it meets the agency's own operating requirements. Those are some of the major criteria which we would apply in determining the effectiveness of a personnel program.

Mr. BROOKS. Have you made these same criteria available to the other agencies?

Mr. MACY. Oh, yes. We work with the agencies in connection with each one of our inspections in order to be completely current with respect to the problems that they have. For example, the need in the Department of Defense a number of years ago was the manner in which they handled the closing of installations and the related steps that were taken in order to reassign the personnel. At the present time a major concern of the Department of Defense is the extent to which the labor market is meeting their expanding need for civilian personnel to support their logistical effort with respect to Vietnam.

Where there are new programs, such as in the Office of Education, we have worked with them in designing the criteria which are particularly important to that agency during the period of expansion.

Mr. BROOKS. While I am thinking about it, it would be helpful if we had the inspection and evaluation reports on the 12 agencies that we are now in the process of going over. We will submit those names to you.

Mr. MACY. Yes.

Mr. BROOKS. Those reports would be helpful to us.

(The reports requested are on file with the subcommittee.)

Mr. MACY. In all but four of the cases we have recently conducted inspections, so the information will be current. We will make those available to you.

#### H. GENERAL ACCOUNTING OFFICE REPORTS

Mr. BROOKS. I think it will be very helpful. The internal audit report from GAO is the only GAO report affecting the Commission as a whole, and I believe we have already covered that under the internal audit discussion.

Mr. MACY. Yes, sir.