

this area we are concerned with the classification of positions in grades 16, 17, and 18, and the qualifications of candidates and their appointment to these positions. The three Commissioners must approve the qualifications of the individuals going into these particular jobs. As the chairman indicated, we have some 25,000 people in this inventory and it is constantly changing.

Our next subcategory is appeals. All employees have the right to appeal certain actions on the part of an agency to their agency or directly to us. If they appeal first to their agency and are not satisfied with the agency decision, they may then appeal to us. We also have an independent board of appeals and review which reports to the three Commissioners. I, as executive director, have no jurisdiction over that board. It is a staff arm of the three Commissioners.

Last year we had 3,700 first level appeals and 2,100 before the Board of Appeals and Review.

In our appellate area we also provide training and instruction to the agencies.

The next major subdivision concerns the field of training which the chairman has touched on. The principal components are formulating training policy for the entire executive branch and conducting extensive training programs throughout that branch. Mr. Mulligan heads our Bureau of Training which operates an extensive training program here in Washington. As well as 10 training centers associated with our 10 regional offices. Also under Mr. Mulligan's jurisdiction are the executive seminar centers at Kings Point, N.Y., and Berkeley, Calif., which provide appropriate programs for officials at grades 13 through 15.

The Bureau of Training also has a consultative responsibility to advise and assist agencies in their internal training efforts as well as working with them on interagency training programs.

Last year we conducted 192 courses, providing training over and above what the agencies did for 1,000 Federal employees in a variety of interagency programs. The average length of the training course was 32 hours.

That is a brief summary of the major components providing personnel management leadership.

I do want to add one thing to the exam process that Mr. Jacobson addressed himself to. In our lower level examinations we have made two significant changes. One, we have revamped our application form for these people, who are generally less literate, to ask the minimum amount of questions in a very simple manner and to provide a lot of room to write answers. Two, we have at this point eliminated wherever possible written tests, and we are using instead, measures of interest, motivation, the willingness to look for a job, and the employment record over a period of years. Using those kinds of factors in the lower level jobs, we have, for example, in Washington, D.C. been able to set up 12,000 people on one register who have filed through the competitive system.

(Discussion off the record.)

Mr. BROOKS. Back on the record. We want to thank you very much, Mr. Oganovic, for your contribution, and for the job you do working for the Commissioners. I am sure they keep you pretty busy.

(Discussion off the record.)