

In fiscal year 1967, 551,764 employee suggestions were submitted under the incentive awards program of which 141,535 were adopted; 88,424 superior performance awards and 3,078 honor awards for distinguished or meritorious service were approved in fiscal year 1967. (These quantified data, like those for exclusive recognition agreements, are only indirectly reflected in the Commission's workload.)

In terms of technical assistance rendered, the records of two of the subcategories of this program may illustrate the dimensions of this workload:

Policy development and review, during fiscal year 1968, will require responding to an estimated 14,248 telephone calls, attending 1,976 meetings, and replying to 3,016 pieces of correspondence.

Developing and maintaining systems and instructions, during fiscal year 1968, will require handling 36,800 telephone calls, 6,292 letters, and 2,600 meetings and conferences.

6. Would you describe the principal operations that are involved in producing this output?

The operations involved in this program are as numerous and as varied as the outputs themselves.

The following operations are the principal ones, but still more would have to be added to complete the list:

Conducting research studies and making recommendations on Federal personnel programs and policies. Also developing policy position papers on Government personnel plans and ideas initiated outside the Commission.

Preparing the Commission's legislative program, developing legislative proposals, commenting on other proposed personnel legislation, and drafting and recommending executive orders.

Implementing programs, policies, legislation, and judicial decisions by developing the necessary policies and procedures and setting them forth in regulations, directives, and instructions to be issued to Commission offices and Federal agencies.

Studying the need for modification of regulations and instructions due to changed or new conditions and developing policy proposals to meet such needs; and maintaining the Commission's issuance system of directives and instructions.

Providing technical guidance on employee appeal matters, and coordinating and evaluating the first-level appellate operation in the Commission.

Planning and directing the occupational standards program, which includes developing and reviewing classification standards and grade evaluation guides for broad functional activities. Conducting research on occupational analysis. Developing standardized job-match plans in support of salary comparability.

Planning and promoting improvements in such agency programs as merit promotion and position management.

Preparing recommendations for the required numbers of top level positions to manage Government programs. Providing an equitable distribution of approved supergrade positions among agencies, in conformance with congressional recommendations and the needs of Government programs. Classifying individual positions to the GS-16, 17, and 18 levels. Approving basic rates of pay proposed by agencies for designated scientific and professional positions.

Conducting joint reviews of agency executive staffing plans with agency managers. Developing policies, plans, and recommendations to bring about a more modern personnel system for Government executives. Making continuous analyses and evaluations of Government executive resources and requirements.

Analyzing the interagency training needs of Federal agencies, deciding on the relative priorities among these needs, developing training programs to meet the higher priority needs, identifying and obtaining qualified persons to give the training, providing the courses of instruction, and evaluating the results of the training program as a basis for future improvements.

Developing agency nationwide inspection plans as a basis for overall agency evaluations, spelling out the installations to be covered, the programs to be reviewed, and the time frame for reporting; inspecting¹ the field installations included in the plan and reporting findings to local agency management and to higher agency headquarters; reviewing agency headquarters for overall control

¹ Each inspection involves a review of basic policy statements; a review of personnel records, reports, and action documents; and in-depth interviews with a sample of agency managers, supervisors, staff specialists, employees, and employee organization representatives. Questionnaires are also administered to a sampling of employees and supervisors as an additional source of information on employee attitudes.