

The effectiveness and efficiency of the operations in program category C are under what is, in effect, a constant review because of the almost day-to-day contact of the program directors with those responsible for actual operations. In addition to these daily contacts, there are several more formalized reviews which are tailored to the objectives and operations of the particular program subcategory involved. For example:

The subcategories, policy development and review and developing and maintaining systems and instructions, are included in a semiannual activity progress report. This report delineates, among other things, the status of pending projects, the highlights of the past 6 months, and significant trends.

The executive manpower subcategory is subject to a continuous program review carried on by daily review of work activities, weekly meetings with division directors, and monthly and other periodic analyses of work results and expenditures.

Review of the appeals subcategory is carried out through audits of decisions, and periodic analysis of financial management and caseload statistics.

Reviews of the assessing agency personnel management subcategory are conducted on a regular and continual basis; for example, periodic evaluation visits to the regional offices, periodic evaluations of regional office inspection reports, assessments of inspection impact after each inspection, periodic conferences of regional directors in which inspection program objectives and methods are discussed and reviewed. Other reviews are more specific and concentrated on a particular aspect of the program; for example, a special study in connection with the development of our PPB system is scheduled for fiscal year 1969.

For the training subcategory, there is a system which provides for analysis of its efficiency and for alternative operating methods designed to enhance program achievement. There is also a program goal-appraisal plan in operation which measures regional operations both quantitatively and qualitatively.

13. To your knowledge, does this program duplicate or parallel work being done by any other agency?

To the best of our knowledge, this program does not duplicate or parallel work being done by any other agency. Much of the actual work meshes with work done in the agencies, or represents guidance or review of such work, but the Commission has always given very careful attention to the elimination of duplicating work in Federal personnel management. Clearly, the Commission's authorities and responsibilities for central policy leadership, legislation, regulations, standards, appeals, executive assignments, interagency training, inspections, pay studies, etc., are not duplicated by any other agency.

14. Is your organizational structure such that the program is being carried out most efficiently and effectively?

The organizational structure for providing personnel management leadership lends itself to efficient and effective administration of the program.

The Bureau of Policies and Standards is organized to direct activities in (1) research, policy and legislative development and Government-wide leadership in most major areas of personnel management; (2) establishing classification standards; and (3) developing and issuing the regulations and instructions by which policies, legislation, judicial decisions, etc., are made effective.

The Bureau of Inspections' organizational structure is designed to provide flexibility in carrying out the wide variety of nationwide and local, general and special inspection activities involved in the program, and to render maximum information and technical assistance to agency and Commission program managers.

Within the past year two new bureaus were created to provide more effective and efficient administration for major subcategories or significant leadership elements of this program.

The Bureau of Executive Manpower and the Bureau of Training were both organized after careful planning of organizational structure to meet defined objectives. Both bureaus are new and are attentive to the fact that they may have areas of organization that will need further attention in the future.

As the intensity and character of demands on the program change, it may be that new or modified organization structures may be needed. This has been true in the past. The Commission periodically studies its operations, functional assignments, delegations of authority, lines of communication, and work flow and methods.

At this time, we feel that the current organizational structure provides for effective, efficient, and economical administration of the program.