

Executive direction is coordinated in the Office of the Executive Director. Administrative and management services are coordinated in the Office of the Director, Bureau of Management Services.

12. Is there a continual program review within the agency, other than the annual budgetary review, to determine more effective and efficient ways to achieve these program objectives?

Program review is a constant process carried out through our work reporting system and periodic management reports and meetings, and special studies. In addition, all segments of the program are subject to an independent audit by our Office of Management Analysis and Audits.

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

No.

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

Yes. However, the way in which we are organized to carry out our various functions is constantly under review with a view toward increased effectiveness and efficiency.

15. Are there any outstanding GAO reports on this program? If so, what is the status of the GAO recommendations which the report contains?

In March 1967 the General Accounting Office submitted a report of its review of the internal auditing activities of the Civil Service Commission recommending the establishment of a single centralized internal audit organization responsible to the highest organizational level practical, preferably the Chairman of the Commission or its Executive Director, with authority to review systematically all the Commission's programs and activities.

Responding to the GAO recommendation, in May 1967, the Office of Management Analysis and Audits was established in the Bureau of Management Services. This office performs the functions of financial audits, management and operational audits, and personnel management audits; in addition, it is the focal point for leadership in the implementation of the planning, programing, and budgeting system in the Commission. Although reporting to the Director of the Bureau of Management Services for most of the audit activities, the Office of Management Analysis and Audits reports directly to the Executive Director whenever internal audits are made of any portion of the Bureau of Management Services.

16. What significant problems, if any, are you facing in accomplishing the program objectives?

As the central personnel agency of the Government, the Commission's operating bureaus must be in a constant state of readiness to respond to the heavy demands placed on them by the increasing involvement of our Nation in a multitude of endeavors at home and abroad. To enable them to perform at peak efficiency places similar demands on the support function. Keeping up with these demands within the necessary budget restraints can only be accomplished through dynamic and inspirational leadership toward greater effort and increased productivity. Accomplishing this in the light of skilled manpower shortages such as we are experiencing with automatic data processing occupations poses a very real problem in the support program.

17. Do you administer any grants, loans, or other disbursed funds related to this program? If so, is the size of your administrative staff commensurate with the magnitude of the outlays?

No.

18. If your appropriations were reduced, how would you absorb the cut—by an overall reduction or by cutting or curtailing certain activities?

The support program would follow the level of the operating programs. Identification of program elements where reduction in spending might be made would depend upon the operating program areas identified for reduction in program effort.

19. If additional funds were available, what would you do with the new money?

The need for additional funds for support would be determined by the type and extent of expansion in other program areas. Because of the nature of the support program, increased expenditures would not necessarily be in direct ratio to the increased spending on the part of operating programs.