

activities and positions by planned management action, increasing productivity, better utilization of available skills, etc.).

- o Significant problems and accomplishments in increasing efficiency and economy.

(c) Factfinding Techniques and Sources of Information

1 Review of:

- o Framework for manpower planning and control.
- o Staffing, workload and cost reports, and management appraisal studies.
- o Budget formulation, review, and execution process.

2 Discussions with managers, supervisors, nonsupervisory employees, and supporting staffs.

(To a large extent, information derived from coverage in other areas of personnel management responsibility should serve as the basis for an evaluation of management's effectiveness in increasing efficiency and economy in use of manpower.)

(d) Illustrative Interview Questions

- o What specific efforts are you making to increase productivity?
- o How do you feel about working conditions? Do you have suggestions for improvement?
- o What provision is made for adjusting allocations of spaces or manpower requirements to meet changing conditions? Have adjustments been made as necessary?
- o How does management assure itself that the activity is utilizing its manpower resources effectively?
- o How does management assure itself that the skills of the present workforce are being utilized at their highest level of development?
- o What has been the impact of various activity-conducted reviews on management's use of material and human resources?
- o To what extent have efforts been made to analyze and control (1) employee turnover, (2) use of overtime in relation to manpower, (3) absence without leave and sick leave, and (4) lost time from accidents?