

contained in the Commission's Organization minutes, items 3.1 through 3.13 inclusive.

(b) The principal objective of this program is to provide the overall executive direction of the Commission, and the legal advisory and ministerial support services.

The Chairman is the executive head of the Commission and is responsible for the overall management and functioning of the Commission, the formulation of plans and policies designed to increase the effectiveness of the Commission in the administration of the Interstate Commerce Act and related acts, and the development and improvement of staff support to carry out the duties and functions of the Commission. The Chairman acts as correspondent and spokesman for the Commission in all matters where an official expression of the Commission is required. The Chairman's responsibilities encompass the entire Commission organization and its operations which are performed with an authorized force of 1,907 employees and a budget in excess of \$23 million. Some 20,000 for-hire companies provide domestic surface transportation in the United States that are subject to the Commission's economic regulations. Such regulations relate primarily to carrier rates, practices, operating authorities, and finance. The scope and impact of the Commission's work is indicated somewhat by the fact that approximately \$1 out of every \$5 in our national economy is spent for transportation; and the industry has become a source of employment for some 9 million Americans.

The Vice Chairman acts for the Chairman during the latter's absence and is the official through whom the regulatory bureaus report on technical program operations.

The Secretary is the official through whom the Commission, its divisions, individual Commissioners, boards of employees, joint boards, and examiners issue their orders and decisions; he is custodian of the seal and records of the Commission and is responsible for the proper documentation of Commission decisions, procedures, and other transactions; and pursuant to the rules of practice, he is responsible for processing the official documents pending before the Commission and for service on parties to formal proceedings.

The Office of the General Counsel defends the Commission's orders promulgated pursuant to the provisions of the Interstate Commerce Act and related acts in the district courts, courts of appeal and in the U.S. Supreme Court. It advises the Commission and its staff on legal questions arising in Commission proceedings, and otherwise acts in an advisory capacity to the Commission and its staff on legal matters.

(c) The official having direct operational responsibility for this program is Paul J. Tierney, current Chairman of the Commission. The Commission's Vice Chairman is Virginia Mae Brown. The principal officials having operational responsibilities at the staff level are Robert W. Ginnane, General Counsel, and H. Neil Garson, Secretary.

PROGRAM NO. 6.—GENERAL MANAGEMENT AND ADMINISTRATION

a. The statutory and administrative authority for this program lies in the appropriate sections of the Interstate Commerce Act (49 U.S.C. secs. 1 et seq.), the organization minutes and internal minutes of the Commission, and numerous other statutes governing the operations and activities of administrative agencies, such as: the Budget and Accounting Act of 1950, the regulations of the Comptroller General, General Services Administration, Civil Service Commission, etc.

b. The principal function of this program is the day-to-day management and administration of the Commission's work. The program utilizes the latest management tools and concepts at our disposal, including the budget process, internal audit, management information system, and program evaluation to plan overall objectives in the substantive program areas and to measure accomplishments against the goals. Management's goal is to maintain the output of a high quality substantive work product, at the highest level possible and with minimum expenditures of manpower and dollars. This program is directed by the Commission's Managing Director, who is assisted by the following four units: (1) Budget and Fiscal Office; (2) Personnel Office; (3) Section of Administrative Services; and (4) Section of Systems Development, and six regional managers who manage all activities of the field staff and field programs.