

over this hump, which will take some few months, we are going to be able to speed up and put more things on the computer.

As the Chairman said, we found it rather difficult to recruit trained people. Three-fourths of the people in our computer program operations are relatively new recruits who have the potential to be in this kind of a program, but we have to train them, Mr. Chairman. After we train them, we lose about half of them to other agencies and private industry. This has been a real problem, the personnel turnover.

Mr. Brooks. This is a problem everybody is facing in this area.

G. PERSONNEL MANAGEMENT

Would you describe for the subcommittee the elements of your personnel management program?

Mr. TIERNEY. Of course, the personnel management is in the Office of the Managing Director and under the direct supervision of our Director of Personnel, Mr. Adams.

Personnel management is extremely important to us, Mr. Chairman, and we feel we are making every effort in this particular area to improve it. As a result of a Civil Service Commission study, they suggested certain areas of improvement, which are listed in our exhibits here, and as to all those areas we think we are making progress.

Mr. BROOKS. I would like to put in the record at this point exhibit E, without objection.

(Exhibit E follows:)

EXHIBIT E.—REPORT BY THE CIVIL SERVICE COMMISSION: "HIGHLIGHTS OF THE INTERSTATE COMMERCE COMMISSION PERSONNEL MANAGEMENT PROGRAM"

The Interstate Commerce Commission was last inspected during March and April 1964. This was a followup of the June 1963 inspection. The personnel management program has probably changed considerably since then.

The 1963 inspection identified specific achievements and weaknesses.

Favorable findings include such things as:

There was attention to planning for and acquiring human resources.

Efforts were being made to increase efficiency of operations and productivity of the work force.

Ongoing plans for improving work environment and expanding health services were evident.

There was compliance with legal and regulatory requirements in appointments, promotions, and pay.

Major weaknesses include:

Not using total ICC resources for recruitment.

Limited area for promotion and reassignment consideration.

Training and development activities narrow in scope.

Motivation and recognition devices not utilized sufficiently.

Long delays in making decisions regarding work organization and structuring of positions.

Lack of an effective communication device to help translate written personnel policies into actual programs in operation.

No systematic approach of evaluating and reporting on personnel management operations.

Had not established positive-action programs in public policy areas of special emphasis.

These weaknesses were caused by:

The lack of an effective center of authority for personnel management growing out of the basic nature of the Commission's form of organization. The yearly rotation of the Chairman and the fact that the Executive Director cannot, regardless of his personal ability, act as a true manager, creates the possibility of serious personnel management problems.