

An unwillingness by managers to accept their responsibility for personnel management.

Interstate Commerce Commission was reorganized soon after our inspection report was issued; however, we don't know whether the reorganization solved any of the problems.

Mr. Brooks. I have a copy of the 1964 personnel management program and the highlights on that inspection that was made originally in 1963. Their findings weren't too favorable. You might be fairly innocent of that. But the favorable findings were rather limited and the major weaknesses were pretty significant.

I wonder if you have had a current evaluation of those weaknesses. What have you done about those? Are you familiar with that document, Mr. Schmid?

Mr. SCHMID. Yes, I am.

Mr. Brooks. I wish you would give us an analysis of what has been done to meet these specific problems. By now you should have most of them whipped if you can whip it.

Mr. SCHMID. Mr. Chairman, on recruitment, we were trying to recruit throughout the organization from our central offices. At their suggestion and working closely with them, we now use our regional managers in the field; we arrange more extensive interviews with the various colleges throughout the country; we do some advertising; we have utilized our field people all the way on recruitment.

On attorneys, for example, where we formerly sent out key people from Washington to various field offices, we now use our regional managers. We find we get a better cut of young attorneys. We find that the system is much improved.

The Civil Service hasn't been back to check on this, but I think when they do they will find we have pretty much adopted most of their suggestions for improving this one.

Mr. Brooks. Would you give us a rundown on your efforts to meet the weaknesses pointed out at that time?

Mr. SCHMID. For the record or right now?

Mr. Brooks. For the record.

Mr. SCHMID. Yes, sir. I certainly will.

(The information requested follows:)

MAJOR WEAKNESSES—CSC REPORTS OF 1963 AND 1964

1. NOT USING TOTAL ICC RESOURCES FOR RECRUITMENT

We have extended nationwide our clerical, attorney, accountant, and other specialty recruitment programs through use of our regional managers and field professional personnel. The regional managers direct the staff in their regions in contacting carrier manpower sources and academic institutions. Special attention is given to minority group recruiting. Use of paid advertising in the various trade journals has been helpful in locating tariff examiner and accountant personnel. We continue to use our executive and professional staffs in headquarters to help recruit for our positions.

2. LIMITED AREA FOR PROMOTION AND REASSIGNMENT CONSIDERATION

In the clerical and administrative areas, promotions continue to be made across bureau and office lines under our merit promotion plan. In the technical and professional area, movement is somewhat restricted because of the specialties involved. Accountants move up in our Bureau of Accounts. Economists, mathematicians, and statisticians move up in our Bureau of Economics. Tariff examiners move up in our Bureau of Traffic. Since the consolidation in 1965 of our former three Bureaus of Finance, Rates and Practices, and Operating