

Rights into our present Office of Proceedings, the area has been increased for promotion and reassignment of the majority of our attorneys. In addition, promotion and reassignment of attorneys does take place across lines in bureaus and offices having attorney positions—the General Counsel's Office, the Secretary's Office, and the Bureau of Operations. Since the consolidation in 1967 of our car service and motor carrier functions in the Bureau of Operations following the transfer of our safety functions to DOT, the promotion and reassignment area has been broadened for car service, special agent, and motor carrier district supervisor personnel. Although there are area restrictions for promotion and reassignment depending upon professional and technical skills, at the executive levels the areas have been broadened. As a notable example, the present Assistant Managing Director was promoted from a motor carrier regional director position to a regional manager position; then to the position of Assistant Director, Bureau of Operations (which in 1967 included rail and motor functions); then to the present position of Assistant Managing Director.

3. TRAINING AND DEVELOPMENT ACTIVITIES NARROW IN SCOPE

A small, highly technical agency as the Commission must rely upon initial recruitment and selection of highly developed and skilled candidates to meet existing manpower needs. With limited availability of funds we restrict training and development activities to that which will meet the most urgent needs of the Commission. We use on-the-job, off-the-job, and classroom training to improve the performance of duties of employees in many activities such as executive development, broad economic regulation, legal technicalities, secretarial sciences, office machine maintenance and repair, statistics, English usage, and computer and automatic data processing. Courses in FORTRAN Programming have enabled new computer programmers to attain a higher degree of proficiency in a shorter period of time than would have been possible through on-the-job training. RCA Spectra 70 Programming enabled our programming staff to become more proficient in utilizing new computer equipment. University courses in transportation, accounting, statistics, and mathematics have assisted our cost analyst trainees to accelerate their performance. The Commission continues to emphasize self-development outside the Commission; however, training and development programs have been considerably extended since 1963-64.

4. MOTIVATION AND RECOGNITION DEVICES NOT UTILIZED SUFFICIENTLY

During fiscal year 1966, the Commission initiated a stepped-up suggestion system aimed at getting at least one suggestion for improvement from every 10 employees. Suggestions from employees on how we could reduce costs or do more work without increased resources, showed impressive gains—not only surpassing the 1-in-10 rate but an increase of over 800 percent in submissions over the previous year.

We inaugurated a new element in the awards program to recognize employees who excel in communication, courtesy, and service to the public. To date over 50 employees have been awarded special Commission certificates of excellence for their performance reflecting the public service goals.

Since 1963, we have emphasized recognition of employees whose work performance is considered above that ordinarily found in the position. Twice each year selected employees have been rewarded with high quality within-grade salary increases because of exceptional work performance. Since establishment of this program, over 165 employees have been so rewarded.

The Commission continues to give emphasis to the motivation and recognition of employees under the incentive awards program and by use of other recognition devices.

5. LONG DELAYS IN MAKING DECISIONS REGARDING WORK ORGANIZATION AND STRUCTURING OF POSITIONS

No doubt there have been delays in certain functional areas regarding work organization and structuring of positions. We believe it best to proceed with caution in some of these areas. In connection with career structuring the 1963 Civil Service Inspection Report referred specifically to the question of whether attorney assignments should be limited to one proceedings area or extended by establishing planned avenues of development across bureau lines. The question of specialist versus generalist has been a matter of serious consideration over