

will provide 25 percent more "through-put" in our existing system. From a personnel point of view, there is a need for better trained people, a reduction in the amount of turnover, a greater management knowledge on the part of ADP people and greater ADP knowledge on the part of operating and management personnel.

G. Personnel Management

60. Where is the responsibility placed for manpower planning in your agency?

The Managing Director has the manpower planning responsibility. However, it should be recognized that staff action is subject to approval of the Chairman. The Managing Director relies on the budget and fiscal office and the heads of bureaus and offices to develop and recommend manpower needs.

61. What manpower requirements are forecast for your agency and how are these determined?

Manpower requirements for fiscal year 1969 total 1,907 in our budget submittal, a decrease of 74 positions due to budgetary restrictions imposed by congressional and Executive actions during the current fiscal year. Forecasts for fiscal year 1970 are no less than the 1969 figure. Manpower requirements are determined through the budgetary process, in which the work objective submissions of the bureaus and offices are evaluated by the Managing Director and his staff. Program objectives and manpower requirements are discussed and critically reviewed in meetings with bureau and office representatives. The Managing Director then makes a determination of manpower needs which is submitted to the Chairman for approval.

Turnover figures for past years are studied and the impact of factors such as the draft is analyzed. On the basis of such studies, forecasts are regularly made for attorney, hearing examiner, accountant and auditor, tariff examiner, cost analyst, motor carrier district supervisor, stenographer, and typist needs.

62. Is the work in your agency organized with some consideration of the effect on position classification so that the mission can be accomplished with the minimum number and cost of positions?

Yes. For example, after the transfer of all safety functions to DOT in April 1967, we consolidated the remaining economic regulatory rail, motor, water, and freight forwarder functions of two bureaus into one Bureau of Operations. This eliminated one bureau head position and one assistant bureau head supergrade position immediately and led to the elimination of eight supervisory positions in the field on March 8, 1967, with position cost savings. Also in April 1967, we consolidated two western regions, eliminating one regional manager position and several subordinate positions and reducing our total number of regions and technical program operating districts to six. Since 1965, we have reduced from 10 bureaus to five and established one office resulting in the elimination of several top-level positions.

63. Is the classification of positions in your agency in accord with applicable Civil Service Commission standards?

Yes. The 1963 Civil Service inspection specifically found that we are in compliance with legal and regulatory requirements in appointments, promotions, and pay. The report stated that a review of 100 positions revealed no inaccurate grade allocations, confirming our adherence to pertinent civil service standards.

64. Has the agency established career possibilities to assist in development and advancement of employees?

Since mid-1961, our executive development program has effected a planned program for the identification, selection, and development of executives in grades GS-14 and above. More recently, we have up-dated the executive development program to incorporate the requirements of the Civil Service Commission's executive assignment system.

From time to time we have surveyed our employee rolls to identify (1) underutilized skills, and (2) employees with potential for additional skills. Employees underutilized with skill and who are shown to have the potential are reassigned to more meaningful duties in which advancement is possible. Efforts are also directed toward providing training to those with potential for learning new skills needed in the Commission.

We have a number of career ladders developed for occupational groups under the merit promotion programs. These ladders provide information to the employees on career opportunities in specialty fields.

65. Would you describe what means your agency uses to recruit quality personnel?

In recruiting quality personnel, we, of course, utilize the full resources and assistance of the Civil Service Commission. Further, we develop and use two