

Mr. HAND. We have stirred up this subject somewhat in our inter-agency ADP group.

Mr. BROOKS. How was it received when you threw that one at them?

Mr. HAND. Strangely enough, there weren't many agencies that indicated they had this problem. Some did, and as I recall, it came out in testimony 2 years ago in this committee hearing. There were some problems there.

Mr. MOORHEAD. Mr. Chairman.

Mr. BROOKS. Mr. Moorhead.

Mr. MOORHEAD. I am wondering what experience private industry has had in this situation? They must have to hire keypunch or card punch operators and pay them. Do they pay them a higher rate than grade 3, or have they solved the problem in other ways?

Mr. HAND. I can't speak for private industry and what the average might be, sir, but as an example, last week I had a gentleman from one of these service organizations looking for work, card punching, programing, systems analysis and so forth, and he has over a hundred card punch operators, and I asked him what was the average grade, or what was the average rate of pay.

It amounted to the top of a grade 4 in civil service. Now, perhaps another service organization wouldn't pay that much, but the only way he could provide the input services to his customers was to pay a higher wage scale.

Mr. BROOKS. Well, it's an interesting problem. We have not run across this problem very often. It's primarily programing that people have felt was their greatest shortage. I have some specific questions which I'm sure you can answer as to how you acquire your equipment and what kind of evaluation you make prior to acquisition of it. You can submit those for the record.

G. PERSONNEL MANAGEMENT

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

Mr. HYDE. This function is carried out under the direction and supervision of Mr. Paglin.

Mr. BROOKS. Very well. These general directors are busy—executive directors, general directors—they just run everything. You keep them pretty busy.

Mr. HYDE. Yes.

Well, I can tell you with the many communications policy problems the Chairman has at our place, the Executive Director is a necessary functionary.

Mr. BROOKS. He has to be there to keep the store.

Mr. HYDE. He's got to be there to keep the store, right.

Mr. PAGLIN. Mr. Chairman, we have a number of programs in our personnel management activity. One of the principal programs—and I want to say parenthetically, for the particular details you need, Mr. Flint is here. He's the Chief of our Personnel Division.

Mr. BROOKS. Pardon me. Have they considered a pretty comprehensive—not comprehensive, but fairly extensive training program for people like card punch operators who are not highly skilled, but