

nevertheless are skilled? Mr. Flint, have you done any recruiting on Mr. Hand's operation along that line?

Mr. FLINT. Yes, sir. We have. In the past, we have arranged for the training of programmer and card punch operator trainees with computer equipment manufacturers such as IBM and Univac. We have also utilized available courses, both interagency and nongovernmental, to train FCC employees. As Mr. Hand has mentioned, recruitment is a problem on which we are constantly working. We try to provide both a job ladder and a steady input source for card punch operators to replace those who leave because they have essentially reached a point beyond which they cannot go and desire to start climbing a ladder in another skill area. Our job is to replace these people at the entry level and we have been working assiduously and constantly on this problem. I think that at the moment, as Mr. Hand has indicated, we are in reasonably good shape.

Mr. BROOKS. Go ahead, Mr. Paglin.

Mr. PAGLIN. To keep the record logical, perhaps I could just expound one bit in this particular aspect of our training program.

We do attempt a well-rounded series of training programs, and it's done on the basis of planning—what the needs of the agency are—and conducting appropriate programs, either within the Commission or through arrangements with contractors or other agencies.

We have conducted courses, for example, including orientation sessions, some individualized study programs in areas such as career English and shorthand and basic statistics. We have had some special activities such as a recent seminar on multichannel TV program distribution by cable.

We have done interagency training. We have participated, such as we could, in some of the Civil Service Commission programs such as the courses on the seminars that the Civil Service Commission conducts in the middle management programs, the PPBS seminars—a number of our operating people have taken those.

Mr. BROOKS. You're riding them all?

Mr. PAGLIN. Yes, we are trying our best in terms of training.

Mr. BROOKS. And you are making a forecast for requirements and so forth?

Mr. PAGLIN. Yes, we do.

Mr. BROOKS. Has the Civil Service Commission had any particular comments to make about your personnel management practices?

Mr. PAGLIN. I'm not aware of any direct and formal reports of the Civil Service Commission issued with respect to our program.

Mr. FLINT. Shortly before I became the director of personnel there had been a Civil Service inspection. That was back in 1962. The suggestions they made for program improvement—

Mr. BROOKS. First they suggested a new manager, and then they got you. Was that the first suggestion that they made?

Mr. FLINT. I suspect that that might have been a result of it. We have been working within our resources on the weaknesses of the program that they mentioned, and we feel that since that point in time we have made great progress.

Shortly after I arrived—in fact, I was hardly in the saddle—they came forward with a followup inspection, and, while we were not given