

directly the results of that followup inspection, my informal information was that they felt that things had improved and there had been something of a turn around since the 1962 inspection. We have heard nothing further since that time.

Mr. BROOKS. Mr. Hyde, I'd like you to know Mrs. Heckler, from Massachusetts.

Is there anything you want to add to that, Mr. Paglin?

Mr. PAGLIN. Yes, very briefly, Mr. Chairman. In the interest of saving time, the particular type of preparation and activities in our personnel management can perhaps set forth if we could be afforded the opportunity when these written questions are submitted to us to fill in anything the committee wishes to have. In that connection, our personnel programs include the development of a position management system which we did in fiscal 1967, which I think this committee is familiar with, in order to provide the operating bureaus with policy guidance for the development of staffing plans and the implementation of such plans for the most effective operation of the bureaus.

Mr. Flint has referred to our training program as have I. We also have a fairly extensive program in employee-management relations. In each of these instances we follow Civil Service Commission regulations and the executive orders which are put out from time to time with respect to these particular activities. We have in this particular activity an employee representative's board. We have also attempted to comply with the requirements of the Civil Service Commission as to recognition of employee organizations.

We do have two of the employee organizations. We have granted exclusive recognition to the Allied Reproduction & Trades Union to represent our employees in the printing and reproduction branch; the National Association of Government Employees represents our non-supervisory and nonprofessional employees at our monitoring station in Alaska; and at the present time the American Federation of Government Employees has been permitted to conduct an organizing drive in our Washington office. We do afford the usual assistance and service in employee relations to the employees of the Commission as normally most agencies do.

We have a fairly good, I think, program in the career management field. We attempt to assist in the development of a management system both on an individual and professional basis to see to it that our employees are able to advance as far as their own capabilities will permit.

In the same regard, for example, our merit promotion plan is another device we have in this field.

Mr. BROOKS. Mr. Paglin, give us a rundown on those activities because personnel management is acquisition, training, upgrading, keeping them active, letting them make progress, make more money, more responsibility is an important part of every agency's work.

Mr. PAGLIN. It's the people that make it tick.

Mr. BROOKS. They are the ones who are running it. It's a steady problem. You know you're never going to get to the top of that one but you have to keep working at this all the time.

Mr. HYDE. We will be happy to submit that.

Mr. BROOKS. If you will outline that for us we will put it in. I think it is helpful and I think it has been a little better stated than in these other hearings.