

progressive training program including agency, interagency, and nongovernmental training courses.

The Commission-conducted courses include orientation sessions; a series of individualized study programs in areas such as career English, shorthand, and basic statistics; special activities such as the recent seminar on wired TV distribution signals; and supervisory training courses. Contract instructors present courses where the number of Commission employees warrants it in such areas as shorthand, supervision, and reading improvement. Interagency training is used as much as possible to meet our other training needs in such courses as the executive seminars for midlevel managerial training; effective writing; planning, programing, budgeting seminars; supervisory institutes; and so forth. When necessary, we use non-Government facilities such as the Department of Agriculture Graduate School and universities. These non-Government courses are especially important in maintaining current technological knowledge.

To foster and encourage employee self-development, the FCC training program is putting increased emphasis on individualized training within the Commission. Programed instruction materials which allow employees to progress at their own rate are used, along with a teaching machine when appropriate. Many minority group employees are participating in these activities. These self-development programs appear to be an effective way of enhancing promotion potential, especially for our employees at the lower grades.

In fiscal year 1967 we trained a total of 139 employees in courses of 8 hours' duration or longer. Of these, 78 were trained in interagency programs, and 61 were trained in nongovernmental programs.

3. Employee-management relations

Every effort is made to keep the lines of communication open between employees and management on an informal basis to the greatest extent possible. Last June a memorandum was issued to the heads of bureaus and staff offices to which was attached for issuance to all supervisory and management officials a copy of CSC's FPM letter No. 771-2 on the subject of (a) employee access to the personnel office and management personnel and (b) filing of grievances. All supervisors and management officials were requested to comply with the letter and spirit of the principle enunciated in the FPM letter.

Supervisory and administrative officials are required to discuss problems and complaints courteously with employees on matters affecting their status and welfare and to clarify misunderstanding and to make any reasonable adjustments found warranted. If the complaints and grievances cannot be worked out to the mutual satisfaction of the employee and the supervisor, the employee has the right to submit a written grievance to the next higher level of supervision. The employee may, if he so requests, have the grievance heard by an ad hoc 3-man grievance committee, one member of which is named by the employee. The committee holds hearings and makes a report of findings and recommendations to the head of the bureau and staff office. If the employee is not satisfied with the decision of the head of the bureau or staff office, he has the right to appeal that decision to the full 7-man Commission.

Disciplinary and adverse actions are taken in the Federal Communications Commission only after all efforts to resolve the problems have failed. When necessary, such actions are taken only in accordance with chapter 772: Adverse Action Appeals, of the FCC Personnel Manual.

We furnish information to all employees on their right to join or not to join employee organizations and on other rights and responsibilities under Executive Order 10988.

4. Merit promotion

A revised merit promotion plan for the FCC was adopted and put into effect on September 6, 1964. The plan is structured to insure that all employees will compete for promotion on the same basis. Safeguards or checks and balances have been built into the plan in an effort to achieve maximum equity and to attempt to avoid out-of-balance situations, as well as dead-end jobs, for all employees. The following provisions are cited as checks and balances under merit promotion to assure that all qualified people are being considered:

(a) When supervisors propose any essential or desirable job requirements in addition to applicable Civil Service Commission standards to be applied, these requirements must be submitted to the Personnel Division for review and discussion with appropriate officials. Requirements are approved by Personnel Division only if the requirements are realistic and will facilitate competitive evaluation.