

parisons relating to personnel; employee characteristics, work skills, and experience; location of employees having specific desired or rare skills or qualifications; grade structure studies within organizations or by profession; organization-to-organization comparisons by grade; statistical and detailed studies of employee losses by grade, occupation, organization, reason for leaving; and other studies.

6. *Employment*

The objectives of the FCC employment program are: To identify, evaluate, and refer to operating officials the best qualified talent available, both inside and outside the Federal Communications Commission, to fill manpower needs; to take official personnel actions effecting the appointment and placement of selected candidates; to administer a continuing program for the management of employees on the rolls; and to maintain personnel records. The manner in which these functions are accomplished by the Personnel Division must be responsive to management needs, represent sound and effective personnel administration, and be consistent with legal and regulatory requirements governing personnel administration. Within this context, special attention is given to such categories of personnel as the disadvantaged, physically handicapped, mentally retarded, mentally restored, minority groups, women, and older workers. The means by which the employment services function is carried out are summarized as follows:

(a) *Recruitment and placement.*—The principal techniques utilized for meeting staffing needs include the internal merit promotion program, selection of individuals from registers of eligibles maintained by the Civil Service Commission, college recruitment, applicants with prior Federal service, and other individuals applying directly to the Commission. Since almost 50 percent of the personnel of this Commission fall in the professional categories, the FCC's quest for quality personnel has given rise to an extensive on-campus program aimed primarily at electronic engineers and attorneys. While the planning responsibility for the program resides with the Personnel Division, the on-campus interviews are carried out primarily by professional engineers and attorneys employed by the Commission. During the past recruiting season, recruitment visits were made to 27 college campuses in the search for promising young engineers, while 26 campuses were visited for the recruitment of attorneys. Also, in an attempt to capitalize on the burgeoning junior college development, our recruitment program was expanded this past year to include a number of these schools in search of the subprofessional electronics technicians and other graduates of these institutions.

(b) *Continuing personnel management.*—Subsequent to the recruitment and placement of employees, the Personnel Division carries out a continuing program of personnel management in cooperation with supervisors and management officials. This activity includes: providing the necessary tools to supervisors for the measurement and evaluation of the performance of employees; helping supervisors motivate employees to make their best efforts through such means as incentive programs, quality within-grade pay increases, and promotional opportunities; insuring appropriate consideration is given to the rights, benefits, privileges, and responsibilities of FCC employees; and assisting in the maintenance of effective supervision at all echelons. Particular attention is given to employees during the probationary period to identify weak or marginal performance and to be sure that each employee is given an opportunity to improve before any adverse action is initiated.

(c) *Personnel records and reports.*—In addition to the above, the Personnel Division is responsible for the origination of all official personnel actions, and maintenance of the official personnel folder which incorporates all documents affecting the career and employment history of each employee. Information as required is provided to the individual employee, the supervisor, the payroll office, and the Civil Service Commission. The personnel processing determinations which precede each action must necessarily comply with all requirements of law and regulations. The data maintained in the personnel folders are used for all reports required by external sources, as well as those prepared for internal management purposes. This information is used for such purposes as minority group statistics, strength reports, reduction-in-force registers, retirement studies, work-force composition, and manpower planning. The personnel inventory in the computer data bank is automatically updated at the time each personnel transaction is effected.