

in 1966, that the computer would be used about 5 years. This expectation has not changed.

56. Have you made use of third-party leasing arrangements. If so, what has been your experience with these arrangements?

No use has been made of third-party leasing arrangements. Our experience with such arrangements has been restricted to negotiations with GSA concerning the various avenues available for most economically funding particular equipment acquisitions. Negotiations commenced about a year ago to join with other Federal agencies through GSA in soliciting a third-party leasing arrangement but were suspended upon inquiry from GSA concerning the potential purchase of such equipment through the Government ADP revolving fund. It is understood the policy for assigning a purchase position with respect to the fund has not been fully formulated.

Our agency has previously proposed (for example, November 12, 1966, report of ADP accomplishments to the Bureau of the Budget) that present Government policy which inhibits the use of installment purchase arrangements might well be re-examined with a view to developing standards for the employment of commercial sources as a means of funding equipment acquisitions and of minimizing a significant one-time impact on the budget of a small-scale Government agency.

57. To what extent have you developed standard systems or applications which are used by your computer installations?

Since the Board has but one computer installation, the problem of coordinating multiple installations does not exist. Emphasis is being placed upon general purpose systems design and programing and the use of common ADP languages, particularly Fortran, RPG, and now Mark IV instead of "Assembly Language," as means of optimizing coordination and use of data applications throughout the Board.

58. Will you describe the steps you have taken for the development of standard data elements for use by your Department under the program recently established by Bureau of the Budget Circular A-86?

The Board has held consistently to the policy of adhering to such standards as may be promulgated to facilitate the exchange of information between Government agencies. However, to date, the Board has not been involved in any significant intra-Government information exchange, does not have multiple installations between which information is internally exchanged, but is continuously engaged in the exchange of information with the air carrier industry subject to its regulation. The general policy has, therefore, carried the necessary reservation that internal Board standards must be consistent with prevailing air carrier standards. We are not aware of any conflicts with the general policy to date, however, inasmuch as the standards being used for exchange of information between the Board and air carriers have largely originated either directly with the Board or indirectly with the Federal Aviation Administration and are already used on a fairly universal basis.

59. What do you consider to be the most pressing problems that need to be overcome for you to make better and more efficient use of computers in your agency?

All specific problems revolve around the need for additional, highly skilled manpower to meet the increasing demands of:

- (1) Third generation computer environment;
- (2) Developing and applying new ADP systems; and
- (3) Maintaining operational systems.

G. Personnel Management

60. Where is the responsibility placed for manpower planning?

The Executive Director has the basic manpower planning responsibility. He relies on the heads of offices and bureaus to develop estimates of manpower needs and on the Comptroller and Director of Personnel to assist him to evaluate these needs. Staff action in this area is subject to approval of the Chairman and of the Board members.

61. What manpower requirements are forecast for your agency and how are these determined?

Manpower requirements are determined primarily through the budgetary process, in which the offices and bureaus estimate their workload and their manpower needs, which are evaluated by the Comptroller and the Director of Personnel. The