

Executive Director then critically reviews and discusses program objectives and manpower requirements in meetings with bureau and office representatives, after which he submits his proposals to the Chairman for approval.

Turnover figures for recent years are analyzed and the impact of factors such as the draft and the changes in retirement eligibility are studied. Thereupon recruiting programs for attorneys, accountants/auditors, economists, and air transport analysts are projected.

62. Is the work organized with some consideration of the effect on position classification so that the mission can be accomplished with the minimum number and cost of positions?

Salary cost is one of the major factors in considering internal organization. Other considerations relate to the established principles of organization which also serve the objective of economy of operations.

63. Is the classification of positions in accordance with applicable civil service standards?

Except for 11 positions specifically exempted from the classification provisions of law by the Federal Aviation Act of 1968, as amended, all other positions in the Board are classified in accordance with the applicable Civil Service Commission standards. The most recent Civil Service Commission inspection found the Board to be in full compliance with all legal and regulatory requirements with respect to position classification, as well as other aspects of personnel management.

64. Has the agency established career possibilities to assist in development and advancement of employees?

While career ladders have not yet been formally described and publicized, there are established and recognized "lines of promotion" to assist in the development and advancement of employees. Most of the Board's upper level positions have been filled by promotion from within.

65. Describe the means used to recruit quality persons.

The Board makes positive efforts to recruit high quality persons to fill vacancies at all levels to fill entrance level jobs. We interview on college campuses, occasionally talk to student organizations, utilize Civil Service Commission registers, and draw a few employees from private industry to fill jobs above the entrance and we promote qualified persons from within to the maximum extent. To fill jobs for which we have no qualified persons we recruit from other agencies and from the private sector.

66. Does your agency emphasize promotion of employees on the basis of merit?

Almost all vacancies above the entrance level are advertised among all employees and selection is made from the best trained and experienced people available to us without regard to race, creed, sex, national origin, marital status, political affiliation, physical handicap, or age.

67. How does your agency consider complaints, grievances, and appeals?

These matters are considered in accordance with the procedures prescribed by the Board pursuant to Civil Service Commission regulations. These procedures are predicated on the premise that the employees have the right to have their complaint, grievance, or appeal aired fully, fairly, and promptly without fear of reprisal in any form and the resultant "airing" is beneficial to efficiency.

68. Is personnel management considered to be an integral part of the agency?

A comprehensive, positive personnel management program is considered essential to the effective, efficient, and economical accomplishment of the Board's mission. Top management supports, and operating officials welcome, such a personnel program.

69. How do you treat equal employment opportunity and employment of the handicapped?

We consider that these two programs support and strengthen our efforts to accomplish our mission effectively, as well as being consistent with the right of qualified citizens to seek a career in the Federal service.

H. GAO Audit Reports

70. Has the General Accounting Office issued any audit reports on the overall operations of your agency, that is, reports not directed at a functional program of the agency, but rather at the management and administration of the agency?

No.

71. If so, to what extent have the recommendations contained in these reports been carried out?

Not applicable.