

ings are provided to each regional director for post office operations within his region.

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

In fiscal year 1968 a total of 741,922 positions are included in the budget. The great majority (731,448) of these positions are in the "Operations" appropriation and are determined by relating such factors as mail volume and delivery units to man-hours and converting the man-hours to positions. In the case of the positions in the other appropriations, these are basically the result of a detailed review of requirements by the responsible bureau and reflect the additional workload at headquarters, regional offices, and various field installations.

62. Is the work in your agency 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?

Yes, the number of positions are controlled through authorization by region or headquarters and cost is set by the ranking of positions to proper salary level as prescribed by law.

63. Is the classification of positions in your agency in accord with applicable Civil Service Commission standards?

Positions in the postal field service are placed into proper salary in accordance with the provisions of title 39 United States Code which establishes the postal field service classification system. Positions in the Department headquarters are classified according to CSC standards.

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

Yes, the Department now has a pilot program in the Seattle region which provides for regionwide promotional opportunities at the supervisory levels. This plan provides an inventory of skills and education of each participant and will include advice and assistance through counseling and guidance.

A merit promotion plan has been used in headquarters since 1962 which provides for voluntary participation by all employees. This also provides for outside training under the Government Employee Training Act.

We also have an intern program for selection and training of highly qualified employees in rotating assignments which eventually lead to high-level management positions in the regional offices and Department headquarters.

65. Would you describe what means your agency uses to recruit quality personnel?

All employees are hired under the Civil Service Commission examining system. Selections are made from the Civil Service Commission registers of eligibles. The principal entrance levels are clerks and carriers at PFS-5, and mail handlers at PFS-4. Selection of college graduates under the intern program and the use of Civil Service Commission registers also provide for introducing top quality employees at regional and departmental levels.

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

Yes. In 1961 the Department issued a comprehensive merit promotion procedure. This has been extended and improved to provide additional opportunities based on qualification and demonstrated skills of all employees.

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

Employee grievances and complaints and adverse action appeals are provided for in our agreement with the seven exclusively recognized postal unions. The essentials of the grievance procedure are: (1) attempt to resolve at local level, (2) appeal to regional level with hearing if employee desires, (3) further appeals rights to Department's Board of Appeals and Review. The essentials of the adverse action appeals procedure are two levels of appeal—to Regional Director and to Department's Board of Appeals and Review with right of hearing at first level. Employees may request advisory arbitration of decision of first level appeal on adverse actions and of second level appeal on grievances, provided the union pays one-half the cost.

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

Yes, at all levels of operation—Department, region, and installation.

69. How does your agency treat equal employment opportunity and employment of the handicapped?

The Department has a positive program in the equal employment opportunity area. Our latest data show that 21.7 percent of our employees are minority group employees.