

Mr. ABERSFELLER. Standardization or the absence of it, and the absence of compatibility, is one of the most significant problems we have. But we actually take the contrary view. If an agency, for example, would found their justification on compatibility, we would insist on something more than that; an actual finding of compatibility is, in fact, essential. It isn't always so. Sometimes bias and personal opinion crop into these things, and it is our job, we feel, to ferret those out; again providing for the widest range of competition we can.

So I think in summary, if a case can be made for compatibility, then we would, in fact, have generally a sole-source procurement. The absence of standardization is a very significant problem.

Mr. THOMPSON. Thank you, Mr. Chairman.

G. PERSONNEL MANAGEMENT

Mr. BROOKS. We have a couple more questions, Mr. Moody.

Would you describe to the subcommittee the elements of your personnel management program? I will submit exhibit F for inclusion in the record at this point.

(Exhibit F follows:)

EXHIBIT F—HIGHLIGHTS OF THE GENERAL SERVICES ADMINISTRATION PERSONNEL PROGRAM (SUBMITTED BY THE CIVIL SERVICE COMMISSION)

Our report to the agency was dated August 7, 1967. Overall, we found that GSA recruited, trained, organized, and motivated a work force fully capable of carrying out the basic mission.

On the plus side, we found:

Recruitment needs were being met both for college trained and clerical employees.

Employee development and training was generally effective.

Considerable success had been achieved—

in effective administration of position classification requirements;

in enhancing the opportunities for women;

in hiring the handicapped; and

in insuring that employees were aware of their rights in employee-management relations.

However, there were some areas where recommendations for improvements were made:

Supervisors needed additional training in the—
operation of the merit promotion system;
principles of employee-management relations; and
employee recognition and incentive awards programs.

The merit promotion program needed—

a better ranking system especially for supervisory jobs;

better communications to employees;

tightened selection procedures to better insure promotion of best qualified candidate; and

revised guidelines to include consideration of highly qualified applicants from outside.

COMMENT OF THE GENERAL SERVICES ADMINISTRATION ON EXHIBIT F

A new merit promotion plan is being developed to more nearly fill the needs of GSA. An extensive study has been conducted and a proposed plan written. The plan has been reviewed throughout GSA by program managers, operating officials, personnel specialists, and selected union representatives. Comments submitted during the course of this review are now being analyzed and evaluated.

A GSA handbook, Personnel Administration for Supervisors, was distributed to all regions for use in our supervisory training program. Special emphasis is not being given to the operation of the merit promotion plan or recognition and awards programs now because of imminent changes to both systems. When new