

G. Personnel management

60. Where is the responsibility placed for manpower planning in your agency? The determination of individual, specific personnel requirements rests with the line manager. The responsibility for overall manpower planning as a staff advisory function is assigned to the Office of Personnel within the Office of Administration.

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

The average employment forecast for this agency in fiscal year 1969 is 40,934. These requirements were determined by assembling information on planned programs and translating that information through analytical studies of personnel-program relationships into manpower requirements.

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?

GSA has a fully implemented position management program which has as one of its primary objectives assuring that the position structure (the organization and assignment of work among positions) serves mission needs effectively and economically and utilizes the most effective work processes, equipment, procedures, methods, and techniques.

Under this program, positions are reviewed regularly and systematically to achieve the lowest possible payroll costs consistent with program needs and sound personnel management principles.

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

Yes, positions in GSA are currently described; evaluated on the basis of the difficulty, responsibility, and qualifications required of the assigned work; and classified in accordance with applicable CSC standards. The Civil Service Commission in its most recent nationwide inspection of the GSA personnel program, reported in August 1967: "The position classification program of GSA, as in the past, continues to be administered as a highly effective program. By and large, agency classifiers are classifying positions correctly and in line with the criteria of relevant Commission standards."

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

An agencywide career development program has been applied in the principal occupations of the General Services Administration since 1963. It allows each employee at GS-5 and above or wage board equivalent to project a career goal and provides for an annual joint discussion of such goals between the supervisor and the employee. Subsequent work and assignments and formal training are based on those discussions.

More recently we established an assignment program for executives (APEX) concurrent with the initiation of the Civil Service Commission's executive assignment system. Our program calls for the selection and development of highly qualified, mobile candidates who will enter the GSA executive corps—the reservoir of future executive placements. Under the direction of top Agency officials, this program assures us of a cadre of executive talent capable of assuming higher level duties and ready to move wherever they are needed, whether in Washington or in the field.

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

Approximately 175 to 200 trainees are appointed each year through our college recruitment program. These trainees are appointed from the Federal Service entrance examination and the management intern examination for ultimate development into specialists, managers, and executives. We also recruit college undergraduates under our cooperative work-study program and summer employment program, which are designed to attract students to GSA after graduation. Candidates for GS-9, GS-11, and GS-12 positions are recruited from the mid-level positions examination, while candidates for GS-13, GS-14, and GS-15 positions are recruited from the senior-level positions examination. Supergrade positions and GS-15 executive positions are filled through GSA's assignment program for executives or the Civil Service Commission's executive assignment system.

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

Yes. All promotions in GSA are made under a merit promotion plan which is available to all employees. This plan operates under the basic principle that all selections for advancement will be made from among the best qualified employees.

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