

mentation of policies, plans, and programs of sufficient depth and scope to assure retraction, retention, motivation, training, and development of managerial and employee talent capable of performing work in the quantity and of the quality required to meet the objectives of the Department.

The Office of Personnel and Training develops issues and interprets basic personnel policies and provides leadership in personnel matters, civilian and military, for the entire Department. It serves as the principal source of advice and assistance on personnel to the Secretary and is responsible for the evaluation of personnel program effectiveness throughout the Department.

In addition, it represents the Department in all personnel matters with other departments, the Civil Service Commission, the Bureau of the Budget, committees of Congress, the White House, including the preparation of comments, reports, programs, policies, and data requested or required by such outside sources.

Counterpart personnel staffs in the operating administrations are concerned with personnel matters relative to a single mode of transportation. They develop appropriate procedures and programs implementing department personnel policy and furnish operating personnel support for the accomplishment of the Administration's missions.

Mr. George Maharay is the Director of Personnel and Training for the Department and is here this morning.

Mr. Brooks. I want to submit at this time exhibit E, entitled "Highlights of the Department of Transportation Personnel Management," submitted by the Civil Service Commission.

(Exhibit E follows:)

EXHIBIT E—"HIGHLIGHTS OF THE DEPARTMENT OF TRANSPORTATION PERSONNEL PROGRAM"—(SUBMITTED BY THE U.S. CIVIL SERVICE COMMISSION)

The Commission has not yet inspected the Department of Transportation as a whole. We have conducted inspections in the recent past in three of its component organizations. These are:

The U.S. Coast Guard.

The Federal Aviation Administration.

The Federal Highway Administration (as the Bureau of Public Roads).

Nationwide inspection of Coast Guard (Treasury), March 1966

We found the following areas of strength in our review:

An aggressive review procedure for the review of personnel resource management at its field installations.

A good recruiting program in which the agency gets high-quality civilian employees.

A good program of employee utilization and management improvement.

Several areas were found which needed improvement:

We found generally weak manpower planning, needs projection, and overall recruiting due to lack of a system to distinguish between military billets and civilian positions.

Difficulty in establishing career paths and career ladders.

No uniform system to identify training needs.

Federal Aviation Administration (formerly Federal Aviation Agency)

A nationwide inspection was completed in late 1966.

We found the following areas of strength during our review:

Technical training to improve productivity in the work force, which has enabled FAA to reduce the size of its work force while its workload has been increasing.