

The agency has taken effective steps to develop healthy relationships with its work force in employee-management relations and employee service activities. The agency has an effective occupational safety program. The agency has an effective program of communications and services to the public.

Several areas were found to need management attention:

(1) The agency was not making the most economic and efficient use of its manpower resources in the accomplishment of its objectives.

(2) Improvements were needed:

In position classification.

To insure that best qualified candidates are selected for promotion.

(3) FAA also needs:

To eliminate duplicate staff services such as those in management analysis, budget, and personnel.

Comprehensive supervisory training in personnel management for its key managers.

To take appropriate steps to insure that all employees are aware of their rights to belong to unions and participate in union activities.

To improve supervisory understanding, and engender a positive attitude toward employee recognition and incentives.

The Administrator (General McKee) responded to our findings and recommendations by establishing a high-level task force to thoroughly study all of the areas in which deficiencies had been found and to recommend corrective measures and to develop an implementation plan. The Commission and later the Department of Transportation had participating members on the task force to provide continuing monitoring of the plan.

The plan was submitted to the Commission by the Secretary of Transportation and the Commission informed him that it found the plan acceptable. Much of the correction was begun before the plan was finally completed.

The Commission expects to reinspect FAA in fiscal year 1969 as a part of the nationwide inspection of the Department of Transportation.

Bureau of Public Roads

The Commission's last nationwide inspection of the Bureau of Public Roads (BPR) was concluded in 1964. The new Federal Highway Administration is comprised of the old BPR with added functions (functions of the Corps of Engineers; and Highway Safety).

We found the following areas of strength in our review:

An outstanding recruiting and training program for its technical employees.

A good program of employee awards and incentives.

A good program of manpower utilization and cost reduction in its technical areas which enabled it to cope with an expanded mission.

Several areas were found which needed improvement:

Supervisory training needed to be improved.

The agency was found to have too many people in its personnel functions.

Agency management was not making the best use of the management tools available, especially in other than its technical fields.

Our upcoming fiscal year 1969 program for a nationwide inspection of the Department of Transportation will include a comprehensive survey of the Federal Highway Administration.

Mr. THOMPSON. Mr. Secretary, could you give me some idea of the number of people in the five segments in the Department: the Coast Guard, Federal Aviation Administration, Federal Highway Administration, the Federal Railroad Administration, and the St. Lawrence Seaway? Do you have an idea of how many people are in each?

Secretary BOYD. Yes, sir. As of April 30, in the Office of the Secretary, there were 521; in the Coast Guard there were 5,695 civilian employees and 36,912 military; in the Federal Aviation Administration, 43,821; Federal Highway Administration, 5,201; the Federal Railroad Administration, 1,063; St. Lawrence Seaway Development Corporation, 160; the National Transportation Safety Board, 228, for a total of 56,689 civilian, and 36,912 military—a grand total of 93,601 related to an authorized total personnel of 97,827.