

out the United States. A summary of the data and its analysis was presented to the Federal Council during March 1966. The analysis indicated the importance of various environmental features to Federal scientists and engineers and evaluated the extent to which these persons were satisfied with provision of these features in the Federal service. The results were published in a report entitled "The Environment for Quality" and in the July-September 1966 issue of the Civil Service Journal.

The Committee's analysis clearly identifies three sets of factors of high importance to Federal scientists and engineers. These are: (1) professional values, such as the opportunity to work on creative and challenging projects and to make full use of skills and abilities; (2) features concerning appropriate and equitable pay and ability to advance; and (3) matters related to adequate on-the-job support. On the other hand, such things as job titles, the retention of rights to patents, consulting fees and honoraria, rigidity of security controls, and freedom to consult, lecture, and teach are considered relatively unimportant by the vast majority of persons.

STUDY AND RECOMMENDATIONS CONCERNING MARGINAL EMPLOYEES

The Standing Committee took account of frequent indications of concern and dissatisfaction about the difficulty of removing marginal employees and the consequent adverse effects upon the efficiency of laboratories. The Standing Committee studied problems related to marginal employees in some depth and concluded that these could best be minimized by the continuous and systematic application of sound personnel practices at all stages of employment and at all levels of management within the agencies.

Changes in civil service rules and new legislation were proposed in a number of cases. These were identified in a report, "Management and the Marginal Employee," and related to 22 specific recommendations directed at laboratory managers and directors, agency officials, the Office of Science and Technology, the Civil Service Commission, and the Bureau of the Budget. The report was distributed by the Chairman of the Federal Council to the heads of major Federal agencies.

Legislative needs implicit in the situation include the authority to require a longer probationary period for research scientists and engineers and the ability in some cases to reimburse prospective appointees for a preemployment interview at the Federal laboratory. Avoidance of marginal employees begins with the initial selection and screening process.

USE OF FEDERAL LABORATORIES FOR EDUCATIONAL ACTIVITIES

During 1966 and 1967 in response to a request from the Federal Council for Science and Technology, the standing committee undertook a study relating to the use of Federal research and development (R. & D.) facilities for advanced education and training: (1) To determine how well Federal laboratories are doing in continuing educational efforts, (2) to make recommendations for improvements, and (3) to explore the potential of Federal agencies in contributing more broadly to the educational activities of the Nation.