

tions and performance on the duties and scope of the job.

**FOURTH PROGRAM: To Strengthen Supervisor-Employee Relationships.**

1. Federal employees should be granted uniform appeal privileges and the right to organize and consult with management.

2. Efficiency rating should be confined to an appraisal by the supervisor of each employee's performance, progress and growth potential. Summary rating should be dropped or made optional with supervisors.

3. The reticence of supervisors to request the removal of employees for unsatisfactory work performance should be overcome by less cumbersome and time-consuming procedures.

4. The retention standing of employees should be based upon their suitability for the remaining tasks of the organization, as well as upon their past performance and seniority.

5. The absolute retention preference now accorded veterans should be replaced by a formula granting additional seniority credit for military service.

6. Supervisors should be required to certify the eligibility of employees for within-grade advancement, and greater use of the reward for superior accomplishment should be encouraged.

**FIFTH PROGRAM: To Reorient the Efforts of Personnel Organizations throughout the Federal Service, implementing the principle of decentralized administration under centralized control.**

1. The commission form of organization should be retained in the central

personnel agency, but one commissioner should be vested with full responsibility for administrative direction.

2. The personnel administrator and chairman of the Civil Service Commission should be chosen by the President with regard for his capacity as an administrator.

3. The internal organization of the Civil Service Commission should be realized to place greater emphasis upon standards, inspection and information activities.

4. The operating divisions of the



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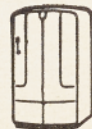
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