

1. A classification, which consists in naming, defining, and grouping the positions under a system of vocations and grades which will permit the making of adequate comparisons.

2. An outline of an employment policy and a recommendation of a salary scale which will provide equitable compensation for services rendered and will make it possible to secure and retain a competent personnel for the conduct of Government business.

The committee is continuing its study of the subject and will present a final report as soon as the analysis is completed.

PRELIMINARY STATEMENT OF FINDINGS AND CONCLUSIONS.

The preliminary analysis of the questionnaires has shown the lack of any adequate or consistent employment policy with respect to engineers and other technical employees in the Government service. This is shown by the following conditions, which are believed to be largely responsible for the unsatisfactory status of this class of Government employees:

1. Absence of any system of grading of positions.
2. Lack of uniformity in classes of positions and in their titles and duties.
3. Inequalities in compensation for positions of the same grade in different organization units.
4. Generally inadequate compensation for services rendered.

To the end that these conditions may be corrected and proper and equitable conditions of employment established for engineers, as well as for other Government employees, the following practices and principles are recommended:

1. Positions should be classified in accordance with the character of the duties to be performed and with the training and experience necessary for their performance, as indicated by a system of grading.

2. Within the salary limits fixed for each grade, there should be a system of advancement through the grade based upon experience gained in the position and upon proof of increase in the proficiency of the employee in performing the duties of the grade.

3. Promotions from grade to grade should depend upon the existence of a vacancy in the higher grade and proof that the employee is qualified to fill the vacancy.

4. The determination of adequate salary schedules should take into account and properly weigh the following considerations:

(a) The capital invested, both in money and in time, in obtaining the requisite fundamental training.

(b) The amount and character of experience and the degree of personal ability required.

(c) The relative value of the classes of work to be performed.

(d) The amount paid for similar work in private employment.

(e) The amount necessary to enable the employee to maintain a standard of living commensurate with the general standards of the community for positions of similar dignity and responsibility.

(f) The amount necessary to procure for and retain in the Government service a class of employees capable of conducting the business of the Government with an efficiency and a spirit of initiative equal to that of private business.

5. In the interest of an adequate social policy, no position likely to be occupied by individuals of an age to assume family responsibilities should fail to pay an amount sufficient to permit the maintenance of the average family in reasonable decency and comfort.

6. In the interest of the employees as a whole and of the proper conduct of the work of the Government, a system should be established by which employees who fail to maintain satisfactory standards of service should be removed, transferred, demoted, or retired as may be equitable in the circumstances.

CLASSIFICATION

The absence of any adequate system of classification in the Government service was brought out clearly by the investigation as evidenced by the numerous titles of positions submitted by the twenty reporting bureaus. Many of these were little more than payroll titles, were neither consistent nor uniform, and gave little indi-