

PRELIMINARY REPORT
ENGINEERING COUNCIL COMMITTEE
ON
CLASSIFICATION AND COMPENSATION OF ENGINEERS
IN THE SERVICE OF THE FEDERAL GOVERNMENT
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INTRODUCTION

The executive branch of the Federal Government comprises over 50 independent establishments. These include, besides the ten departments, numerous commissions, boards and other organizations. For administrative purposes and for the accomplishment of specific work these establishments are divided into organization units. The work of the professional engineer enters in large measure either directly or indirectly into the activities of all these establishments.

In the gradual development of the executive branch of the Federal Government, which has extended over the entire period of the history of the country, units of organization have been created one by one to meet growing needs. To carry on the work of these new units and to provide for the growth of older ones a great expansion in personnel has been required. In this expansion too little consideration has been given to the special requirements of the several positions; to the relation of these positions to one another, either in the same or in different organization units; or to the relation between the units themselves. As a result there have grown up many inequalities and injustices which affect adversely both the employee and the organization. Although these inequalities and injustices exist in all lines of government work, they are especially noticeable in organization units which comprise engineering and other professional positions. It is to the end that these inequalities and injustices may be pointed out and that methods may be suggested for their correction that this report has been prepared.

COLLECTION OF DATA

The collection of data for a study of this kind may be made in the following ways:

1. By questionnaires for individuals.
2. By questionnaires for groups.
3. By study of existing reports.
4. By interviews.

Each of these methods was used except the individual questionnaire. The psychological effect of a questionnaire giving each employee an opportunity to state his personal views was fully recognized, but it was believed that such statements, involving a large amount of clerical work in tabulation and study, with every possibility of a lack of uniformity in preparation, would not yield concise and systematic information for the solution of the problem before this committee.

In making the study the group questionnaire of the form indicated in Table 1, page 9, was sent to the heads of the departments and other independent establishments with the request that one be filled out for each organization unit composed primarily of engineers. Favorable responses were received from all except the War Department, which stated that it would be impracticable to furnish the information desired.

As a result of the inquiry questionnaires were returned by twenty organization units, sixteen in civil establishments and four in the Navy Department, employing an aggregate of about 4,600 engineers. In the analysis of these questionnaires it was necessary to interview officials and to consult existing reports. The study was conducted along two lines, as follows: