

RECOMMENDATIONS

It is considered that an Annual Report would be incomplete if it failed to point out those areas where major improvements should be undertaken to improve the Department's operations and effectiveness. Therefore the following are submitted:

1. **MERIT SYSTEM:** It is recommended that a comprehensive Statewide merit system or personnel system be adopted in order to provide a uniform basis for hiring, classification and promotion of personnel. The absence of such a system has a marked effect on the Department's ability to obtain or retain qualified career employees both professional and sub-professional.

2. **MANAGEMENT STUDY:** It is recommended that Legislative approval be obtained for the Department to employ a competent and impartial firm of management consultants to conduct a thorough and complete study of the structure, efficiency, personnel, operational procedures and administration and financing procedures of the Department. It is considered that a review by recognized Highway management experts would be of assistance to the Department in meeting its obligations to a fast growing State.

3. **CONTROLLED ACCESS:** It is recommended that Legislative approval be sought to permit access control of major highways in Kent and Sussex Counties similar to that which now exists in New Castle County. The advantages of access control as it effects safety, ease of operation and protection of the original highway investment can no longer be questioned. Delaware can no longer afford to build major facilities without this proven method of saving lives and insuring the continued efficient operation of the highways.

4. **ADVANCED PLANNING:** It is recommended that the Department be provided with funds to permit the planning of future highways at least five years in advance of the intended date of construction. Financing of the State's highway construction program on a one or two year basis is unrealistic when major projects require at least five years from conception to the letting of contracts. The development of the State is moving too fast to delay the necessary advanced planning.