

The CHAIRMAN. While you were ill and away from your office, your office concurred in the directive of Secretary McNamara on March 6th.

Now, since then you have gotten well and have had a chance to look that over. Have you disagreed with your office in its action, concurring, or what is your present view on that?

Secretary HITCH. It would be an exaggeration to say that I have had an opportunity to look the matter over since I got back. I and my office have been engaged 12 hours a day and more on the revisions of the fiscal year 1962 budget which is our current major assignment and I really have not had any time nor opportunity to go into this order and into its background.

I have stated my general views about it in a statement that I have made. I don't think I have anything to add. I do not feel that I am in any way against this order. I think how it operates depends upon how we make it operate and I think it is perfectly possible with this order to make it operate right.

The CHAIRMAN. It would seem to me it might be a little difficult for you as Comptroller to handle the affairs of your office if you don't know the general directives of the Defense Department covering such vital matters as this.

I am just observing that. It is not necessary, if you don't want to, to answer it.

Secretary HITCH. Oh, no, sir. I certainly keep in touch with all of the directives of the Defense Department, but we do have a lot of very special responsibilities in the Comptroller's Office. They are enough to keep us very busy. The Comptroller of course, is interested in everything because everything involves money, but I don't think it is good management for us to be taking positions and throwing our weight around in matters that are the primary concern of the other parts of the Office of the Secretary of Defense.

The CHAIRMAN. Now, Mr. Miller has an article he wants to read into the record at this point.

Mr. MILLER. Mr. Secretary, I just wanted to quote from page 258 of your book, "The Economics of Defense in the Nuclear Age," because I think this is the one that precedes the statement that you made—

w. At a higher level, how can we make good use of inter-Service and inter-agency competition while curbing its undesirable features? There is, in our view, no question that inter-Service competition serves a valuable role—particularly with respect to research and development. Like other competition, it provides a powerful stimulus to thought and action, and a safeguard against bureaucratic rigidities. It provides a number of alternative sources of support for scientists, inventors, and firms with new and unpopular ideas to be tested (and almost all great ideas were unpopular when new). If inter-Service rivalry did not exist, we would be forced to invent something very like it.

Is that a correct quotation?

Secretary HITCH. That is a correct quotation and I do not disagree with anything in it.

Mr. MILLER. Thank you. I did not think you did.

Some compliments were paid to Admiral Rickover a minute ago. I would like to pay the same compliment to you. I think you will have courage enough to stand up.