

development people. We went over the matter very thoroughly. I went down and personally went into it with Secretary McNamara. I wrote my suggestions to him about how I thought it could be done. They decided to do it some other way. I am not going to come here before this committee with a weeping towel out, frankly, sir, and say we have been treated unfairly, because I don't think we have. We are all working toward the same end, and they may be right. And I assume they are. And we are going to do our utmost to make it work.

Mr. CHENOWETH. But they had some difficulty in convincing you they were right; you were not fully satisfied at the beginning?

Secretary CONNALLY. I think we would have difficulty absolutely convincing anyone until future events determine the course that is pursued with respect to these various programs and again you get into an area that, in my mind, is most difficult to understand and to conceive, because you are dealing basically with ideas and imagination, and we spend a great many dollars on many that never bear fruit, and so it is one of those areas that is a question of judgment, and reasonable people can take the same set of facts and reach different conclusions.

Mr. CHENOWETH. As I get it, Mr. Secretary, you want to leave the impression with this committee, which is very much concerned over the program—the Navy has done a tremendous job and we want it to go ahead—you want to leave the impression now you are not concerned, as Secretary of the Navy, over the impact of the directive, and you are going to continue the programs that are started, and beyond that, you don't believe you will have any difficulty convincing the Secretary that the Navy should so function?

Secretary CONNALLY. I would like to believe our writings would be so clear and lucid and our voice so crystal clear we would be able to convince him.

The CHAIRMAN. As I understand it, while the Secretary acquiesced, he did not agree to the directive, is that right?

Secretary CONNALLY. No, I did not mean to leave that impression. We have certainly agreed to it. At what point in time are we speaking? If you ask did I agree with the original draft of the directive as I received it, the answer is no. Do I now agree with it? The answer is yes.

Again I get back to the point that we were given ample opportunity to explain our position and to voice our reasons. That we tried to do. We did do it. The decision was made on a basis that differed from our recommendations.

The CHAIRMAN. At the time of the decision you did not agree with it. Now you agree with it?

Secretary CONNALLY. Well, in the light in which you put it, I do not think it accurately reflects my position, Mr. Chairman.

I will say simply that at the time of the initial directive I thought I had some contributions in the way of ideas and in the way of approaches to the problem that would be constructive and very helpful. Others disagreed, and the decision was made the other way.

The CHAIRMAN. Mr. Daddario.

Mr. DADDARIO. When this directive was set before this committee in the first instance, it was presented as a step ahead in the management concept, with lines unequivocally drawn, with the idea of not