

Mr. Moss. He says admittedly there is no oversupply—there never was.

Mr. SWIDLER. There is an undersupply.

Mr. Moss. "But such men make great"—not good, but great—"commissioners."

Mr. SWIDLER. I think you must make every effort you can to get the best people for the jobs.

Mr. Moss. This does not deny that, does it?

Mr. SWIDLER. OK.

Mr. Moss. Now, the next one:

As you well know, there has been a great deal of study of regulatory agencies lately and with good reason.

Mr. SWIDLER. I think I would like to say one more word about the paragraph before, the one that ends with "hard work instead of 'streamlining' and wall chart juggling."

I found it hard not to take that paragraph somewhat—I will not say personally, but at least as directed to the Commission, because we have installed a new set of wall charts which we call our management information system.

Mr. Moss. Every agency in Washington has, haven't they?

Mr. SWIDLER. I don't think so, because every once in a while they come around to see ours.

Mr. Moss. Every agency I go to for a briefing, I find they have a set of wall charts.

Mr. SWIDLER. We didn't until recently. We got one to try to find out where we stand, to show the disposition of various types of work as compared with the targets and to show us where we are falling behind and what accounts for it.

I could not help feeling that that was a rather barbed remark.

Mr. Moss. But his general advice—you would not disagree with it, would you?

Mr. SWIDLER. Yes; I would. I think it is very important—

Mr. Moss. Let's get this. You are saying that wall chart juggling is far more important than hard work?

Do you want me to believe that that is what you want to tell me?

Mr. SWIDLER. No; I think some of the hard work should be directed toward maintaining a system of keeping track of the work and of keeping track of whether you have met your targets or not and trying to find out what needs to be done in order to speed up the work, that this is where some of the hard work should go, that there isn't a real conflict between hard work and maintaining systems of supervision over your work, that the two are quite consistent and some of your effort should be directed toward control.

Mr. Moss. I have seen agencies come in and put on a beautiful demonstration of their procedure, and then one of them in particular I investigated during the past 3 years, and I was shocked to find how inefficiently managed it was. But of course, if I had just taken the first presentation, which was a masterful job of wall chart juggling, I could have been misled.

Mr. SWIDLER. I agree with that, sir. One must go behind the charts.

Mr. Moss. Still, as a general observation, do you think it is invalid?

Mr. SWIDLER. If not directed at anybody in particular, no; I think that is all right.