

An outstanding example is furnished by the Internal Revenue Service, which has done an exemplary job of minimizing the impact on employees in its extensive ADP conversion program through advance planning, and intensive retraining and placement efforts. This is the kind of personnel job no computer can handle.

This seems to me to be the answer to those who fear that computers will de-emphasize humanity. Far from it! By removing the clerical decisions and the mass of paperwork details the computer may well free the mind of man for more worthy use.

Already it has heightened the need for imaginative and innovative managers who can grasp ideas, think in broad, philosophical terms, and apply such terms in decisions relating to public welfare. It has forced a finer degree of quantitative precision in executive judgment. It has liberated the manager to give his mind to greater scope of creativity. Rather than degrading the worth of the human being, the computer has placed a premium on man at his best.

Mr. HORTON. On page 25, Mr. Macy in his article says, picking it up and perhaps it may be out of context:

In scheduling Civil Service examinations, for example, our computer makes decisions of this kind by the thousand—

Meaning judgments that are clerical decisions about whether people are qualified or not.

Why should the time of a man or woman be devoted to such work with less accuracy and less satisfaction? We have other work for men and for women in which they can do a far better job using the huge data resources of the computers. This work involves decisions on personnel planning, the matching of men and jobs, the forecasting of manpower needs, and the important decisions for career planning.

On this very point that you were making with regard to stopping the information at a certain level and not letting it get across into other departments, Mr. Macy continues and says:

For proper decisions in these areas we must have integrated information systems. This will require the use of information across departmental boundaries. It is here that current efforts to standardize symbols and codes will pay dividends. Direct tape-to-tape feeding of data from one department to another may become common.

This is Mr. Macy talking with regard to the role that he has as Chairman of the Civil Service Commission.

These systems will mesh well with developing plans for an executive level staffing program which will be designed to locate the best possible man for any given top-level assignment, no matter where in Government he may be serving. The computer's ability to search its perfect memory and pick out records of individuals with specific characteristics has been applied in the search for candidates for Presidential appointments.

This is Mr. Macy saying it already has been used.

Mr. GALLAGHER. Patronage of the computer.

Mr. HORTON. And I think I would rather have the patronage system than this.

A computerized file containing the names and employment data of some 25,000 persons all considered likely prospects for Federal appointive positions, is searched electronically.

This is not what we are going to do 5 years from now, but this is what we are doing now.

This telebank, with its automated retrieval system, broadens the field of consideration for the President in critical decisions of leadership selection.

Professor REICH. That makes me think of something that is almost within my own field. It seems to me to be in direct response to that.

In the field of constitutional law, one of the things that is always