

areas of concern to our Department are in a state of productive ferment, with many new ideas and new programs propelling us into reexamination of traditions and methods of organization and administration. In addition, we have the strong leadership of Secretary Gardner who has insisted that he wants a Department, in his words, "that is not bogged down in its own vested interests and that is not characterized by bureaucratic possessiveness; an organization that follows the problems where they lead and is not tripped up either by categories or procedures."

If I may, I would also like to repeat part of Secretary Gardner's statement before your Committee last August, at which time he said:

"A good field organization is absolutely essential if we are to be promptly responsive to local needs and sensitive to the ways in which one locality's requirements differ from those of another locality.

"Even more important is the role of the Regional Offices in coordination. We've already talked about the need for coordinated thinking and planning among Washington agency heads. Equally important is coordination at the grass-roots. In fact, it is at the grass-roots that the evils of uncoordinated agency activity really strike home.

"In its Regional Offices and Regional Directors, DHEW has an immensely valuable resource for coordination. The Regional Director has no vested interest in one or another of DHEW's agencies. His goal is to help them all and coordinate where possible. And since he has such a large chunk of the domestic program under his jurisdiction, he is a crucial element in the grass-roots coordination of Federal programs generally."

Such an expression of confidence by the Secretary should call forth a detailed response from any Regional Director; however, it is difficult for me to describe our Regional organization and administration with the limited time available at this hearing. Therefore, in order to get to the matter of coordination with special reference to education programs, I would like first to mention very briefly the general characteristics of Regional Offices and methods they use to carry out the Department's mission:

1. Almost all Bureaus of the seven operating agencies have a Regional Representative and staff specialists in the Regional Offices, who work under the technical and professional supervision of their Bureaus.

2. The Regional Director, as the Secretary's representative, gives general administrative supervision to all Regional Employees, and coordinates their activities, particularly in such functional areas as aging; migratory labor; economic opportunity; civil defense, manpower and training; civil rights compliance; neighborhood center development, etc.

3. The Regional Director evaluates and makes recommendations to the Secretary on any program area; maintains liaison with other Federal agencies, with State and local governmental and voluntary agency officials, and with Congressional delegations in his Region.

4. The Regional Director also provides management, legal and audit services to DHEW Regional personnel; fosters public understanding of the Department's programs; and directs the Department's activities at the time of natural or civil defense emergencies.

So much for the nuts and bolts of the Regional organization. A description of how a Regional Office works is much more difficult, and each of our nine Regional Directors has and exercises the freedom to carry out the Regional Office mission in different ways, depending on tradition, regional program emphasis, State and local needs and developments at given times, the particular style of leadership adopted, etc. But the major goal of coordination, in all Regions, is accomplished by providing the two indispensable ingredients of "coordination": one, an atmosphere in which coordination is encouraged and supported; and two, effective methods for free exchange of information.

I will not take time to list the many different ways in which the atmosphere of coordination is developed and maintained or to describe the values of the physical contiguity of our staff, which so greatly aids the process of communication. Nor can I go into a description of the continuous and many-faceted methods by which information is exchanged between our staff and to and from State and local agencies and Washington offices. Perhaps you will want to ask questions about these areas later.

The major point I wish to make is, that the Regional Office of DHEW is more than a physical location, an organization chart, or an administrative conglomeration of authorities, decision-makers and purveyors of funds and information. A