

money and wear and tear if you put all the names of qualified companies and choose them by lottery?

Dr. MUELLER. Mr. Teague, if the Congress would like to authorize that procedure, I am sure we will comply.

Mr. TEAGUE. I have a suspicion you will come out as well because I think you have got seven good companies down there.

Dr. MUELLER. I certainly agree because the work has been very good in this support contract area.

Mr. TEAGUE. Those proposals must consist of 10,000 pages.

Dr. MUELLER. Yes.

Mr. TEAGUE. What does the contract negotiator know when he gets through with a proposal that he didn't know when he started?

Mr. FUQUA. This has intrigued me for some time. I think you will find in many cases that the firms' capability to write proposals probably far exceeds their ability to perform the task that you set out for them. Is not this true?

Dr. MUELLER. It is often difficult to have the proposal writers actually working on the project that they write for. One thing that we try to do, is to be sure that the same people who are working on the proposal will be the same people actually working on the project itself.

Mr. FUQUA. Some universities are being accused of "grantsmanship" in getting grants. Some people have a better ability to express themselves on paper and maybe these companies find themselves getting into "proposalships." Like the chairman I think you would be better off to choose from among qualified contractors by lottery. It would save 70 people a lot of time and paperwork.

Mr. TEAGUE. Any questions?

Mr. RUMSFELD, you were out when we were going into your favorite subject, automatic data processing.

Do you want to go back to it and ask some questions?

Mr. RUMSFELD. I would rather review what I understand will be put in the record and spend some time on it.

If I have any questions I can get in touch with NASA.

Mr. TEAGUE. All right.

Mr. RUMSFELD. On this question of contractors, how precise a system do you have for recording the past performance of contractors in the area of technical performance?

I can understand how you can evaluate a number of things about a contractor, but as far as the real hard area of technical performance, do you actually have a system for this?

Dr. MUELLER. In the case of the support contractors, yes. We break it down so that there are essentially supervisors in particular areas of work who monitor what is being done and hold periodic meetings with the contractor management.

Mr. RUMSFELD. Is this recorded?

Dr. MUELLER. It is recorded. There is a scorecard of performance which is given to the contractor about once a month so that he knows how he is doing against the various items in this evaluation and so, in turn, that he can improve.

The objective, of course, is to get the support contractor to do as good work as it is possible by providing him an award as an incentive. The problem you have with a supervisor evaluating the performance