

Mr. GAVIN. Well, somebody once said that experience is an accumulation of mistakes, and I think we have accumulated a few.

I would like to press on here and to spend a little bit of time talking about manpower and cost. I think several of you have already gone ahead and looked at those charts already, judging from the early questions, but let me go on, in any event.

The next figure indicates total Grumman labor (fig. 45), and we seem to have peaked out in November with about 9,400 equivalent men. "Equivalent men" represents actual people on the job, plus their overtime converted to equivalent men.

Representative WAGGONER. Just for this program?

#### WSTF MILESTONES SCHEDULED FOR 1967 COMPLETION

- DESCENT PROPULSION TEST SERIES TO SUPPORT LM-2 & LM-4 (PD-2)
- ASCENT PROPULSION TEST SERIES TO SUPPORT LM-2 & LM-4 (PA-1)
- DESCENT STAGE TEST SERIES TO SUPPORT LM-1, 2, & 4 (LTA-5)

FIGURE 44

#### LM PROGRAM TOTAL LABOR

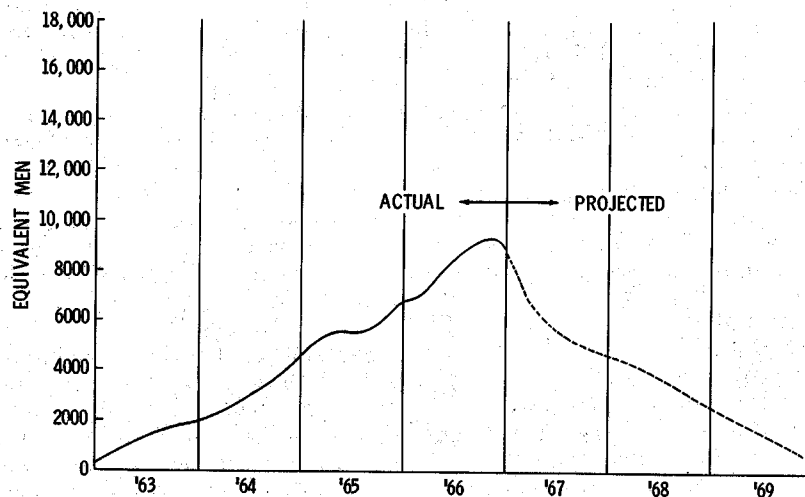


FIGURE 45