

Mr. GAVIN. Yes, this is just for this program. Now——

Chairman TEAGUE. Joe, is this chart of man-hours or men?

Mr. GAVIN. Well, these are equivalent men.

Chairman TEAGUE. Equivalent men?

Mr. GAVIN. Yes; that's right.

Chairman TEAGUE. It doesn't necessarily mean that when it starts going down, you start laying off people or shortening working hours?

Mr. GAVIN. That's right, because that 9,400 peak represents 7,350 people, and then, beyond that, there is contracted labor, which represents another small portion. But in presenting a chart like this, I am sure it is bound to provoke questions because of the steepness of that slope, the down trend. I must point out that this has been analyzed by task and by the skills involved, and that we have established some very tight targets for our managers, and I think the proper statement for me to make is that we know we are over the hump, and the big question here is can we maintain the rate down in this forecast decline? It is also obvious that continuing delivery problems jeopardize the rate at which this trend can develop. If we were to be more conservative about presenting to you the slope or decline in labor, we would not be serving the best interests of either the program or ourselves in attempting to force the job down. The figures which back up this chart are the figures which we work with every day and are detailed to the extent of lists of people that are due to come off the job in the next months. So this is a serious problem for us and it is one of our most vital concerns right now.

Chairman TEAGUE. Who goes first, Joe? Who are the first people to go?

Mr. GAVIN. Well, I was just going to say something about that. It is interesting to note that different kinds of people come off the program first, and I have prepared another chart (fig. 46) which indicates the variation in three different engineering groups, the vehicle design people, the ground support equipment design people and vehicle test people; and as you might expect, vehicle test is at a peak right now, because that is where our major activity is. But on the other hand, I could go back and point out that the people who design the hardware for the vehicle actually passed their peak in August, and some of our analytical groups which constitute part of the vehicle design area passed their turndown in November. The GSE people passed their peak in July. These are all engineering people.

I could also point out that GSE manufacturing went through a sort of a flat peak in roughly July to September. On the other hand, the vehicle manufacturing people, part of those whom you saw this morning, appeared to peak in November. We had a slight downturn in December, and they are struggling with it right now to see if we can keep that downturn going. So the various skills tend to phase out of the program at different rates. I guess this isn't surprising when you dig into it, because many of the problems are behind us.

Chairman TEAGUE. I think NASA gave us the figure, going down to 200,000 people this year in the total manned space laboratory. Jim, is that correct?

Mr. WILSON. Yes. It's about 200,000.