

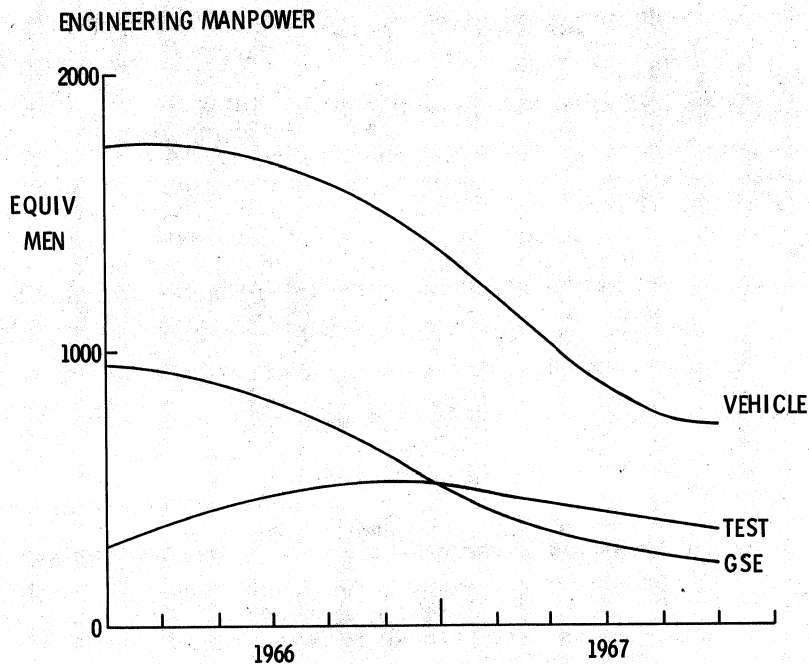


FIGURE 46

Mr. GAVIN. One thing I discovered is that if you add together enough groups, the rate of decline gets faster and faster, because each group has its normal rate of decline. If they peak at the same time the reduction rate could be very steep.

Chairman TEAGUE. Every man working himself out of a job?

Mr. GAVIN. This is the goal, and this is certainly happening.

Chairman TEAGUE. Do most people leave or do you replace them somewhere in the Grumman program, or what happens to them?

Mr. GAVIN. I think that one of the reasons that we have developed this scheme of lining up people by name some weeks before they are removed from the program, is to make sure that their next assignment is selected to best advantage. We have had numerous examples of people who moved into other programs.

It is also interesting to note that it isn't just the Indians that come off the job as you go past the peak of a job, because as you go on past, you find, I am sure, that you take off perhaps the majority of the workers, but you also tend to remove some of the chiefs at the same time. You can't afford to wind up with all chiefs and no Indians.

Chairman TEAGUE. Well, does this create a problem for you, of people anticipating these things coming about and, therefore, looking for other jobs in the competitive market which we have in this area? Well, we have it in this part of the country and I assume you have it in Long Island?

Mr. GAVIN. It creates many problems, because people do worry about job continuity, even within the company. In other words, when the end is in sight in a particular group, you find that some of the re-