

as his representative in dealing with the Cabinet departments that were related to defense mobilization.

As a result, I found that as the head of an independent agency I could work with and deal with the heads of the Cabinet departments.

I recognize that I had the added advantage of that independent agency being set up within the Executive Office of the President and I suggested that the Congress might want to think about that possibility as far as the war against poverty is concerned because essentially the person in the position of administrator of the Office of Economic Opportunity is being asked to serve as a representative of the President in marshaling the resources of Government for the purpose of carrying on this very special and this very important effort.

So I would see no conflict between putting the head of this program in the Executive Office of the President just as what was then the head of Defense Mobilization was in the Executive Office. It is now called the Office of Emergency Planning.

I may say I personally feel the head of an agency with everyone knowing he is the representative of the President is in a better position to move a program of this kind forward than would be the kind of a council envisaged in your bill. I personally have the feeling that the Council of Economic Advisers should consider this as a part of their overall responsibility. I think the Council of Economics has come to the place where it does serve a very useful purpose in providing staff and assistance to the President and the Congress. But in this particular instance in providing coordination that will move a program forward, I think the head of an independent agency is in a better position. I appreciate this is a matter of judgment.

Mr. QUIE. You recognize, and I reached that conclusion, too, in watching this program operate, that the Director of the Office of Economic Opportunity does not have that kind of responsibility given him by the Chief Executive that he would have if it were placed in the Office of the President.

Dr. FLEMMING. I am not in a position to comment on just how the operation is carrying forward at the present time and just what the heads of Cabinet departments understand the relationship between the head of the agency and the President, assuming this is the relationship, assuming this is the objective, I think the objective would be underlined very definitely if he should be put in the Executive Office of the President.

Mr. QUIE. It seems to me there are two ways we could go. First, place the agency with the innovative force under a Secretary so it did have Cabinet-level status or else place it in the Office of the President so it would be over the Cabinet-level officers and be able to coordinate between them.

I recognize the shortcomings of both of them and this was my recommendation and a number of others to transfer it to HEW because this Department dealt with more of the programs and worked with the people in poverty than any other department of Government.

However, I have said a number of times that if the Congress chooses not to take that route, then it ought to look very seriously at upgrading the agency so it would be on an equal or higher basis.

Dr. FLEMMING. I think it is very difficult for one Cabinet officer to coordinate other Cabinet officers. This, I learned from experience.