

Mr. QUIE. What about a subagency?

Dr. FLEMMING. Unless it is made clear the head of the agency is the President's representative in a particular area, then when he talks with and works with the heads of Cabinet departments, he is working with them as a representative of the President. This makes all of the difference in the world.

I would like to say that I am not saying this puts him in a position where, as you express it, he is over them. It puts him in the position where when he talks with the Cabinet officers, they know he is talking as the representative of the President. There is a difference there that may be fairly slight, but I think it is very important.

In fact, when I first went in as Director of Defense Mobilization, one of the Cabinet departments looked with a great deal of skepticism at certain authority which has been delegated to the Director by the President. I invited that Cabinet officer and some of his staff over to have lunch with us, and we discussed some of the regulations we intended to issue. The discussion went on for quite a while and the Cabinet officer then said, "Look, when my father was Secretary of War in the Coolidge administration, if he wanted to see the President any time, all he had to do was to walk across the street"—this was in the Executive Office Building—"all he had to do was walk across the street and walk into the President's office and talk with him."

He said, "Those days are gone forever," and all President Eisenhower is saying in this area is, "Here is an area where I would like to spend a good deal of time"—and certainly President Eisenhower would—"but I do not have the time to spend, so I am asking someone else to work in this area on my behalf."

This Cabinet officer said, "If we think the Director of Defense Mobilization is off the beam at any time in representing the President, we wouldn't hesitate to bring it up at a Cabinet meeting or discuss it with the President, but, if we do, that is the way we should relate to that office," and this is the spirit that prevailed with respect to the relationship of the office.

I think you can create the same type of atmosphere in this area.

My trouble in going to an established agency, the Secretary has trouble coordinating with other Secretaries, but because of the sweep of his responsibilities, Secretary Gardner would have to have an Assistant Secretary to work in this area, and it would be the Assistant Secretary who would be giving it full time and attention in contrast to the independent agency closely related to the President and the head of that agency is giving his full time, thought, and attention, and I think he would have a little better chance of accomplishing what we all want to accomplish than would an Assistant Secretary in HEW.

Mr. QUIE. Provided he were upgraded to that level, and I don't see that Sargent Shriver has that full authority now.

Chairman PERKINS. Let me interrupt to state at this point, I asked Dr. Flemming to refrain from answering Mr. Gibbons' question until he returned. I think we shall have to answer the quorum now and then we can return, and you can ask all of the questions that you want.

Mr. GIBBONS. As I recall, we tried to give Mr. Shriver this power and some people on your side objected to him being a czar.

I recognize this problem of a man trying to handle a very large job without power, in other words, having plenty of responsibility with very little authority.