

business management has been rather dramatically exhibited in the Job Corps thing.

I think it is very significant that everybody seems to agree on one thing, that the early months of the Job Corps were almost disgraceful. While we can be sympathetic in the sense that an awful big assignment was given on short notice, too big a one, I think, as I indicated earlier, I think it is almost absurd to start these programs on such a big scale when nobody knows what is really going to happen or how it will work or what they want to do.

In any event, the improvements have largely come, I think, since business firms were brought into it where they had management capacities and experiences that were very helpful which were very difficult to create out of thin air. You would not expect to start a Sears, Roebuck or General Motors over night just by appropriating \$500 million. Nobody would think that was possible; everybody would know that was absurd, but we do that all the time in the Government and nobody thinks anything about it. Of course, what we do is actually dump money out and nothing happens.

It seems to me that Congress ought to pay a great deal more attention to testing programs and really find out what is happening.

I think there is a certain degree of enthusiasm for the Job Corps, yet I think we are honest. We don't really know whether it is accomplishing anywheres near what it is to accomplish. We just simply don't have the facts and I think when we spend money on this scale not only from the standpoint that the taxpayer has the right to know what he is getting for his money but the person who has nothing but the society's interest so to speak, would want to know if it was working because if it is not, we ought to try something else.

We therefore evaluate. The ones we have started, the tendency is to just keep on going and if nothing is happening we just double the appropriation. It seems to me this is one of the great defects of the Job Corps. The studies indicate, I think, it is about 78 percent of the people that came through it have jobs but I think the record also shows that 56 or 58 percent had jobs before they ever got in so this is not necessarily any sensational thing—it may be; it may not be. We don't really have any evidence as to the type of jobs or whether it is the job they were trained for or whether they have a job that is directly related to the training they have.

It is honestly not any great feat to get a job today in most areas because most areas have a labor shortage. So, the whole thing is that we really have not adequate evaluation we think, and we think this is a real serious defect of many, many Government programs.

Mr. GOODELL. I think that point is made very strongly in the chamber's study of the Job Corps and Neighborhood Youth Corps and of Head Start.

I think also, however, that, having sponsored and urged the concept of residential training for this type of youngster for some time before the war on poverty, I personally feel somewhat betrayed by the mass production procedure that we went through.

I think the concept in large part was betrayed because it created so many problems subject to the whole concept. Those problems were not necessarily a part of the concept of residential training.