

you have your man who did the servicing, or the team that did, and the original negotiators almost—I think they can use the audits—I do not think you need them actually aboard.

Would you comment on that.

#### TEAM APPROACH TO NEGOTIATION

Mr. MALLOY. Congressman, I agree completely with you—the larger procurements—we actually do have the field man, who is most knowledgeable of the details of a contractor's operation, participate in the negotiation with the men at the buying office. Quite often we do the same thing with the auditors. We bring the field auditor in and he joins the team. So this is a good system. It is one that we follow. It is one that has certain limitations, of course, in terms of the cost to bring the people back in, and the time it takes to do this. But on large procurements it is very sound.

Mr. CURTIS. Well, I think the system as we have outlined here is sound. Sure, I can see where costs could enter in. But, to maintain a system, even though on a specific contract, it might look like it is costly by maintaining the system—but, you gain the cost back many times over.

Mr. MALLOY. Yes. I might mention one other facet of this that you may be interested in.

There are many circumstances which might involve the pricing out of some spare parts under a contract, or the pricing out of a change order, particularly lower dollar value change orders under a contract, where the total responsibility for doing the pricing is delegated out to the field personnel, and they actually handle the transaction in the field—because in that area, they do have the competence you are suggesting. It is the most efficient way to do it.

Mr. CURTIS. I see my time is up.

To me, this is the essence of what is going to move us forward, in line with Mrs. Griffiths' comments. If the Government is going to do the job to represent the Government's interest vis-a-vis the private sector; I have a very high opinion, I might say, of our private sector.

Mr. MORRIS. So do we, sir.

#### NEED FOR COMPETENT EMPLOYEES

Mr. CURTIS. I think they are competitive. Sure, there needs to be a real competition to see to it that gouging does not develop. But it is true if we do not have people trained and competent to meet those competent people, it does not result in a good system. And this emphasis I do feel you are placing on this in upgrading the skills and the recognition that the people in these three areas deserve, if we are going to attract and hold in those services the kind of men and women that we do need, the kind of men and women like Mrs. Griffiths—she might not have been a Congresswoman if we had a good career for people like her there.

Chairman PROXMIRE. Much more valuable here, however valuable she would be as a procurement officer.