

I can only say what I think and what I believe.

My superiors have no obligation to justify their position to me. Therefore, I wish to make it clear that I do not represent myself as knowing or understanding the full basis for their decisions. But because I have held a responsible position for many years, I have a public obligation to speak and to give my own detached assessments. I cannot permit political or personal considerations to prevent me from discharging this obligation, nor can I permit what has been called the decencies of human relations to control my statements to committees of Congress. Silence is also an act, an act of cowardice.

In all human affairs there are purposes we wish to accomplish. Ultimately and invariably the manner in which we accomplish these purposes tends to become the purpose itself; the purpose then becomes secondary. We must periodically reassess whether under changing circumstances the solutions we once adopted are still valid. Reconciliation of permanence and change is the essence of administration.

Today, power can effectively pass from the legislative and executive branches to sources quite outside the political control altogether. Everything in human affairs is in constant flux. This is so because men, being endowed with free will, continually alter the conditions of life. Countless decisions made in pursuit of private objectives may so transform society that institutional safeguards once adequate become ineffective. It is then necessary to return to first principles and to adapt them to altered circumstances. This has nothing to do with one's political views: liberalism, capitalism, communism, free enterprise, conservatism. Actually to reassess old established rules is a conservative action, otherwise we get something different than we desire.

Our purpose today is to see to it that the Government gets value for the money it spends. This is a practical problem agreed to by all men of good will. Everyone who comes here to testify is for economy, but some who testify for economy do so for the same reason that a fox hunter joins the SPCA, the Society for the Prevention of Cruelty to Animals.

In a society which increasingly desires more and inhibits less, new forms of controls are needed to teach responsibility and to limit the indiscriminate exercise by individuals of their new powers. And the Congress is the ever-present and omnipotent teacher.

Over the years I have had ample opportunity to see the beneficial effect when Congress takes the initiative and does its own thinking.

You stated you are interested in my views about contracting procedures in Government, the increasing difficulty in getting contractors to take defense orders, and the increasing cost of the items Congress is called upon to finance from the Treasury.

REASON FOR INTEREST IN CONTRACTING

As you know, my training is in engineering. I have never raised contracting issues out of simple academic interest. I have had to get into the details of Government contracting in connection with my work, and I have run into some basic problems which I would like to discuss with you.

I have been made painfully aware of these issues in the course of my technical duties, because they affect my ability to do my job and they require that I spend far more time than I should on contractual rather