

Within this overall concept, I think there are several ways in which each of the components of the problems and the activities associated with them can be organized.

Fundamentally, I lean toward the concept of a designated agency to have prime responsibility in an area of operation. I think fundamentally this perhaps is the soundest approach from a management point.

Although this may be the best theoretically, I think we must still deal with the practicalities of the way the Federal Government is currently organized in the departments and agencies, and the locations in which there is expert competence to deal with the problems that are involved.

If one takes, for example, the matter of the health interests in some of these elements, in my view the Public Health Service has background, competence and facilities on which the health component of the activities to be undertaken can best be built. This competence could be used in various ways.

For example, rather than having the entire activity in the Public Health Service on this account, one might also incorporate this competence by detail of personnel to other agencies. Basically, I think one must tailor the organization to the job that needs to be done, and take into account the capabilities that exist in the organizations as they are now set up in the Federal Government, in the executive branch. I think there is going to be a continuing problem, Mr. Chairman, as we go down the pike in all of these waste management fields, to organize our activities in the best way, so that we can accomplish the objective that is desired most economically and most effectively.

While there are general principles that attach to organizing these activities I think we must tailor them individually at various times with the realities of the existing situation firmly in mind.

I realize that I am not fully responsive or offering you a general solution here, but I do not think it is feasible to do so.

Mr. DADDARIO. You are as responsive as you think you can be under the circumstances, and I think responsibly responsive, because this is a problem which we do run into from time to time.

Our concern is that at this stage of the game when we find ourselves with public support to accomplish objectives in this whole area, and also in a time of budgetary restraint, that it becomes incumbent upon us to be more proficient in the accomplishment of research and management techniques than we have been in the past.

The one thing I do find in these last several years, where agencies would fight to the end in order to maintain the integrity of their in-house competence, so to speak, that there is developing a philosophy somewhat similar to the one you have propounded here. There is not so much of a fight to maintain jurisdiction which in many cases, artificial as it was, in fact did hurt the progress of the work. I am heartened by what you said. I think it will be helpful to us. One of the objectives of this committee in these hearings is to develop an attitude about the way in which these things are in fact being managed.

Dr. MACKENZIE. I appreciate your interest in this matter because it is an important one.

Mr. DADDARIO. I appreciate what you have said. It is extremely helpful. We want to thank all of the witnesses here this morning.