

fied people needed to meet the demand. We find that, really, even with card punch operators as well as with programmers, with systems analysts, we have to train our own. We have to get them young. We have to get them to a point—we keep them 2 or 3 years before they're truly in a productive status. At this point, the chances are you're going to lose them because there are just so many other people looking for them who don't want to go through the process of training their own, who are quick to offer them higher salaries. We are in a highly competitive situation. This is not unique to the Commission. Other agencies, I'm sure, would tell you the same thing. We hear the same cries from large industrial organizations who are heavy users of computers.

I would say the truly principal problem is the fact that we do not get maximum productivity for the simple reason we have to go through the training process. There are always a number of people in a training capacity waiting until they can reach the point where they are completely at the journeyman level.

Mr. BROOKS. This seems to be a problem that exists throughout the Government, and I would hope, Mr. Chairman, that you might take cognizance of the difficulty your own relatively small agency has in locating good people. You have first crack at those available in many instances since the people pass through your agency first. You know the personnel situation as well as anybody in the Government, and yet you all have the same problem that every agency has. I wish you would think about it, not only at the level of what we can do to train them, but what can be done to provide some increase in salary or prestige or opportunity to learn that would attract enough people to operate the critically essential ADP equipment, which not only your agency has but which all of them have.

One other thing—we need to create some way to get really top management people for this field, people who are far ahead—I don't know Mr. Williams's background, but people such as highly qualified mathematicians or physicists as well as some other fields—but basically those fields, that really understand ADP. We have very few in a real critical area in the whole Government. We need some means of getting those people for your office or for the GAO or for the GSA or for the Bureau of the Budget for that matter. There is a shortage of the top people. These are good jobs in terms of Government jobs, but they are not particularly remunerative from the standpoint of what these people could get if working for some corporation.

Mr. WILLIAMS. It is a common problem.

Mr. MACY. This is a governmentwide problem that we are conscious of. In fact, one of our heaviest commitments in training is for the development of skills in the ADP area, and if you have a moment, I think it might be helpful, at this point, for Mr. Mulligan to indicate what we are doing in the way of training in order to solve this problem, or we can provide this for the record.

Mr. BROOKS. We are fairly familiar with that.

Mr. MACY. We have talked about that before.

Mr. BROOKS. If you would, submit that for the record. I think it is critical. It is a lot more important than people realize. Apparently, even with competent brains to run your operation and first-class equipment, you still have trouble operating it as you can't possibly punch all the cards and program it yourself.