

job would be to examine with a critical view or examine in an objective way?

Mr. SOLAN. No, sir.

Mr. BROOKS. You just check over your own books again? Is that essentially what they are doing?

Mr. PAGLIN. I would say, Mr. Chairman, in that regard—I don't mean to correct the Chairman—but the Office of the Executive Director under the direct supervision of the Chairman has the general function such as you have described in terms of watching what is being done in the bureaus with respect to the expenditures.

Mr. BROOKS. I understand the general assignment of the function. What I am trying to find out is, who does it and do you have some auditors and other people who report specifically?

Mr. PAGLIN. We don't have.

Mr. BROOKS. In some agencies they report to the chief keeper, you know, and sometimes they report directly to the Chairman with carbon copies to the Executive Director or whatever the term is, and I would think that a couple of people with some real expertise out of your management team would certainly make a wise use of an objective analysis of what you are doing.

Let them get a little bit away from the forest and take a look at it. If they think some of your bureaus are doping off—I don't mean they are criminals, but ineffective or wasteful, or spending money for the wrong thing—they could give you and the Chairman an objective report of that without fear of recrimination. If they work for Mr. Solan, they're not likely to criticize him or he might transfer them. If they worked for me and they criticized me, I'd transfer them to Alaska, if they liked Florida.

Mr. PAGLIN. Our Management Division has in fact carried on such activities in terms of examining the procedures of the bureaus and attempting, as you say, not from in amongst the trees, but looking at it from a broad objective point of view, and they have made some very useful—I believe the bureau chiefs would agree with me—some very useful suggestions as to procedural savings which have resulted in the actual saving of funds.

Mr. BROOKS. And you think you have that partially covered in your management information system, Mr. Chairman?

Mr. HYDE. I would have to answer you this way. We do not have individuals designated as auditors for that purpose, but we do perform this function to a very considerable extent. Only recently we made an examination in terms that we are using here today, we might call it an audit of the docket section.

This was necessary because of the increasing backlog there. As a result of this examination or audit, changes were made. Simplifications were introduced. We are getting more for our money, and we are getting our work done properly.

Mr. BROOKS. That's good. You can see where my interest would lie in the general steady evaluation that was available to you without having it go through the channels and all the bureaus, because the people in the lower tiers in your accounting and management system would be a little bit reluctant to say that those directly above them had been sort of doping off.