

Mr. BROOKS. That is a good delineation of what you have now. I think it indicates that you assign from your external audit pool, personnel to work for a given period of time in your own internal audit. But this is the checking of check stubs and vouchers and actual expenses. It is pretty much of a straight audit operation as distinguished from a management concept audit which might give the management at the CAB a more objective evaluation of the programs and the functions and the execution of orders and directives of your own management, as well as congressional directives.

I think that internal audits should reflect something other than just an account of the money and the travel. I think sometimes the concept of what is being done and an evaluation of what the results are in a given expenditure of time and effort would be helpful to any Chairman of the Board and to any member of the Board. I think such an evaluation via an internal auditor with a little more authority and vision could give you, as Chairman of the Board, or any chairman of any agency, a better grasp of just how your various department heads are doing.

If that were submitted to the Chairman, it would give you an opportunity to evaluate them without having to check it through the innumerable deputies that are in every agency. Occasionally you might want to get a less oriented view of just how that agency is operating.

I think there is great merit in an internal audit that reflects both the way that the effort is functioning and what kind of results you are getting. I think you ought to consider that. I think it would be worthwhile for you. You have plenty of time to appoint a couple of auditors and work on that. It would be sort of refreshing to look at an analysis of what was done without having the official responsible approve it or disapprove it first.

Mr. CROOKER. Mr. Chairman—

Mr. BROOKS. It might inspire them a little more toward maximum efficiency and productivity.

Mr. CROOKER. We shall certainly take most seriously your suggestions.

If I might respond for a moment, I will say that in these past 6 or 7 weeks I have tried to take a personal interest in ascertaining what workload really faces each of our Bureaus. I have spent a great deal of time with the executive director and with persons in each of the Bureaus, to ascertain some of these things, not at the level of an auditor making the inquiry, because sometimes an auditor will perform the more restricted function of adding up 2 and 2 to see whether the answer is 4, but we have compared the number of tariffs that have been filed in the last 12 months versus the number filed in a preceding 12 months, the number of new dockets filed in economic proceedings. We are in every possible way studying the workload in our Bureau of Operating Rights, both so far as domestic matters are concerned and international matters. We are doing the same thing with our Bureau of Enforcement, and, of course, we will give serious consideration to having one of our auditors who is placed in this position of doing internal audit work—whether that is temporary additional duty or a permanent duty for one—to likewise make a very impartial check of it.

But I want to assure this committee that even if that be done, both the Chairman and the Executive Director of this agency take that task