

commodity classification codes which creates confusion. A pair of socks or a carton of socks can be described in six different ways.

A lot of transportation information with which we are concerned is not readily available. For example, movements on the inland waterways are known only to the Corps of Engineers where they go through locks. This information is provided to the corps on a confidential basis. Our efforts in this area to get all of this stuff together so that it makes some sense and so we know what we are talking about is largely related to the Office of Transportation Information Planning, which is not a data collection office, but is rather an office to develop the techniques to obtain the information.

Mr. Brooks. I understand, and I think it is a first move. It certainly is aimed at getting a new data base for your policy decisions.

Secretary Boyd. Yes, sir.

Mr. Brooks. Do you feel you are making some progress on it?

Secretary Boyd. Yes, sir. But I want to assure you that this is not going to happen overnight. I became a member of a State utility regulatory commission in 1955, and one of the first things that I got involved in was something called a tariff simplification committee and the tariffs are not any simpler today than they were then.

E. INTERNAL AUDIT SYSTEM

Mr. Brooks. On the internal audit problem, which you have discussed previously, I want you to take a look at the possibility of having your internal audit people report directly to you and be assigned by somebody under your direct jurisdiction.

It seems to me that with the multiplicity of agencies administered by you, you would be well advised to have the capability of internal auditors who would be assigned by someone working for you and who would be reporting directly to your office, if you are going to have an objective analysis of what they are doing. In the final analysis, you will be responsible for it. They may do it wrong, but they will end up bringing that dead cat to your step and leaving it there. I am looking at internal audits in the light of our original study, which I hope you will take a look at yourself, and which I am sure Mr. Dean is intimately familiar with. I think it gives any administrator insurance as well as an objective analysis of his department which can be most helpful. I personally would not have an administrative job without an internal audit reporting directly to me.

Secretary Boyd. We are working very closely with the GAO in this connection. This is a matter of great importance to me and it is one we keep under constant review to try to figure out the best way we can handle this whole business of internal audit. I would guess in this one area we spend more time with GAO than in any other activity.

Mr. Brooks. Have you had an opportunity to talk with Secretary Freeman? He has had some experience in this particular field and has apparently profited by developing a much better system after a couple of mules got out.

Secretary Boyd. I haven't talked to Orville about it. I have talked to Elmer Staats about it. I figured I might learn more from him.

Mr. Brooks. I think you will find Freeman's experience—it would be better to learn from his experience than from your own.