

Mr. BROOKS. What do you consider to be the most pressing problems that need to be overcome for you to have a better utilization of your ADP capacity?

Secretary BOYD. I would like to refer that to Mr. Magruder.

Mr. MAGRUDER. I think the major problem, sir, is getting the management people throughout the agency to understand the uses and the limitations of the computers.

There are a great many uses, as you well know, in the personnel field, the finance field, the research field, and so forth. We are interested in getting more education of the various functional planners to the state of the ADP art. There is also a need, we believe, to minimize the escalation of ADP requirements in each of the administrations by replacing divided efforts with concerted long-range plans based upon time sharing, centralized to the degree that most benefits.

Mr. BROOKS. Have you had any problem with personnel at the programming level or at the input level?

Mr. MAGRUDER. No, sir; I don't believe so, not to the best of my knowledge.

The administrations, for the most part, are well-established administrations. As the Secretary has pointed out, the Coast Guard, the FAA, and a portion of the FHWA, which do the major portion of this work in the field, do have extensive capabilities. We are, at the present time, learning more about them. I think it is necessary to say that we are relying to a considerable extent right now on these portions of the overall departments.

Mr. DEAN. Mr. Chairman, I think we should add at this point we have set in motion a directive issued by the Secretary in which no procurement of an ADP system in excess of \$50,000 can be undertaken without review by the Office of the Secretary. This assures that any significant system—advance or extension of service—comes to the Secretary, and I have the responsibility for approval. Mr. Magruder and Mr. Fite review each proposal with great care and we are attempting to shape all our future extensions of ADP to fit into a departmental system instead of bits and pieces where you would have unused capacity and excess cost.

Mr. BROOKS. That is the way to do it.

G. PERSONNEL MANAGEMENT

Would you describe to the subcommittee the elements of your personnel management program?

Secretary BOYD. Personnel management is an integral and vital part of the mission of the Department which utilizes personnel resources of nearly 100,000 military and civilians. This is evidenced by such activities as establishment and operation of an executive personnel board which functions at the secretarial level and has a critical review of all matters relating to supergrade positions and initiation and completion in fiscal year 1968 of a personnel counterpart study to determine the most efficient and economical distribution of available personnel management resources.

An Office of Personnel and Training, functioning under the Assistant Secretary for Administration, has as its mission the provision of leadership and professional guidance in the development and imple-