Question No. 12. It has been argued that there is a lot of unused flexibility and extensive authority existing within the present manpower control system and therefore it is unnecessary to remove current manpower controls. Do you concur in this view? Please explain.

Answer. In our studies of manpower problems, we ascertained that there were many individual cases of unused flexibility and authority. These generally evolved from misinterpretation of policies or regulations. We have taken steps to correct cases of this nature largely through a general educational process and clarifying regulations and instructions. However, with even the most liberal interpretation of all manpower constraints, the laboratory director has very little real management flexibility. His problems are compounded by the fact that manpower controls are additional controls superimposed on several other types of controls such as dollars, time and facilities. See Question 11. We recognize the necessity for some form of over-all control but believe that current procedures do not provide sufficient manpower flexibility to maintain a viable responsive organization. For example, manpower ceilings:

a. Restrict early college recruitment.

b. Inhibit the labs' ability to do work on request from another agency.

c. Prevent the rapid expansion required in undertaking new crash programs.

d. Inhibit rapid staff readjustments required by changing technological programs.

e. Result in undue emphasis on the number of people rather than the quality.

f. Motivate managers to always operate at the prescribed level rather than a lesser and possibly more efficient level.

There needs to be a relaxation of manpower controls if we are to become more efficient. It is also recognized that we must approach this cautiously. As you know, I have suggested elimination of manpower ceilings for cross-agency work. I believe this might be a good first step toward improved flexibilities.

Mr. DADDARIO. Would you proceed Dr. Jacobs.

(The biographies of Dr. Jacobs and Dr. Mider follow:)

DR. LEON JACOBS

Date and Place of Birth: March 26, 1915, Brooklyn, N.Y.

Educational background:

Brooklyn College, Brooklyn, N.Y., 1931–35, B.A.

George Washington University, Washington, D.C., 1936–33, M.A.

George Washington University, Washington, D.C., 1939–43, 1946–47, Ph.D.

Tissue Culture Course, Mary Imogene Bassett Hospital, Cooperstown, N.Y. 7/49–9/49.

Course in Virology, U.S. Department of Agriculture Graduate School, 1949.

Course in Ophthalmic Pathology, Armed Forces Institute of Pathology, 2/9–13/53.

Course in Pathology, U.S. Department of Agriculture Graduate School, 1953.

Course in Veterinary Pathology, Armed Forces Institute of Pathology, 1959.

Professional experiences:

Junior Nematologist to Protozoologist, Division of Zoology, NIH, 1937–43.

U.S. Army, 1943–46.

Protozoologist to Scientific Director. NIAID, NIH, 1946–56.

Head, Section of Protozoal Diseases, Laboratory of Tropical Diseases, NIAID, NIH, 1956–59.

Chief, Laboratory of Parasitic Diseases, NIAID, NIH, 1959–64.

Acting Scientific Director, NIAID, NIH, 1964–65.

Scientific Director, DBS, NIH, 1966–67.

Deputy Assistant Secretary for Science, DHEW, 1967–

Membership in scientific societies:

American Society of Tropical Medicine and Hygiene:

Fellow and Editor of *Tropical Medicine News*, 1952–55.

Representative of National Research Council, 1957–61.

Council, 1964–

American Society of Parasitologists:

Editor, *Journal of Parasitology*, 1955–58.

Chairman, Committee on Business Operations, 1959–60.

Council, 1963–

American Association of Immunologists.

Helminthological Society of Washington.