

Your position is politically a very sensitive one, sir, because you are the right arm of the President with respect to priorities, I do not believe you even had to be confirmed by the Senate; did you?

Mr. MAYO. That is correct.

Representative CONABLE. I am interested, without trying to embarrass you in any way: Are you bringing your own people into the Bureau of the Budget, or are you reviewing the budget largely with those who have drawn it up as your assistants?

Mr. MAYO. I have brought quite a few people into the Budget Bureau. I have also retained a number of people whom I have known personally over the years to be people with complete intellectual honesty and people who have been known as critics of the spending process and the way it is conducted. I have one of them at my right arm, Sam Cohn, who is Assistant Director for Budget Review. Another is my Deputy, Sam Hughes, who has been in the Budget Bureau since 1949, and is not just an elevated civil servant—he is much more than that: he is a real student of the process and a real spark plug. But let me add this: In addition to these two that I have mentioned, I have brought in new Assistant Directors—Dick Nathan on the human resources side, and Jim Schlesinger on the military and international side; Dwight Ink, in our office of executive management, and Maury Mann, who is behind me, from the Federal Reserve in Cleveland, who will be my man to handle economic matters. So, I have surrounded myself with a new team of four men as Assistant Directors, in addition to the two Sams.

Representative CONABLE. Of course, the real reason for my question is I want to be sure we are having a new look at this budget and not simply a review of it by those who originally formulated it.

Mr. MAYO. I understand that. And I submit that some of the Secretaries and the agency heads of the outgoing administration have suspected that many of the Budget Bureau people must be Republicans from way back.

Representative CONABLE. I am concerned about the oversight problem. I think, probably, your Bureau is performing more oversight than the Congress itself. We have a great tendency to pass things and never to hear from them again, and I think it is awfully important that we have independent people of judgment and loyalty to the administration who will be reviewing the various things that were done.

Mr. MAYO. I think you can count on us for that.

Representative CONABLE. I would like to ask you another question that has been around for a long time.

I am personally horrified to find us appropriating for the executive branch, the Departments, 3 and 4 months after the fiscal year has begun. This is no problem for Congress, but it must be a terrible problem for you. And I am wondering if there has been serious consideration of the possibility of going on a different basis, a calendar year basis for instance, where the appropriation process precedes the actual expenditure of the money by greater period of time in order to permit more orderly planning than must be possible in your office when we are on a fiscal year basis and have this very large degree of overlap? It is not unusual for us to be better than a quarter of the way through the fiscal year before you know what Congress is making available.