

On Decision Making

McNamara Talks Back

WASHINGTON (AP)—Secretary of Defense Robert S. McNamara, whose decisions have been challenged in some congressional quarters, Saturday night defended his decision-making philosophy.

"The secretary of defense—and I am talking about any secretary of defense—must make certain kinds of decisions, not because he presumes his judgment to be superior to his advisers, military or civilian, but because his position is the best place from which to make those decisions," he said.

In a speech prepared for the American Society of Newspaper Editors, McNamara continued:

"This same kind of argument applies when economic interests are affected by defense decisions generally, as they inevitably will, political pressures on defense officials. Such pressures are an intrinsic and necessary part of a democratic political process.

'Duty . . . to Stand Up'

"There are a good many advantages in forcing public officials to listen to people outside their own staffs who do not share their views and assumptions. But it is the duty of government officials, representing the national interest rather than any smaller interest, to stand up to these pressures where what is asked cannot be reconciled with the national interest."

At another point, McNamara said "You cannot make decisions simply by asking yourself whether something might be nice to have. You have to make a judgment on how much is enough. I emphasize judgment because you can't even be sure yourself, much less prove to others, that your decision was precisely right to the last dollar—even to the last billion

dollars. But the decision has to be made."

In his prepared text, McNamara made no reference to the debate over charges of news management by the Pentagon.

In talking about "the problem of decision-making in the Defense Department," McNamara touched upon such controversial decisions as that in the contract award for the TFX warplane, the cancellation of the Skybolt missile program and the strike-er RS70 reconnaissance-strike airplane.

He discussed also some of the results of his management and rearranging of the Pentagon's military and procurement programs.

More Competitive Contracts

Among other things, McNamara said actions in his cost-reduction program so far would bring about an ultimate saving of over \$1.9 billion and that by fiscal 1967 these reforms would save \$3.4 billion a year.

He included in the predicted over-all \$1.9 billion a saving of over \$300 million through increased use of competitive instead of negotiated contract awards; more than \$300 million by shifting from cost-plus-fixed-fee awards to fixed-price, incentive-type contracts; over \$300 million through tighter management of inventories and nearly \$300 million through closing or reducing the size of 330 military installations.

In the TFX controversy, a Senate committee is inquiring into McNamara's decision to award the \$6.5-billion job for the standard fighter-bomber for the Air Force and Navy to General Dynamics Corp., although the low bidder was the Boeing Co. and although military officers of the Air Force and Navy initially favored the Boeing proposal.



Sun, Snow

Saturday's fishermen — and just about everyone else in the county — got a taste of every kind of weather. The pair above, Mr. and Mrs. Clyde Cox of Creswell, fished in the sun on the Willamette above Oakridge while surrounded by snow-covered trees. Up the McKenzie some new snow fell, and in the valley it rained.

(Register-Guard photo by Phil Wolcott)

Camp Directors to Interview Student Prospects

Camp directors and administrators will be at the Erb Memorial Student Union Monday afternoon to interview prospective student employees for summer camp staff positions in either boys or girls camps.

After the 2 to 4 p.m. interviews a dinner meeting of the Oregon section of the American Camping Assn. will be held.

The dinner will begin at 6:30 p.m. and Miss Joan Kleinke, a graduate assistant in art education at the university will speak on "Arts in Camping."

That Day of Confusion Is Coming Up Again

By NORMAN RUNNION
Of the United Press International

WASHINGTON — What time is it?

You're eating breakfast and your watch says 10 o'clock but the 11 a.m. news is on the radio and you've just missed church.

You take a plane from Washington, D.C. to Norfolk, Va., and arrive five minutes before the hour you left.

Your train pulls into New York's Grand Central Station at 3 p.m. But outside on 42nd Street it's 4.

What time is it? Next Sunday, April 28, it will depend entirely on where you are. That is the semi-annual day of confusion marking the switchover—in some places—to daylight saving time.

The trouble is that it's only in some places.

Twenty-eight states and the District of Columbia observe daylight saving time during the year.

Fourteen of these have it in operation throughout the state; the other 14 have different rules for different areas. Eleven of the 28 have daylight time from April to the end of October; the remainder terminate it in other months.

Private groups and some branches of the federal government would like to see some of this confusion ended.

The House Commerce and Finance Subcommittee has several bills before it which it hopes to merge into one acceptable piece of legislation dealing with uniform time standards.

Twice before, the federal government has regulated daylight and standard time, in the first and second world wars.

Daylight saving time lasted for only two years in the First World War. The law was repealed partly because of the violent protests of farmers, who said their cows were giv-

ing milk an hour after the milk trains passed by.

The idea for daylight time actually stemmed from the days before there were any trains at all. Benjamin Franklin, who thought of so many things, came up with the idea of daylight saving time when he was U.S. minister to France just after the American revolution.

He figured that Parisians neglected burned candles for 1,281 hours in spring and summer. He wrote that "it is impossible that a wise people make use of unhealthy and expensive candles when they can have for nothing the beautiful and pure light of the sun." Parisians laughed him down.

With the exception of the two wars, control of daylight time has been left up to the states, with resulting nationwide confusion.

The Transport Assn. of America is one group actively working to end the confusion. The association estimated that railroads could save a great deal of money just in time-table alone. Since federal law requires the trains to operate on standard time, there must be two sets of timetables for the traveling public.

Then it cites the case of one bus which operates over a 35-mile highway distance between Steubenville, Ohio, and Mountainville, W.Va., and passes through stops with seven different time changes.

The association's solution is this: "There should be uniformity of time, whether standard or daylight, and uniformity in the change dates within each time zone."

Ben Franklin would say amen.

Convicts Win Fast Transfer By Holding Guard Hostage

NEW WESTMINSTER, B.C.

Three mutinous convicts bargained with authorities for the life of a hostage guard in riot-torn British Columbia Penitentiary Saturday and won quick transfer to other prisons in return for his release.

The guard, Pat Dennis, was held at knife-point with arms and back bound with wire during a night of wild rioting.

He was freed unharmed about 11 a.m. when the riot leaders were whisked off by plane to Eastern prisons after negotiations conducted through a radio commentator.

The climax came in melodramatic fashion after a night of disorder in which police lobbed dozens of tear gas shells into the gray stone prison and many of the 670 men inmates smashed windows, broke kitchenware or shouted defiance.

The commotion began at 9:15 p.m. Friday when the three convicts, Gerald Caissey, 28; Wayne Carlson, 21, and Nelson Wood, broke a window in the prison auditorium and headed for the wall.

An officer spotted them and fired three shots in the air. The convicts ran back to the building, grabbed Dennis and hauled him into the auditorium wash-room, holding makeshift knives at his throat.

Rioting began and extra police were called to help the guards.

Then Jack Webster, 44, commentator for New Westminster radio station CKNW, was called in with Warden Tom Hall's approval at request of the convict trio. They said they wanted maximum publicity for alleged grievances and transfer from the prison.

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