

REMARKS BY SENATOR HUBERT H. HUMPHREY
Normandale Management Club Dinner Dance
Bloomington, Minnesota

June 7, 1974

I appreciate the opportunity to be here tonight, and to join all of you in the evening's festivities. You certainly have earned a celebration. You have led Control Data to another extraordinary year. Your kind of success does a great deal to bolster the economy and general well-being of Minnesota. And efforts like yours are the kind we need to keep the American economy expansive and healthy.

Control Data is involved in the type of work which is central to our national needs today. You are dealing with the most advanced technology -- how to gather information and process it, and how to develop sophisticated systems to co-ordinate and correlate information.

The absence of effective means for gathering and co-ordinating information has been at the center of many of our most pressing problems over the last years.

Had the Federal Government possessed its own independent capacity for gathering and assessing information about natural resources, and had this information been available to key officials in a comprehensible manner, we might not have been caught by surprise by the energy crisis last winter. Instead, a Congressional study revealed that almost all of the purportedly independent energy information banks of the government were in fact storehouses of unanalyzed information taken directly from private industry.

Had the government had accurate data on soybean and wheat yields and availability, and a means of collating information involving trade with these commodities, we might never have engaged in the erratically high sales and subsequent embargoes, with their potentially negative impact on inflation and trade relations.

Perhaps the most dramatic case of inadequate use and analysis of data has been the economy. Over the last few years we have been put through a series of stops and starts, freezes and thaws, old games and new games. We have been led with grand flourishes further and further along the road which thickens our wallets but empties our shopping bags.

There has been little evidence of any consistent attempt to judge the impact of each of these measures on the economy as a whole. The result has been a morass of inadequate planning.

We all know the impact this has had. The real output of our economy dropped by 6.3 per cent during the first quarter this year. Inflation is in double figures. Unemployment has soared.

Of course the problems we are facing are not just a matter of lack of information, or lack of analysis, or even lack of planning. We also are suffering from a clear and dangerous lack of leadership. The result has been a quest for instant solutions, or at least for the appearance of a popular solution.

We need direction, leadership, and planning. And we need the information, and the systems for correlating information, so vital for planning, decision and evaluation.

Industries such as Control Data, which play so vital a part in our economy, and which are in the vanguard of research and technological development involving use and gathering of information, can play a vital public role in a cooperative effort to solve many of our problems.

I was happy to learn, for example, of your interest in developing markets in Eastern Europe and in the Far East. As you and other industries lead the way in expanding these markets, you also can be of help to your Government.

The government must come to realize the importance of avoiding short-term erratic decisions while failing to evaluate long-term impacts.

This brings us to some of the direct kinds of contributions that a corporation like Control Data can make.

Our problem is a general one. We no longer are in an era when decisions can be made for one product, one commodity, or one industry or group without considering the impact on all the others.

For years we have glorified the virtue of muddling through in decision-making. But the problems we face now are too complex. We need to become aware of the relationships, the patterns, and the demands which will affect future developments.

I have introduced legislation which would establish an Office of Balanced National Growth and Development. This office would have the responsibility of synthesis, co-ordination, and evaluation of information affecting the range of economic and social problems, and of proposing alternative programs in light of this information.

The Congress needs to become an active part of this development as well. Congress has remained for too many years entrenched in old-fashioned modes of operation.

We have retained an antiquated committee system which divides the national problems into pieces, without ever putting the pieces into the perspective of the whole. There has been almost no capability developed for using data available in the executive branch. And there has been even less done to achieve an independent data analysis capability for Congress itself.

Recently Congress has taken some steps in this direction. Both the House and the Senate have passed a budget reform bill which will set up a budget analysis office to process data for the annual budget, and a budget committee with the responsibility of determining a general format for considering the interrelationships of all legislative programs.

There also has been considerable effort on the part of the General Accounting Office, an agency of Congress, to establish liaison with the executive departments to co-ordinate the formats for information retrieval in the different program areas.

But much remains to be done.

Public-spirited private corporations such as Control Data, who are the leaders in the vital information field, have a great deal to offer.

You can take up the challenge of aiding the legislative branch of government to remain a co-equal branch, by assisting it in using, rather than being drowned or confused by information. And you can take up the challenge of exploring the most effective means of linking together our many information needs for national development, in order to help us forge a future-oriented society.

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Biographical
Material

Jim

J. L. Kastelle - Prog Director

Bob R. D. Younger, President
+ Ann -

REMARKS BY SENATOR HUBERT H. HUMPHREY

Elections

Bob Relected

NORMANDALE MANAGEMENT CLUB DINNER DANCE

If you have a tie
let V.P. decide it!

BLOOMINGTON, MINNESOTA

JUNE 7, 1974

CDC

C.D. - work Central to Nations need -

Information, retrieval, analysis,
Evaluation - etc

✓ Energy, Food,

✓ Congress needs info system

Planning -

(2)

Inflation - Food - Energy!
impact on Economy

I APPRECIATE THE OPPORTUNITY TO BE HERE TONIGHT, AND TO JOIN ALL OF YOU IN THE EVENING'S FESTIVITIES. YOU CERTAINLY HAVE EARNED A CELEBRATION. YOU HAVE LED CONTROL DATA TO ANOTHER EXTRAORDINARY YEAR. YOUR KIND OF SUCCESS DOES A GREAT DEAL TO BOLSTER THE ECONOMY AND GENERAL WELL-BEING OF MINNESOTA. AND EFFORTS LIKE YOURS ARE THE KIND WE NEED TO KEEP THE AMERICAN ECONOMY EXPANSIVE AND HEALTHY.

CONTROL DATA IS INVOLVED IN THE TYPE OF WORK WHICH IS CENTRAL TO OUR NATIONAL NEEDS TODAY. YOU ARE DEALING WITH THE MOST ADVANCED TECHNOLOGY -- HOW TO GATHER INFORMATION AND PROCESS IT, AND HOW TO DEVELOP SOPHISTICATED SYSTEMS TO CO-ORDINATE AND CORRELATE INFORMATION.

L THE ABSENCE OF EFFECTIVE MEANS FOR GATHERING AND
CO-ORDINATING INFORMATION HAS BEEN AT THE CENTER OF MANY OF
OUR MOST PRESSING PROBLEMS OVER THE LAST YEARS.

L HAD THE FEDERAL GOVERNMENT POSSESSED ITS OWN INDEPENDENT
CAPACITY FOR GATHERING AND ASSESSING INFORMATION ABOUT NATURAL
RESOURCES, AND HAD THIS INFORMATION BEEN AVAILABLE TO KEY
OFFICIALS IN A COMPREHENSIBLE MANNER, WE MIGHT NOT HAVE BEEN
CAUGHT BY SURPRISE BY THE ENERGY CRISIS LAST WINTER. INSTEAD,
A CONGRESSIONAL STUDY REVEALED THAT ALMOST ALL OF THE
PURPORTEDLY INDEPENDENT ENERGY INFORMATION BANKS OF THE
GOVERNMENT WERE IN FACT STOREHOUSES OF UNANALYZED INFORMATION
TAKEN DIRECTLY FROM PRIVATE INDUSTRY.

HAD THE GOVERNMENT HAD ACCURATE DATA ON SOYBEAN AND WHEAT
YIELDS AND AVAILABILITY, AND A MEANS OF COLLATING INFORMATION
INVOLVING TRADE WITH THESE COMMODITIES, WE MIGHT NEVER HAVE
ENGAGED IN THE ERRATICALLY HIGH SALES AND SUBSEQUENT EMBARGOS,
WITH THEIR POTENTIALLY NEGATIVE IMPACT ON INFLATION AND TRADE
RELATIONS.

PERHAPS THE MOST DRAMATIC CASE OF INADEQUATE USE AND
ANALYSIS OF DATA HAS BEEN THE ECONOMY / OVER THE LAST FEW YEARS
WE HAVE BEEN PUT THROUGH A SERIES OF STOPS AND STARTS, FREEZES
AND THAWS, OLD GAMES AND NEW GAMES / WE HAVE BEEN LED WITH
GRAND FLOURISHES FURTHER AND FURTHER ALONG THE ROAD WHICH
THICKENS OUR WALLETS BUT EMPTIES OUR SHOPPING BAGS.

✓ THERE HAS BEEN LITTLE EVIDENCE OF ANY CONSISTENT ATTEMPT
TO JUDGE THE IMPACT OF EACH OF THESE MEASURES ON THE ECONOMY
AS A WHOLE. ✓ THE RESULT HAS BEEN A MORASS OF INADEQUATE PLANNING.
✓ WE ALL KNOW THE IMPACT THIS HAS HAD. ✓ THE REAL OUTPUT OF
OUR ECONOMY DROPPED BY 6.3 PER CENT DURING THE FIRST QUARTER THIS
YEAR. ✓ INFLATION IS IN DOUBLE FIGURES. ✓ UNEMPLOYMENT HAS SOARED.

OF COURSE THE PROBLEMS WE ARE FACING ARE NOT JUST A MATTER
OF LACK OF INFORMATION, OR LACK OF ANALYSIS, OR EVEN LACK OF
PLANNING. ✓ WE ALSO ARE SUFFERING FROM A CLEAR AND DANGEROUS
LACK OF LEADERSHIP. ✓ THE RESULT HAS BEEN A QUEST FOR INSTANT
SOLUTIONS, OR AT LEAST FOR THE APPEARANCE OF A POPULAR SOLUTION.

✓ WE NEED DIRECTION, LEADERSHIP, AND PLANNING. ✓ AND WE
NEED THE INFORMATION, AND THE SYSTEMS FOR CORRELATING INFORMATION,
SO VITAL FOR PLANNING, DECISION AND EVALUATION.

↳ INDUSTRIES SUCH AS CONTROL DATA, WHICH PLAY SO VITAL A PART
IN OUR ECONOMY, AND WHICH ARE IN THE VANGUARD OF RESEARCH AND
TECHNOLOGICAL DEVELOPMENT INVOLVING USE AND GATHERING OF
INFORMATION, CAN PLAY A VITAL PUBLIC ROLE IN A COOPERATIVE EFFORT
TO SOLVE MANY OF OUR PROBLEMS.

↳ I WAS HAPPY TO LEARN, FOR EXAMPLE, OF YOUR INTEREST IN
DEVELOPING MARKETS IN EASTERN EUROPE AND IN THE FAR EAST. As
YOU AND OTHER INDUSTRIES LEAD THE WAY IN EXPANDING THESE
MARKETS, YOU ALSO CAN BE OF HELP TO YOUR GOVERNMENT.

↳ THE GOVERNMENT MUST COME TO REALIZE THE IMPORTANCE OF
AVOIDING SHORT-TERM ERRATIC DECISIONS WHILE FAILING TO EVALUATE
LONG-TERM IMPACTS.

THIS BRINGS US TO SOME OF THE DIRECT KINDS OF CONTRIBUTIONS
THAT A CORPORATION LIKE ^{CONTROL} DATA ~~CONTROL~~ CAN MAKE.

OUR PROBLEM IS A GENERAL ONE. WE NO LONGER ARE IN AN
ERA WHEN DECISIONS CAN BE MADE FOR ONE PRODUCT, ONE COMMODITY,
OR ONE INDUSTRY OR GROUP WITHOUT CONSIDERING THE IMPACT ON ALL
THE OTHERS.

FOR YEARS AND YEARS WE HAVE GLORIFIED THE VIRTUE OF MUDDLING
THROUGH IN DECISION-MAKING. BUT THE PROBLEMS WE FACE NOW ARE TOO
COMPLEX. WE NEED TO BECOME AWARE OF THE RELATIONSHIPS, THE
PATTERNS, AND THE DEMANDS WHICH WILL EFFECT FUTURE DEVELOPMENTS.

I HAVE INTRODUCED LEGISLATION WHICH WOULD ESTABLISH AN OFFICE
OF BALANCED NATIONAL GROWTH AND DEVELOPMENT. THIS OFFICE WOULD
HAVE THE RESPONSIBILITY OF SYNTHESIS, CO-ORDINATION, AND EVALUATION
OF INFORMATION AFFECTING THE RANGE OF ECONOMIC AND SOCIAL PROBLEMS,
AND OF PROPOSING ALTERNATIVE PROGRAMS IN LIGHT OF THIS INFORMATION.

THE CONGRESS NEEDS TO BECOME AN ACTIVE PART OF THIS
DEVELOPMENT AS WELL. CONGRESS HAS REMAINED FOR TOO MANY
YEARS ENTRENCHED IN OLD-FASHIONED MODES OF OPERATION.

WE HAVE RETAINED AN ANTIQUATED COMMITTEE SYSTEM WHICH
DIVIDES THE NATIONAL PROBLEMS INTO PIECES, WITHOUT EVER
PUTTING THE PIECES INTO THE PERSPECTIVE OF THE WHOLE.

THERE HAS BEEN ALMOST NO CAPABILITY DEVELOPED FOR USING
DATA AVAILABLE IN THE EXECUTIVE BRANCH. AND THERE HAS BEEN
EVEN LESS DONE TO ACHIEVE AN INDEPENDENT DATA ANALYSIS
CAPABILITY FOR CONGRESS ITSELF.

RECENTLY CONGRESS HAS TAKEN SOME STEPS IN THIS DIRECTION.

BOTH THE HOUSE AND THE SENATE HAVE PASSED A BUDGET REFORM

BILL WHICH WILL SET UP A BUDGET ANALYSIS OFFICE TO PROCESS

DATA FOR THE ANNUAL BUDGET, AND A BUDGET COMMITTEE WITH THE

RESPONSIBILITY OF DETERMINING A GENERAL FORMAT FOR CONSIDERING

THE INTERRELATIONSHIPS OF ALL LEGISLATIVE PROGRAMS.

✓ THERE ALSO HAS BEEN CONSIDERABLE EFFORT ON THE PART OF
THE GENERAL ACCOUNTING OFFICE, AN AGENCY OF CONGRESS, TO

ESTABLISH LIAISON WITH THE EXECUTIVE DEPARTMENTS TO CO-ORDINATE

THE FORMATS FOR INFORMATION RETRIEVAL IN THE DIFFERENT PROGRAM

AREAS.

BUT MUCH REMAINS TO BE DONE.

PUBLIC-SPIRITED PRIVATE CORPORATIONS SUCH AS ^{CONTROL} ~~DATA CONTROL~~,

WHO ARE THE LEADERS IN THE VITAL INFORMATION FIELD, HAVE A

GREAT DEAL TO OFFER.

YOU CAN TAKE UP THE CHALLENGE OF AIDING THE LEGISLATIVE
BRANCH OF GOVERNMENT TO REMAIN A CO-EQUAL BRANCH, BY ASSISTING
IT IN USING, RATHER THAN BEING DROWNED OR CONFUSED BY,
INFORMATION / AND YOU CAN TAKE UP THE CHALLENGE OF EXPLORING
THE MOST EFFECTIVE MEANS OF LINKING TOGETHER OUR MANY INFORMATION
NEEDS FOR NATIONAL DEVELOPMENT, IN ORDER TO HELP US FORGE A
FUTURE-ORIENTED SOCIETY.

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