

REMARKS BY  
SENATOR HUBERT H. HUMPHREY  
UNIVAC MANAGEMENT CONFERENCE BANQUET  
BLOOMINGTON, MINNESOTA

JUNE 17, 1974

I appreciate the opportunity to be here tonight and to speak to you during your management conference. Corporations such as UNIVAC make invaluable contributions to the economy of Minnesota and to the economy of the nation as a whole. And efforts like yours are the kind we need to keep the American economy expansive and healthy.

UNIVAC is involved in the type of work which is central to our national needs today. You are dealing with the most advanced, and probably the most critical form of modern technology - the technology of information.

We have only begun to touch on our needs for mastering the information and information-analysis capabilities necessary to give us some control over the strong industrial and social forces we have created.

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 year. These problems have impinged on individual citizens and on our most powerful industries, and they have often come close to paralyzing the powers of the federal government.

Charles Frankel, a former Assistant Secretary of State, writing about his experiences in government commented:

"I used to imagine, when the government took actions I found inexplicable, that it had information I didn't have. But after I had served in the government for some months, I found that the issue was more complex: often the government does know something that people on the outside don't, but it's something that isn't so."

We must do something to solve this critical inadequacy in the government's evaluation of the resources and opportunities available to it.

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 availabilities and a means of collecting 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.

And if we could now gather and evaluate information on our present and future transportation needs - both freight and passenger - perhaps we could stop the disastrous policy of rural railroad abandonments across our country. Some 31,000 miles of track have been abandoned since the 1930s. This policy is locking our farm products back in the country at just the times when we most urgently need to be able to ship them efficiently to markets.

The huge grain sale to Russia still is bogged down on its way to the ports as a result of the inadequacies of our transportation. In many areas of the country, fertilizer can't be obtained in time this year because there is no way of distributing the stockpiles which do exist to the farms.

And the problem directly affects us right here in Minnesota. This state recently was named to take part in a federal-state program to boost agricultural exports, but may find its opportunity blighted by the inadequacy of its transportation system.

In spite of these increasing difficulties, the Administration now is recommending an increased pace of rural abandonments.

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 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% during the first quarter of this year. Inflation is in double figures. The cost of groceries rose 14 1/2% during the first quarter. Unemployment has soared.

We are facing 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 popular solutions.

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

These contributions are of great importance whether they involve the frontiers of space exploration and scientific investigation, or the problem of mapping resource and commodity use and development, or of more effectively inter-relating the efforts of the many individuals and organizations responsible for industrial growth and governmental leadership in this country.

The work of your corporation in satellite tracking and signal retrieval in the space program is an outstanding example of the kind of industrial-governmental co-operation which is so essential in keeping our nation at the forefront of the world's technological and scientific endeavors.

And corporations like yours, in the vanguard of the information field, can make the contributions which will enable our society to take the leadership in the efforts to overcome confusions resulting from rapid and erratic incremental growth.

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

The objective is not simply to establish a new agency. We have hundreds of agencies in Washington and throughout the country, each involved in its own little concerns. I don't want to just add another name to the list.

What is involved here is the establishment of a policy-making process within the Executive and Legislative branches of the federal government, and a system for co-ordinating these efforts with appropriate regional and State efforts.

Just last week the Senate passed a bill providing for the establishment of a Temporary National Commission on Supplies and Shortages. This Commission will have the responsibility of determining a permanent framework for dealing with the specific problem of supplies of resources and commodities. And it also will appoint, in accordance with my amendments, an advisory body to recommend a means for dealing with the more general problem of balanced national growth and development.

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

Recently Congress has taken some steps to equip itself to deal with the information problem.

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 UNIVAC, 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 information, rather than being drowned or confused by it.

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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- Mr Bernal Hans
- Mr Dick Seaberg
- Mr Dick Seaberg

REMARKS BY

SENATOR HUBERT H. HUMPHREY

UNIVAC MANAGEMENT CONFERENCE BANQUET

BLOOMINGTON, MINNESOTA

JUNE 17, 1974

- DSD - Defense Systems ~~Dept~~ Revision
- Space-NASA (Sub Comm on Research)
- OTA
- Marine Sciences  
(Oceanography)

<sup>+mgmt</sup>  
Information, Planning, & Policy  
Energy - Food - Transp

I APPRECIATE THE OPPORTUNITY TO BE

HERE TONIGHT AND TO SPEAK TO YOU DURING YOUR

MANAGEMENT CONFERENCE. CORPORATIONS SUCH AS

UNIVAC MAKE INVALUABLE CONTRIBUTIONS TO THE

ECONOMY OF MINNESOTA AND TO THE ECONOMY OF

THE NATION AS A WHOLE. AND EFFORTS LIKE

YOURS ARE THE ~~KIND~~<sup>ed</sup> WE NEED TO KEEP THE

AMERICAN ECONOMY EXPANSIVE AND HEALTHY.

UNIVAC IS INVOLVED IN THE TYPE OF

WORK WHICH IS CENTRAL TO OUR NATIONAL NEEDS

TODAY.

Importance  
of  
night

YOU ARE DEALING WITH THE MOST  
ADVANCED, AND PROBABLY THE MOST CRITICAL  
FORM OF MODERN TECHNOLOGY - THE TECHNOLOGY  
OF INFORMATION.  
WE HAVE ONLY BEGUN TO TOUCH ON OUR NEEDS  
FOR MASTERING THE INFORMATION AND INFORMATION-  
ANALYSIS CAPABILITIES NECESSARY TO GIVE US  
SOME CONTROL OVER THE STRONG INDUSTRIAL  
AND SOCIAL FORCES WE HAVE CREATED.

*Ed Budget 309A*

THE ABSENCE OF EFFECTIVE MEANS FOR  
GATHERING AND CO-ORDINATING INFORMATION  
HAS BEEN AT THE CENTER OF MANY OF OUR MOST  
PRESSING PROBLEMS OVER <sup>recent years</sup> ~~THE LAST YEAR.~~ THESE

PROBLEMS HAVE IMPINGED ON INDIVIDUAL CITIZENS  
AND ON OUR MOST POWERFUL INDUSTRIES, AND THEY  
HAVE OFTEN COME CLOSE TO PARALYZING THE POWERS  
OF THE FEDERAL GOVERNMENT.

CHARLES FRANKEL, A FORMER ASSISTANT  
SECRETARY OF STATE, WRITING ABOUT HIS EXPERIENCES  
IN GOVERNMENT COMMENTED:

*Ted  
Budd -  
Its impact*



"I USED TO IMAGINE, WHEN THE GOVERNMENT  
TOOK ACTIONS I FOUND INEXPLICABLE, THAT IT  
HAD INFORMATION I DIDN'T HAVE. BUT AFTER I HAD  
SERVED IN THE GOVERNMENT FOR SOME MONTHS, I FOUND  
THAT THE ISSUE WAS MORE COMPLEX: OFTEN THE GOVERNMENT  
DOES KNOW SOMETHING THAT PEOPLE ON THE OUTSIDE  
DON'T, BUT IT'S SOMETHING THAT ISN'T SO."

WE MUST DO SOMETHING TO SOLVE THIS CRITICAL  
INADEQUACY IN THE GOVERNMENT'S EVALUATION OF  
THE RESOURCES AND OPPORTUNITIES AVAILABLE TO IT.

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.

*Energy*

h 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 AVAILABILITIES  
AND A MEANS OF COLLECTING 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.

Ag  
info

✓ AND IF WE COULD NOW GATHER AND EVALUATE  
INFORMATION ON OUR PRESENT AND FUTURE  
TRANSPORTATION NEEDS - BOTH FREIGHT AND  
PASSENGER - PERHAPS WE COULD STOP THE  
DISASTROUS POLICY OF RURAL RAILROAD ABANDONMENTS  
ACROSS OUR COUNTRY,

Transport

SOME 31,000 MILES OF TRACK  
HAVE BEEN ABANDONED SINCE THE 1930s. THIS  
POLICY IS LOCKING OUR FARM PRODUCTS BACK  
IN THE COUNTRY AT JUST THE TIME WHEN  
WE MOST URGENTLY NEED TO BE ABLE TO SHIP  
THEM EFFICIENTLY TO MARKETS.

THE HUGE GRAIN SALE TO RUSSIA STILL IS  
BOGGED DOWN ON ITS WAY TO THE PORTS AS A RESULT  
OF THE INADEQUACIES OF OUR TRANSPORTATION.

IN MANY AREAS OF THE COUNTRY, FERTILIZER  
CAN'T BE OBTAINED IN TIME THIS YEAR

BECAUSE THERE IS NO WAY OF DISTRIBUTING *to the farms*

THE STOCKPILES WHICH DO EXIST TO ~~the farms~~.

AND THE PROBLEM DIRECTLY EFFECTS US  
RIGHT HERE IN MINNESOTA. THIS STATE  
RECENTLY WAS NAMED TO TAKE PART IN A FEDERAL-  
STATE PROGRAM TO BOOST AGRICULTURAL EXPORTS,  
BUT MAY FIND ITS OPPORTUNITY BLIGHTED  
BY THE INADEQUACY OF ITS TRANSPORTATION  
SYSTEM.

IN SPITE OF THESE INCREASING DIFFICULTIES,  
THE ADMINISTRATION NOW IS RECOMMENDING AN  
INCREASED PACE OF RURAL ABANDONMENTS.

PERHAPS THE MOST DRAMATIC CASE OF INADEQUATE

USE AND ANALYSIS OF DATA HAS BEEN THE

ECONOMY *itself.*

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 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% DURING THE FIRST QUARTER OF THIS YEAR.  
INFLATION IS IN DOUBLE FIGURES. THE COST  
OF GROCERIES ROSE 14 1/2% DURING THE FIRST  
QUARTER. UNEMPLOYMENT HAS increased.

WE ARE FACING 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 POPULAR SOLUTIONS.

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 UNIVAC, WHICH PLAY SO  
VITAL A PART IN OUR ECONOMY, AND WHICH ARE IN THE  
VANGUARD OF RESEARCH AND TECHNOLOGICAL  
DEVELOPMENT INVOLVING SYSTEMS ANALYSIS AND THE  
USE AND GATHERING OF INFORMATION, CAN PLAY  
A VITAL PUBLIC ROLE IN A COOPERATIVE EFFORT  
TO SOLVE MANY OF OUR PROBLEMS.

*Space Goal - Mgmt, Plans.*  
-13-

THESE CONTRIBUTIONS ARE OF GREAT IMPORTANCE

WHETHER THEY INVOLVE THE FRONTIERS OF SPACE

EXPLORATION AND SCIENTIFIC INVESTIGATION, OR

THE PROBLEM OF MAPPING RESOURCE AND COMMODITY

USE AND DEVELOPMENT, OR ~~OR~~ MORE EFFECTIVELY

INTER-RELATING THE EFFORTS OF THE MANY

INDIVIDUALS AND ORGANIZATIONS RESPONSIBLE

FOR INDUSTRIAL GROWTH AND GOVERNMENTAL LEADERSHIP

IN THIS COUNTRY.

*Space  
Peace  
USSR*

THE WORK OF YOUR CORPORATION IN SATELLITE  
TRACKING AND SIGNAL RETRIEVAL IN THE SPACE  
PROGRAM IS AN OUTSTANDING EXAMPLE OF THE KIND  
OF INDUSTRIAL-GOVERNMENTAL CO-OPERATION WHICH  
IS SO ESSENTIAL IN KEEPING OUR NATION AT THE  
FOREFRONT OF THE WORLD'S TECHNOLOGICAL AND  
SCIENTIFIC ENDEAVORS.

AND CORPORATIONS LIKE YOURS, IN  
THE VANGUARD OF THE INFORMATION FIELD,  
CAN MAKE THE CONTRIBUTIONS WHICH WILL  
ENABLE OUR SOCIETY TO TAKE THE LEADERSHIP  
IN THE EFFORTS TO OVERCOME CONFUSIONS RESULTING  
FROM RAPID AND ERRATIC INCREMENTAL GROWTH.

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

h THE OBJECTIVE IS NOT SIMPLY TO  
ESTABLISH A NEW AGENCY.

WE HAVE HUNDREDS  
OF AGENCIES IN WASHINGTON AND  
THROUGHOUT THE COUNTRY, EACH INVOLVED IN  
ITS OWN LITTLE CONCERNS. I DON'T  
WANT TO JUST ADD ANOTHER NAME TO THE LIST.

WHAT IS INVOLVED HERE IS THE ESTABLISHMENT  
OF A POLICY-MAKING PROCESS WITHIN THE EXECUTIVE  
AND LEGISLATIVE BRANCHES OF THE FEDERAL  
GOVERNMENT, AND A SYSTEM FOR CO-ORDINATING  
THESE EFFORTS WITH APPROPRIATE REGIONAL  
AND STATE EFFORTS.

JUST LAST WEEK THE SENATE PASSED A BILL  
PROVIDING FOR THE ESTABLISHMENT OF A  
TEMPORARY NATIONAL COMMISSION ON SUPPLIES  
AND SHORTAGES. THIS COMMISSION WILL HAVE  
THE RESPONSIBILITY OF DETERMINING A PERMANENT  
FRAMEWORK FOR DEALING WITH THE SPECIFIC  
PROBLEM OF SUPPLIES OF RESOURCES AND  
COMMODITIES. AND IT ALSO WILL APPOINT, IN  
ACCORDANCE WITH MY AMENDMENTS, AN ADVISORY  
BODY TO RECOMMEND A MEANS FOR DEALING  
WITH THE MORE GENERAL PROBLEM OF BALANCED  
NATIONAL GROWTH AND DEVELOPMENT,

THE CONGRESS ITSELF NEEDS TO BECOME AN  
ACTIVE PART OF THIS DEVELOPMENT. CONGRESS

HAS REMAINED FOR TOO MANY YEARS ENTRENCHED

IN OLD-FASHIONED MODES OF OPERATION.

(no info system)

RECENTLY CONGRESS HAS TAKEN SOME STEPS  
TO EQUIP ITSELF TO DEAL WITH THE INFORMATION  
PROBLEM.

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 UNIVAC, 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 INFORMATION,  
RATHER THAN BEING DROWNED OR CONFUSED BY IT.

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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