

CONTRACTING-OUT PROCEDURES

Mr. COURTNEY. Mr. Chairman, Mr. Ignatius, the Assistant Secretary of the Army, is here. He has a prepared statement and he is to be followed by General Bunker, addressing themselves to the whole scope of the committee's inquiry.

Mr. Ignatius has a prepared statement, and under the rules may he proceed without interruption and in order?

Mr. HÉBERT. Without objection, the biographical sketch of Mr. Ignatius will appear in the record at this point.

(The biographical sketch of Mr. Ignatius is as follows:)

BIOGRAPHY OF HON. PAUL R. IGNATIUS, ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS AND LOGISTICS)

Paul R. Ignatius was born in Los Angeles, Calif., in 1920. He attended public schools in Glendale, a suburb of Los Angeles. In 1942, he received an A.B. degree with honors from the University of Southern California, and was elected to Phi Beta Kappa.

During World War II, Mr. Ignatius served as a lieutenant in the Navy, principally as an aviation ordnance officer aboard the carrier *Manila Bay*, in the Pacific. For a brief period of time he was a member of a staff responsible for preparing a comprehensive manual for the Navy's Bureau of Supplies and Accounts.

In February of 1947, Mr. Ignatius was awarded the degree of master in business administration from Harvard University. In the following 3 years he served as a research assistant and as an instructor in business administration at Harvard. He resigned from the Harvard staff in 1950 to form, with two of his Harvard Business School associates, the management consulting and research firm, Harbridge House, Inc.

During the 11 years since its founding, Mr. Ignatius played a major role in the development and expansion of Harbridge House. A great part of this effort was devoted to consulting and research in military supply and procurement, and in the procurement responsibilities of a large segment of defense industry. Among the major projects he undertook were the planning and establishment of the Army Management School at Fort Belvoir and the Army Logistics Management Center at Fort Lee. In 1957 he was responsible for the preparation of a comprehensive analysis of the supply systems of the three military departments in connection with the Department of Defense's logistics system study project.

Mr. Ignatius has lectured at the Army War College, the Industrial College of the Armed Forces, and the Foreign Service Institute. He has also taught courses in defense industry procurement for the University of California and Fordham University. From time to time he has published articles on management and logistics subjects.

Mr. Ignatius was appointed Assistant Secretary of the Army (Installations and Logistics) on May 22, 1961. In this capacity, his responsibilities include: procurement and production including procurement policy; logistical single manager activities and material management including storage, distribution, maintenance, and disposition; communications, medical, transportation, and other service activities of the technical services; materiel and materials requirements and industrial mobilization; military assistance program (exclusive of financial management); industrial labor relations; military construction; command, industrial and civil real property; management and engineering at industrial facilities and logistical installations; physical security of industrial facilities and communication System; and housing and public quarters.

In 1947 Mr. Ignatius married Nancy Sharpless Weiser of Holyoke, Mass. They have four children: David, 11; Sarah, 9; Amy, 7; and Alan, 2.

Mr. IGNATIUS. Thank you, Mr. Courtney.

Mr. Chairman, and members of the committee, we appreciate the opportunity of discussing with the committee the Army's policy for "contracting out." This is, of course, an area of considerable interest throughout the Army and one which must be considered in many of our major decisions. Since the subject matter covers an extremely