

Mr. HARDY. And that was a finding somebody made and you don't know whether they actually made any determination or not, beyond just deciding we want to give this contract to these people and let them do the job, instead of our doing it ourselves?

Mr. VANCE. Well, sir, I am satisfied that Major General Ward, who signed off on this certainly satisfied himself that he was correct.

Mr. HARDY. Well, I don't doubt that, but sometimes these folks can satisfy themselves awfully easily on a staff recommendation.

Mr. VANCE. Sir, this went through various groups of individuals within the Army. There was a Mr. Garcia from Deputy Chief of Staff, Logistics, and there was Colonel——

Mr. HARDY. Any document that goes through any Government agency can get itself burdened down with initials on it, but the fact of initials on it doesn't always mean anything more than it went through their hands.

Mr. HÉBERT. How many more men did it take to find five men?

Mr. VANCE. There was a regular request for proposals sent out to around 32 different firms who were considered to be capable of doing this work.

Mr. HÉBERT. No; I mean in the Army. How many men did it take to find out they couldn't spare five men for 6 months.

Mr. VANCE. This got out of my bailiwick and happened before my time. I will plead innocent on that.

General TRUDEAU. I can't plead knowledgeable to this, but to put it in focus in perhaps a slightly different way, let me draw this distinction: The Chief of Research and Development—I am not talking about the contracts themselves, but my function is to develop hardware. There is another side to this in the Army and that is how you take this hardware—first, what kind of hardware do you want that is new; secondly, if you are going to get some new hardware, such as Davey Crockett tomorrow, how do you use that, what is the doctrine, what organization do you put it into, does it change the squad or the platoon organization.

Now we have about 13 different—and I may be wrong as to the exact figure—branch schools, the Infantry, the Armored, the Engineers, the Signal, the Transportation—they all have some function that is involved on many of these items of equipment.

Each one plans and writes the doctrine that they see as to how it should be used, and any changes they recommend on organization, on equipment, on the amount that should be in stock, how you would distribute it, the flow of supplies, et cetera, all of this stuff comes together in the combat development section down at CONARC—and they have a terrific time balancing some of it out—so while I am not personally knowledgeable as to this particular contract, I would say almost with complete assurance that what they did was to get two or three management consultants and the firm that had access to a modern data computer to see how they could program this data with a view to simplification in bringing it into focus.

Mr. HARDY. That is a rationalization.

General TRUDEAU. This last part, yes; the rest is fact.

Mr. HARDY. That doesn't help very much when you get into trying to make an analysis, the kind of thing we are trying to do here.

Actually, I don't know whether we are competent to pursue this