

"working hard at it" or that "it is a difficult chore." I hope that when you come back, we can peel through some of those things and try to narrow down specifics as to how good a job is being done. It is for the Congress to decide whether it is good enough or whether it ought to be better.

GOALS SET BY DOD

Now three quick questions. In the Secretary's statement you have your goals charted out, and you have the actual achievement. Without going into really breaking down what this really means, let me ask you on these goals, were those goals set 5 years ago and not revised?

Mr. IGNATIUS. The goals were set initially as I recall, Mr. Rumsfeld, at the outset of the program.

Representative RUMSFELD. You started in 1961?

Mr. IGNATIUS. They moved from about 32 percent, which was the situation at the start of the program, to about 40 percent I think was the long-range goal. But as experience developed, and the Departments were able to exceed the goals that were set, revised goals that were higher were established.

Representative RUMSFELD. Then why doesn't your chart show 40 percent, if that was your original goal?

Mr. IGNATIUS. That was the goal that was set for fiscal 1966 as I recall.

Representative RUMSFELD. My question is are the goals shown on this chart the goals that were set 5 years ago and not revised? Is the answer no?

Mr. IGNATIUS. The answer is that there was an initial goal set, and then it was revised year by year as progress improved. The initial goal was in fact lower than the goal that was finally set. I will need to check the record to be exact.

Representative RUMSFELD. I have trouble believing that you are accurate on that, because your goal, if it was revised year to year depending on what success you had, why did you revise down your rate of improvement between 1965 and 1966? Obviously if you draw a straight line up between 1963 and 1966, you will see it would have gone higher. Instead your goal is revised down. Yet you had tremendous success in here—

Mr. IGNATIUS. Yes, we did. I am glad that you feel we had tremendous success.

Representative RUMSFELD. Now, I mean according to your graph and in relation to your goals as shown. My statement prefacing it was that assuming we are all talking about the same thing when we are talking about competition, goals, and so forth.

Mr. IGNATIUS. Yes.

Representative RUMSFELD. I don't concede that for a moment after our earlier discussion.

Mr. IGNATIUS. Let me check with my predecessor, Mr. Morris, who was responsible for the initial goal setting in 1965, and submit for the record if I may, Mr. Chairman, a statement responsive to Mr. Rumsfeld.

Chairman PROXMIRE. Very well.

(The information referred to follows:)

When the DoD Cost Reduction Program was established in 1962, initial cost reduction area goals were established for a five-year period. For the area entitled,