

Chairman PROXMIRE. No. 3, the increase or decrease in the breakout program.

No. 4, inventory management.

No. 5, integrated management of items.

No. 6, progress with GSA, the General Services Administration, on the National Supply System.

No. 7, progress in inventorying of IPE—that is the inventory of Government-owned property in the hands of private contractors.

No. 8, purging inventory lists.

And finally, No. 9, test of effectiveness of short-shelf programs.

Mr. MORRIS. We would be pleased to do this, Mr. Chairman. We get monthly reports on most of these items, and can easily give you 6-month reports.

ADEQUACY OF MANAGEMENT IMPROVEMENT PROGRAMS IN DOD

Chairman PROXMIRE. You see, what concerns me a great deal—we know that Secretary McNamara has been a tremendously able man, and you have done a fine job in this enormous procurement job you have. And yet there does not seem to have been in our view a sufficient internal concern with making these efficiency reforms. The GAO has done a good job. It seems to me so much of the initiative has come from the GAO or from Congress, in pushing competitive bidding, short-shelf life, truth in negotiations, inventory control, the National Supply System—all these things seem to have originated with the GAO instigations. And it concerns me that this very big department that you have, very heavily staffed, with competent people, has had to wait for Congress to push you in these directions rather than taking the initiative yourself.

Mr. MORRIS. Sir, we do not like to be self-serving. But I have been in and out of Government now for 30 years. I have never seen a more able, devoted, hard-working group of managers than exists in the Department of Defense today, both in uniform and in civilian clothes.

Chairman PROXMIRE. I would not question that at all. Of course, the circumstances with the Vietnam war, and so forth, are very difficult. But the fact is, we have had to come with this again and again. And often we have to come back and keep repeating and hammering away before we make progress on some of these things.

Mr. MORRIS. Yet we do a disservice to the many people in this program if we did not give them much credit for what has happened in the past decade. These improvements have to be done by people. They have to be motivated—not just directed, but motivated. That is our job. Congress motivates us. We have to motivate our people. I think we have done a good job.

Chairman PROXMIRE. Let me give you an example. We had the testimony yesterday from the Comptroller General in which he said about Vietnam:

The army is not yet in a position to know with a reasonable degree of confidence what stocks are on hand and what stocks are actually excess to their need.

Then in questioning we pointed out the dimensions of this. I asked Mr. Fasick to give us the estimate of what this means in terms of dollars and he said this: