

Mr. STAATS. That is right.

Representative RUMSFELD. Mr. Staats, isn't it correct to say that the problems that come with the buildup are no great surprise to the U.S. Government, and that we have gone through previous buildups of a less substantial nature? Certainly with the Berlin situation there was a change in the activity level, and there were similar problems discovered during the Berlin buildup period. Isn't this correct?

SYSTEM NEEDS IMPROVEMENT

Mr. STAATS. Yes; I am sure this is true. Of course, in any of these emergencies, no one can be sure at the time they occur what period of time is to be involved, or, for that matter, what the size of the buildup will be. I think it is important to keep it in perspective to the total size of the problem.

Given the size of the problem undoubtedly there will be errors and mistakes made if you have an uncertain situation ahead of you. But we believe, and I don't believe we have basic disagreement in the Defense Department on the central point, that the system, itself, needs a lot of attention and a lot of improvement.

If these regulations had been followed and there had been the manpower allocated to conduct the physical inventories in these 20 locations, I think, looking at it hindsight-wise, they would agree it was a mistake for them to have not continued them.

SYSTEM SHOULD BE CAPABLE OF EXPANSION FOR BUILDUP

Representative RUMSFELD. What I am saying is that Mr. Morris, and, in fact, those of you who have testified from the GAO, state periodically that the problem has to be considered in perspective, that there was a buildup.

My point is we have had previous buildups since World War II. We know, I would think, by now what happens when there is a buildup. We know that there is a greater demand and stress put on the systems, plural.

It would seem to me that recognizing the nature of the world we live in, we would be well advised to see that the system is so developed and constructed that it can expand for a buildup. I am a little bit tired of hearing, "But there was a buildup." It didn't just happen. People knew it was going to happen.

The people involved in making the decisions for the buildup to take place were also the people who have the responsibility for seeing that the system is capable of handling a buildup. I don't think that is an unreasonable position.

Mr. STAATS. No; I wouldn't quarrel with your basic point that the system should be capable of responding to this kind of a buildup.

Representative RUMSFELD. If this were the first time it happened since World War II, one might say, "Well, surprise; we were caught with our hands in our pockets." But it wasn't.

Mr. WEITZEL. Paradoxically enough, Mr. Rumsfeld, some of the very things they have tried to do to improve the system, they report, and I think our people would confirm, have caused some of the problems.