

framework, I think that command emphasis will result in some further reductions in the use of high-priority requisitions, but I think their chances for greater reductions would be enhanced if they had a challenge system.

Mr. LUMAN. This would operate the same as a man's income tax return, where he has no guarantee it will be audited but the fact that it might be will make him a little more honest.

Mr. FASICK. A very good example, yes.

Mr. LUMAN. You feel without this the commanders will tell the supply people just keep it under 25 percent?

Mr. FASICK. I don't think this would be adequate, no. I don't know what a percentage should be. It well might be in some units that 40 percent is essential, that the nature of their particular activity and their supply position would require that they use 40 percent. To use an arbitrary figure of 25 would not be a good principle at all.

RETURN OF REPAIRABLE PARTS

Mr. LUMAN. You mentioned in discussing the problem of repairable spare parts that many of the units were ordered to turn in an item to get a new one. They didn't turn the item in, and this ran to as high as 70 percent. You also mentioned in some cases the people who were to receive the reparable item went back to the unit and requested the information on its whereabouts, but the unit ignored the request for information. The supply activity took no action in some of these cases. What further action could they take?

Mr. FASICK. Under present procedures there is really not too much more they could do except to continue to keep pressure on them. They don't have any line responsibility on that unit. Again it gets back to a reflection of the command prerogative of the unit, and it is also a reflection of the problem of supply discipline. People aren't doing what they are supposed to do. The unit is supposed to turn it in, but they don't do it.

Mr. LUMAN. Do you think AMC visibility over some of these items, with AMC control, would help provide some higher level pressure to get turn-ins?

Mr. FASICK. Oh, yes; I think if they had control in this sense it would improve this particular area considerably.

Mr. LUMAN. Do you think that would clear up the problem?

Mr. FASICK. No.

Mr. ASBY. I think that the problems of high-priority requisition and the turn-in of the repairables are close together. There are existing instructions or guidelines which spell out clearly what requisitions merit high priority. There are no punitive provisions for violating these guidelines. Likewise, there are instructions that say unit commanders will see to it that unserviceable items are turned in, but nothing is done if these instructions aren't followed. I think that some provision or change must be made down through the varying operating levels so that these instructions are followed or that some action is taken to insure that in the future they will be followed.

Mr. LUMAN. One approach would be the approach the Army is apparently taking; that is, we are going to stress this in a management concept, a command concept, we are going to put stress on this.