

system do you have to check on this commander other than an annual inspection, let's say?

General HEISER. Sir, it is more than an annual inspection. We have teams that are hitting them periodically. I did not mention all the teams.

For example, in Vietnam we have teams that go out of Headquarters, U.S. Army, Vietnam, that go out and look at these things on a continuous basis, round-robinwise. The last I heard they had about 10 of these teams.

General JONES. We have teams at each support base.

General HEISER. Almost every command has these kinds of people going around examining this. Now it involves judgment. The unit commander wants to keep his tank, for example, operational, there is no question about that. But if he needs a glass, and I do not say wineglass, however, a wineglass at a certain location such as a depot, a shot glass as it is commonly called can be pertinent at a hospital. And so it is tough to exclude any particular item.

A refrigerator for an officer's quarters is questionable high priority, but a refrigerator to store medicines or a refrigerator to store batteries is certainly not questionable.

Now more directly to your question, the unit commander has to use his judgment.

Mr. LUMAN. I am just wondering, though. I did not want to interpret your statement to mean that the Army feels since the man is a unit commander, you know, his judgment in supply matters is pretty much unchallenged.

General HEISER. No, sir.

Mr. LUMAN. Because he happens to be a commander.

General HEISER. It is not supreme, sir, but we do, based upon what he knows is in the regulations and in his training for carrying out the regulations before he ever gets into the command slot, we do expect him to carry out his responsibility and we inspect him on the basis upon which he carries it out. I think we have to basically approach it this way.

Mr. HOLIFIELD. I think you have to place that responsibility there. Of course the way he discharges it also goes into his record.

General HEISER. Yes, sir; and it also determines how long—

Mr. HOLIFIELD. You do have the inspection teams, as you say?

General HEISER. Yes, sir.

Mr. HOLIFIELD. That go in, and if they give a series of bad reports on him, why it is part of his record?

General HEISER. And it is more than that. It determines how long a tenure he has in this job, sir.

Mr. HOLIFIELD. This is one of the things that we want to try to find out, the difference between a technical management of inventory and the practical need to have the articles where they are, whether they are accounted for back here in Washington or not in a central inventory?

General HEISER. That is right, sir.

Mr. HOLIFIELD. And I can see where a combat group moving fast might lose track of equipment from the standpoint of a recorded inventory at a specific location, but you would still have the inventory available for utilization.