

STATEMENT OF MAJ. GEN. JOSEPH M. HEISER, JR., ASSISTANT DEPUTY CHIEF OF STAFF, LOGISTICS (SUPPLY AND MAINTENANCE); ACCOMPANIED BY BRIG. GEN. JOHN KLINGENHAGEN, DEPUTY ADCSLOG (S. & M.); COL. ANTHONY DASKEVICH, DEPUTY ADCSLOG (S. & M.) FOR PURM; LT. COL. OSCAR J. SANDERS, STAFF OFFICER, SUPPLY POLICY AND PROCEDURES, DIRECTOR OF SUPPLY; COL. J. M. TUMLINSON, CHIEF, EUROPEAN-NORTH AFRICA BRANCH, THEATERS DIVISION, DIVISION OF PLANS; WAYNE SMITH, TECHNICAL ADVISER, ADCSLOG (S. & M.); ROBERT WOODSIDE, OFFICE, DEPUTY CHIEF OF STAFF PERSONNEL; JOHN HEEDEEN, OFFICE, ASSISTANT FOR MANAGEMENT, ADCSLOG (S. & M.); AND JOHN TAYLOR, CHIEF, LOGISTICS DOCTRINE AND SYSTEMS OFFICE, DCSLOG, ALL DEPARTMENT OF ARMY; AND BRIG. GEN. LEO B. JONES, DEPUTY COMMANDING GENERAL, FIRST LOGISTICAL COMMAND, U.S. ARMY, VIETNAM—Resumed

General HEISER. Sir, my sincere answer to this is that what occurred at the reorganization of the Army in 1962 in my experience occurs with any significant reorganization. The decision was made that we would depart from not the technical services itself, but from the organization represented by the Chief of Technical Services, which headed up logistic system for each of the technical services down to and including the technical service officers and men in technical service units in the field Army.

Now, the basic decisions involve the fact that it eliminated the Chiefs of Technical Services. It provided for a basis for facilitating the standardization of eight Army logistic systems that extended completely to the units in the field.

This reorganization has taken place. In fact, it is one of the management problems that occurred during the Vietnam buildup, because at the time of the Vietnam buildup, we were still in the process of carrying out some of these decisions of reorganization.

Now in answer to your question, did this create problems, some of the problems that were created were because of the very fact that we were in a transition stage from one organization to another. Other problems occurred because in carrying out this reorganization, we were in a very fluid situation, and the military standards system governing logistics to some extent were also in the process of being planned, dissected, modified and approved and put in the field.

And so what we had in at least the 1960 to 1965 and 1966, and I could even say further period up until the present day, but especially during 1960 to 1965 the logistics system was in a state of real dynamic change.

The Department of Defense directives were requiring certain changes, and I include the fact that it was during this period that we implemented the military standards system for supply, commonly known as "MILSTRIP," in the Army, Army Regulation 725-50. And most of the follow-on military standard systems have been implemented during this period.