

Secondly, in the areas of most critical importance to us right now, we have short tours. For example, the 1-year tour in Vietnam, which means there is a continual repetitive training problem to keep men well-trained.

Mr. HORTON. The other services have this same problem, have they not, General?

General HEISER. Yes, sir; I am sure they do.

I am not qualified, Mr. Horton, to talk to the extent to which they have it, sir.

LACK OF STANDARD ARMY SYSTEM

Mr. HORTON. The difficulties pointed out by GAO, as I understand it, did not have to do with the personnel or the short term, but the fact that the Army did not have a centralized or standardized system.

Now why does it not have such a system?

General HEISER. Sir, you may be right, Mr. Horton, but I did not realize that the GAO was actually indicating that we did not have that kind of a system. It was my understanding that what they were really getting at was more the fact that we had to improve this training system and improve the assignment of the men that were trained as they go out to the various assignments in the field.

Mr. HORTON. I do not have the specific recollection. I could pull it out from the testimony, but I have some recollection about data processing equipment that was transferred from Europe to Vietnam. It was indicated that they had to do a reprogramming effort because of the difference in the situation between Vietnam and Europe. Other services could take the same equipment and change it around, and the programming would be the same, because the personnel were the same and the items were the same.

General HEISER. I am familiar with that, sir, and that is correct, and the observations of the GAO in this regard are correct in that we did not have a standard system in terms of software particularly in Europe, in comparison with what—

Mr. HORTON. When you talk of the software, what do you mean?

General HEISER. Excuse me, sir, I beg your pardon. The hardware that I referred to is the actual ADP equipment sitting right there on the ground. The software consists of the programs, the paper, and the procedures which go to making the processes within which that ADP hardware works.

So what I am really talking of now are the procedures, the programs.

Mr. HORTON. All right.

General HEISER. Now we did not have the standard program, sir, unfortunately and you have a perfect right to ask why we did not.

I think, sir, that my humble answer to this question is that ADP hit the field, sir, with its capabilities that everyone wanted to make use of, and the Army attempted to make use of it. We attempted to move out and allow people in the field to make use of it to the best of their ability.

We did not have a standard system within which this ADP would be utilized in those days, and what we find—

Mr. HOLIFIELD. Was there one?

General HEISER. No, sir; there was not.

Mr. HOLIFIELD. In other words, you were exploring?

General HEISER. Yes, sir.