

Do you have a firm plan? Has your logistics doctrine division decided at what stages you are going to attain what kind of visibility, or are you still searching around here?

General HEISER. Sir, the objective, the approved objective of the Department of the Army, is to central control to the extent that it will give us the most effective and efficient support of the combat soldier in the field. Now that is the stated objective.

What we have got to determine is what is that effective and efficient way of doing this. Now, for example, as we pointed out yesterday, we are talking about managing some 400,000-plus lines. We want to determine as a result of test, and this is not a static test, we are not going to wait and see. This will develop as it goes along. It is developing right now. It started out with about 1,500 lines, and it is already up to about 1,800 lines.

What we are attempting to achieve is to determine what can we do at the Army Materiel Command level in terms of worldwide management, and this involves both a technical, I should say a physical capability in ADP equipment and programs, and it also involves a management capability in terms of people who can look worldwide at the situation.

It also involves the question, and I have to say this now, sir, it also involves a question of not only could we do it with a Vietnam, but could we do it if we had something larger than a Vietnam, where people have to look with high priority in more than one direction, and this has to be involved in what we finally decide.

Mr. HORTON. General, could I interrupt there?

General HEISER. Yes, sir.

Mr. HORTON. Isn't there a problem, isn't there an obstacle, when you have this command organization? In other words, you still have superimposed on the problem the matter of command at these various levels.

General HEISER. Yes, sir.

Mr. HORTON. If you didn't have command at these various levels, then it seems like you could control it better from the central, from the top level.

General HEISER. Mr. Horton, in theory—

Mr. HORTON. Do I make my question clear?

General HEISER. Yes, sir; you do, and in theory this is 100 percent correct, sir. If everything could be relied upon to work perfectly, you can do this through central control and central management.

Our problem, sir, in the practical business in the field is that everything doesn't work perfectly and, for example, we must—let's assume that we have the capability at the national inventory control level and we are heading in this direction. Let's assume that, sir. Then we have to also assume that communications are going to be the kind of communications that we can depend upon.

Also involved in this then is the fact that we are going to be able to get real time reporting so that the people at the national level know exactly what happens in a place like Vietnam when it happens, to the closest extent we can. We are talking, for example, about the man commanding the Army Materiel Command here determining how many tanks are needed in Vietnam today.

Mr. HORTON. Let's leave out the combat equipment. Let's talk about noncombat equipment. There certainly can be progress made in those areas.