

General HEISER. Yes, sir; there can. However, sir, I might add, and this is, of course, somewhat logical I would think, sir, and that is that the things that are most important to us in terms of money spent, and in terms of readiness of this country to defend itself, are the items that are in the combat field, sir, and these are the ones that the Army is primarily involved in managing, sir.

You see, the other type of items are primarily a management responsibility, in accordance with policy of Defense Supply Agency and the General Supply Agency.

Mr. HORTON. I hate to hold up the plumbline of the other services, but they seem to be able to do it, and I am going to be interested in their testimony. I am not sure that I understand the problem that the Army has as opposed to the Navy and the Air Force.

General HEISER. Well, if I may, sir—

Mr. HORTON. And the Marine Corps.

General HEISER. I apologize for the other services, because I certainly don't pose as an expert, but as one of the people in the system, sir, I would like to indicate this, that it has taken them some time to arrive at the state of the art at which they now find themselves, sir, as this committee will hear. I am sure they have certain problems, and the Air Force and I must say, I said it yesterday, we are learning plenty.

I am learning plenty and the Army from the Air Force experience. They are helping us because they have tested out some of these areas for us.

But, sir, of the items that the Air Force have at their bases, half of those items at least I think or approximately half are not centrally controlled by the Air Force. They are base-funded items that are controlled in the field.

The centrally controlled items are the ones that are controlled by the Air Force, and to the extent that we can do this at our NICP's, we intend to get this at our NICP's, sir, to the extent that we have to have central management in order to have any efficient, effective system, as opposed to leaving the commander in the field with these prerogatives.

In the last analysis, sir, I believe that even the Air Force, that is managed centrally, but when that commander on the field has to do something he does it. You have to have a sufficient flexibility even in the centrally managed things that allow that man in the field to take initiative when he knows on the ground that that initiative has to be taken.

What we are at the point of arriving at, and I don't mean to make odious comparisons, but we are at the point of arriving at this through study, not delay, through study as aggressively as we can at what point do you draw this line.

We are not talking, and I have to say this, we are not talking a comparative few bases. We are talking about thousands of units, sir, and there is a real question of where do you draw this line, Mr. Horton, and that is what we have got to face up to, and that is what we are attempting to do.

I would like to restate again we are not going so far and stopping. This thing is moving terrifically fast, Mr. Horton, and there is a lot of momentum in what Mr. Taylor has talked about here, and we are learning every day and are putting these lessons right into these programs.