

exercises its machines and people, so there is going to be a certain amount of duplication of effort which efficiencywise we might otherwise be able to eliminate, but we cannot do it and still have a combat capability and a deployable capability.

Mr. DAHLIN. You are trying to convey the idea that the Army, when it finally automates is going to need a lot more machines than the Air Force or Navy. Is that the picture?

General MILLER. I would not make that analysis. All I am stating is the Army's requirement is going to be more than peacetime cost-effectiveness considerations might say we can get by with. You have to have this automated capability or we will have the same thing we had in Vietnam when we first got there.

At the CONUS wholesale level, the Army Materiel Command has a major effort underway, the national ADP program for AMC logistics management (NAPALM), which will standardize the materiel management systems of the community commands, national inventory control points, depots, and other elements of AMC. It is planned that the initial hard-core applications will be fully operational at all NICP's during 1970. In addition, the present standard depot system (SPEED) will be upgraded by a program entitled SPEEDEX (SPEED extended), also planned to be fully operational during 1970.

To assure that the various horizontal operating systems under development provide a cohesive and usable vertical logistics management information system, we have underway a contract supported study and design project scheduled for completion this September.

Mr. ROBACK. That is the Stanford Research Institute study?

General MILLER. This is the SRI contract. The objective of this project is the establishment of an integrated supply, maintenance, and materiel readiness reporting system from the unit level up through intervening echelons to Headquarters, Department of the Army.

Phase I of the study identified the essential elements of information required for management and decisionmaking at each echelon of the Army.

Phase II covers system design and will provide the structure, organization, procedures, management indicators, and the data base for management at each echelon.

The system will provide for the collection, processing, and storage of management data and output to management both within the field army elements and at the national level. Data bank output will come from reporting units in a "tap the source once" type of report. The system above the unit level will rely primarily on exception type information and management. The system will complement and refine the output of the horizontal operating systems previously described.

The time phased approach to system development which I have described should assure standardization in each of the support levels. Interface between the supply systems is accomplished by use of the MILSTANDARD procedures and similar requirements promulgated by Army regulations and as a result of DOD directives.

Now, if you would look at the third chart before you. As previously described by General Heiser, the major commands have been required by the Department of the Army to establish central systems