

area, that is, in getting automated and standardized; and there are other people who have to deal with the equipments, and they say well, the Army in this case and in that case is really not prepared for it. They want the machines but they really do not know what to do with them. Those are different observations we have heard.

What is your comment on them?

General MILLER. Well, I would say "Yes," the Army is slow. And for a couple of reasons.

I think General Heiser brought out in his testimony the other day that one of the reasons was what we call Project 80, the reorganization of the Army in 1962.

We had a few things drop through the cracks as far as centralized control is concerned at the Department of Army Headquarters. This was recognized.

The Deputy Chief of Staff for Logistics has now been given back this authority for centralized control over the Army logistics system, and particularly in this area. This was the reason for the establishment of my office.

Mr. ROBACK. You have been fighting the reorganization for 5 years, I mean the problems.

General MILLER. This is correct.

I would say in a \$20 to \$30 billion annual business spread over all the world, you make haste slowly, and this is what the Army has done.

Now I admit that perhaps in some areas we could have made haste faster, but we have also been fighting a war. We are supporting over 1 million men in Southeast Asia today with our logistics system. All of these things take time to do, but I want to assure you that we are on top of this and we are moving ahead.

Our experience has shown, and I think the same is true of the other services, that no automated system has yet been put into existence and had the bugs worked out of it in less than a year and a half. Everybody looks at this beautiful machinery and says "Look what it will do." But when you come to the programing, the software procedures that have to go with it, and feeding it into your system and getting your current basic system translated into this type of language, and then being sure that those bugs are worked out, because nothing is good, or I should say it is only as good, the product from that computer, as what the individual who is operating it puts into it.

And we have found by experience that it takes at least a year and a half to pull the bugs out of the system. So I think by and large, assessing where we have been and where we are going, the Army is moving ahead pretty rapidly.

Mr. HOLIFIELD. You depend upon civilian technicians to operate these computers; or are they service people?

General MILLER. We have both, sir. We do not have as many military as we would like yet, and I am afraid that this is one of the fears that we have too. About the time we get a military man trained to operate one of these sophisticated machines, civilian industry is after him at about four or five times the salary, and we lose him. So this is going to be one of our continuing problems.