

General MILLER. These are the primary activities that are charged as I mentioned here to our logistics doctrines and systems office, which Mr. Taylor heads up here, and also assisting that is this group of experts that I have up at New Cumberland in the field agency who actually conduct many of our studies.

We attempt to conduct as many of these as we can in-house. Occasionally we get swamped beyond our capacity. In trying to catch up we go out on contract, or we go on contract where we need a particular kind of expertise which we do not have built in-house. But generally, these are in-house type studies.

General KLINGENHAGEN. May I try to address your question?

The question of leverage for the supply man, I think the primary leverage is where the supply man can secure sufficient data as to who is not complying with regulations, who is not returning reparables. This is the greatest thing, because the supply man is normally also an adviser to the commander. Any time that he has sufficient data to show that a man is collecting unserviceables in the field, he can go to the commander that he is supporting, like General Heiser will be Commander of the 1st Logistics Command. As soon as he has visibilities that somebody is collecting unserviceables, he will go to his commander, who will be General Mildren or General Palmer, right now, saying this man is collecting it. That is all the action it takes.

The commander will move him out right now. The extent to which this visibility is being secured at the national level over the past year I would say we have had 50 percent improvement in the return of reparables from overseas on the basis that we get a monthly report of unserviceables at the depot level overseas, and this is right in Department of the Army Headquarters we have this information available to us.

When we see that these unserviceables are not coming back, we send a directive in the name of the Chief of Staff of the Army, get those things back. The NICP's at the same time are getting those monthly reports, and analyzing them. They are responsible also for the overhaul program to make sure we get enough unserviceables back to keep feeding the overall program. When they see the unserviceables are coming down, they have reports that tell them overseas now whether a man has unserviceables, and he can, he has the authority also to direct the return of those unserviceables.

So I think as our ADP is giving us more information at the NICP level and at our level, we then can exert authority, and the supply man has all the authority he needs in the world. It is a question of giving the visibility to do the directing, to do the controlling.

Mr. LUMAN. Do you feel you have enough today? Do you have enough communications capability for logistics purposes?

In other words, do you have enough entries into AUTODIN or would you like more to run an effective centralized supply system?

General KLINGENHAGEN. I think the supply man would like to have more. We would like to have always more visibility. The question again is, is it cost effective?

The more information we pour into the NICP's, can we put it in the machine so it will bounce out on an exception basis and tell this man something is wrong here? But we cannot expect to hire enough people to review all of these reports, and this is basically the problem. At