

that requisitions we may receive from the Army units or from other services can be filled from those stocks rather than from ours or from procurement, and we are endeavoring to do this at the moment. We are interested in those excesses also in order that we may water down our past demand experience, and consequently reduce our procurement of these items for the immediate future.

Mr. HOLIFIELD. Their requirements came directly to you from Vietnam?

Admiral HADDOCK. It is not quite that simple, sir. Some of them do, some of them do not. Some of them go through an inventory control point in Vietnam, the 14th Inventory Control Point.

Mr. HOLIFIELD. Would they find out there at the inventory control point whether the material was in the theater or not?

Admiral HADDOCK. They are endeavoring to do that now; yes, sir.

Mr. HOLIFIELD. If they cannot do it there, would you know it back here?

Admiral HADDOCK. We only know of it to the extent that they tell us. The Army activities in Vietnam, in the Pacific generally, are coming directly now, with the information of what they think is excess; at the same time they are going to their own inventory control point in WESPAC. Perhaps we cannot reutilize these items ourselves, but we would like to water down our near future buys of these items.

Mr. ROBACK. One of the perennial problems in supply management, where you have a common agency that services user agencies, is the extent to which you are a good servant.

Admiral HADDOCK. Yes.

Mr. ROBACK. And the extent to which, by being a good servant, you cater to defects in the supply system?

Admiral HADDOCK. Yes.

Mr. ROBACK. So that you can be very responsive; but if requests, for example, are not well executed, are indiscriminate, overly repetitive, broken down in ways which do not conform to a good market buy, you can be very effective, very efficient, but the system is not. You understand that problem?

Admiral HADDOCK. Yes, sir.

Mr. ROBACK. And we see it frequently in that the services may put in a whole sequence of small requests, and you are running all around trying to fill them.

In another field, or an analogous problem perhaps, is an effort to standardize. You as the service agency do not want to be prescribing standards to the user agencies, so if you cater to nonstandardization, you are being responsive—

Admiral HADDOCK. Yes, sir.

Mr. ROBACK (continuing). To the agency, but overall the supply system is not being improved. To what extent does the Defense Supply Agency try to make some inroads on management of the user's system, of the user's goods, so to speak?

Admiral HADDOCK. First, to speak to one of your subjects. standardization, we do take the initiative in an attempt to standardize and reduce the range of items which we are stocking and issuing to the services. We have quite a record of accomplishment on this score. This involves, of course, in the final analysis service agreement to our recommendations to standardize on a narrower range of gages, or what-