

C. What problems do you encounter in personnel procurement? These may involve:

- Recruitment authority.
- Recruitment programs.
- Mobility of applicants.
- Quality of area work force.
- Excessive demand for rare skills.
- Responsiveness of the civil service system.
- Training versus operational requirements.
- Loss of available skills.

D. What issues regarding development and retention of personnel do you consider problems? Possible areas may include:

- Career development, vertical and lateral movement.
- Mobility, rotation.
- Training versus operational requirements.
- Job classification.
- Promotions.
- Incentives and opportunities for broad development (manager development).
- Educational opportunities.

E. What problems may be associated with personnel management in general? Possible issues may be:

- Personnel managers responsiveness to mission objectives.
- Functional managers influence on personnel management.

Mr. ROBACK. You raised some fundamental questions, but I am not sure in one case at least what the answer was. You are clear about the answer to No. 3, which is "Yes."

Mr. MORRIS. Yes, sir.

Mr. ROBACK. No. 2, you ask whether automated inventory management systems of the services should be identical or at least more uniform. I am not sure what the answer to that is. Do you believe they should be?

Mr. MORRIS. The answer is that we do believe that from this point forward—after the generation of planning through which we have come—that we should seek, at the level of the Materiel Secretaries to examine all new systems concepts in each service as planned, and to establish the degree of compatibility which we feel is feasible and desirable. We are definitely not precise in answering that question, except that we are convinced that we need from this point forward to correlate our planning in a very formal way, which we admittedly have not done during the past 5 years.

Mr. ROBACK. We will get to the first question a bit later, but discussing this one for a moment, I gather that the essence of the General Accounting Office criticism is this: The services, each with its own multiple and diverse needs, develop systems which may not be altogether standardized within each service, or at least compatible, and then some years later, at the coordinating level, you come in and decide that this is the time to coordinate them. The General Accounting Office is saying, if I understand their critique, that you ought to get in much earlier rather than late, after the mistakes are made.

Mr. MORRIS. Yes.

Mr. ROBACK. Because these mistakes are costly, they commit the services to heavy investments in machinery which may be obsolete or limited in capacity or misconceived as to function, and you ought to spend a little time studying the matter before making these important