

decisions, rather than letting them be made and then coming in and saying it is time to coordinate them.

Mr. MORRIS. And we are looking to the future agreeing with that principle. We feel that the posture that OSD has taken in this matter in the past 5 to 8 years has been the proper one.

We felt that the most important first steps were to allow the services to develop their own systems with standardization within each service, while we in OSD concentrated on the common language standards, such as represented by the standard requisitioning, shipping and accounting procedures. We think that if we had moved otherwise we might have failed to do the latter and we might well have stifled the creativity of the services which I personally feel has been terribly important.

From this point forward we are all agreed—my counterparts in the Army, Navy, and Air Force and myself—that we must review before the fact, and this we plan to do as a body, not as a unilateral OSD activity, and set common policies through such a collective mechanism.

Mr. ROBACK. Many decisions are in the making or already have been made. Many kinds of systems are in operation or about to be.

Mr. MORRIS. Correct, sir.

Mr. ROBACK. And you are coming in at a time when perhaps these decisions are irrevocable?

Mr. MORRIS. We do not plan to walk back the cat on the current plans of the four services as they have been explained to you.

Mr. ROBACK. We are getting into second, third, and maybe later generation computers. We are getting into high-speed communications. These are critical decisions. The technology is now available.

Mr. MORRIS. Yes.

Mr. ROBACK. And it looks like what you are saying now is that you have to develop some kind of coordination mechanism over the next 5 years. By that time most of these systems will be in place.

Mr. MORRIS. It is our full desire that they proceed as rapidly as possible to come into place. We think that each in its way meets a real need and is a definite advance for the service concerned.

We feel with the standard communications procedures that have been developed, that there is no problem of communication between the services that is significant, nor no bar upon any service system to using high-speed communications. The AUTODIN system, the Automatic Address System and techniques of that type.

What we are now looking for is the planning toward the next generation of change which would begin to occur toward the mid-1970's when even newer hardware might be available. This I view as being in the nature of further refinements, and further pioneering of the state of the art to achieve the end goal we now describe as integrated logistics support.

Mr. ROBACK. The General Accounting Office, at the request of the Appropriations Committee of the House, made an inquiry into automatic data processing. This study was published in the hearings of the committee, and it reports the opinion of the GAO that "there is a basic need for an overall plan within DOD that will, among other things, provide more adequate control over the planning, development and implementation of management systems." Do you subscribe to that opinion?