

stockage levels. The Army has reduced at least \$50 million off its inventory, because of the reduction in order and ship time.

Mr. HOLIFIELD. Are those containers brought back?

Mr. MORRIS. Yes, sir. They are left out there for storage over the road transport and then brought back with return loads.

Mr. RILEY. It takes 5 to 6 days to unload a conventional ship in Vietnam. It takes 24 hours to unload a container ship.

Mr. HOLIFIELD. That is quite a saving, isn't it?

Mr. MORRIS. Yes.

Mr. LUMAN. Mr. Morris, addressing again your forthcoming plans, you state that high-speed communications are making changes in inventory management concepts, and you refer to the Air Force worldwide transaction reporting on certain items. You make the statement, "After a full evaluation of Air Force experience we believe its features will be incorporated into the systems of the other services."

When is this evaluation due to finish? Do you have definite milestones for the other services to meet in this regard?

Mr. MORRIS. We issued on June 12 the instruction I have referred to that lays out the requirement for each service to develop its implementing plans. Since the AFRAMS system only became operational last November, I would expect we will be evaluating its products through the rest of this calendar year concurrently with the planning by the individual services for the adaptation of the very high and high concepts of management that we refer to.

Mr. LUMAN. Then this Air Force influence probably would not be felt until when—next year?

Mr. MORRIS. Next year, I would think.

Mr. BROOKS. If I may add to that, Mr. Luman, we are not waiting for a full evaluation to get benefit from the Air Force experience. In fact the Deputy Chief of Staff for Logistics of the Army and his principal assistant for supply, General Klingenhagen, who appeared before you, were out this week with the Air Force trying to get the results to date and the indications of what they can use in the Air Force experience. It is a continuing process. I think what Mr. Morris referred to was a full evaluation and final decision.

Mr. LUMAN. If I may pick up on the Army's point here, Dr. Brooks, you stated in answer to Mr. Roback's question that the high value items, some 1,800 of them, were both a test of a concept and a step toward a goal. Now, do you have milestones set up saying to the Army by a certain date you will have visibility on 20 percent of the value, 30 percent of the value, 44 percent?

Mr. BROOKS. We have 44 percent under the test right now, Mr. Luman. Of course this is just going into effect, and we anticipate that we will perfect this as we go through the year.

The next milestone I believe, I will correct this for the record if I am wrong, is March 1969, when the test phase will be completed. At that time we expect to be able to move further in the program. As I say, our ultimate objective is to get between 70 and 80 percent of the total procurement value. We don't have a date for that final objective as yet.

Mr. LUMAN. Just looking at what you are doing now, it won't be until next March that your tests are completed. How much visibility will you have by then?