

Of course, when you are in the logistics business, where there is big money concerned, there is plenty of scrutiny from outside the Air Force. You don't just manage. You manage from inside a budgetary "glass house" with a lot of people looking in.

You are familiar with the fact that in our contracting methods we have cut our cost-plus-fixed-fee contracting from about 50 percent in fiscal year 1961 to 15 percent in fiscal year 1964.

All of these management actions have been taken under the scrutinizing eye of some very competent critics. It sometimes seems our critics--the Department of Defense, the General Accounting Office and the press--gain in competence faster than we do.

I came across one statistic the other day which might amuse you. Despite all the attention paid to GAO criticism of the Air Force, actually the GAO raises an issue with the Air Force on less than one percent of the face value of all the contracts that we administer in any one year.

From all these things that I have sketched briefly--the size and complexity of the job, the discrimination that we are trying to exercise, and the kind of scrutiny that we get--it seems to me reasonable to conclude that the logistician, the manager of logistics, the manager of support functions has countless opportunities for real leadership.

There is another complexity that he has to deal with that makes his job indeed so fascinating, and that is, he deals--as all of us do in the military--in three time frames simultaneously--today, tomorrow, and the day after tomorrow. Today, of course, is now. Tomorrow is the period, you might say, reaching to about 5 years from now. The day after tomorrow lies 10 to 15 years in the future.

As an example of today, there is the STAR System, which we have in the Air Force in support of operations in Vietnam. STAR stands for Speed Through Aerial Resupply. By this means we have been able to keep to a minimum the number of aircraft not operationally ready for want of parts. It is the more significant, because Vietnam is at the end of a 9,000-mile-long supply pipeline.