

years to come, continuing studies with possible integration of common support activities, not only in the logistics area but in Personnel and other aspects of Defense management.

QUESTION: Mr. Secretary, prior to coming here I held the stewardship of a division of submarines. Over the past few years I have been progressively dismayed at what I consider the progressive deterioration in readiness and loss in operating time due to many things; that I would attribute to our cost reduction system; for example, items on the cards but not on the shelf. Would you please speak, sir, to what you consider the supply effectiveness of the department is today compared to before, and would you particularly dwell on supply effectiveness during those moments of crisis such as the Cuban situation?

MR. MORRIS: Well, first, I'm surprised to hear what you have said, and it would certainly indicate that there may well be problems that need some deeper study than I've been aware of. The principal measures of supply effectiveness which we watch in my own office are those of the Defense Supply Agency in which we feel a special interest and responsibility. By and large these have been on an increasing trend and are considered generally satisfactory. They have, in fact, been quite satisfactory during the Cuban and Berlin emergencies.

We found no real cause for dissatisfaction there. We've had some situations; the automotive supply field itself was the most unsatisfactory. Prior to the realignment of that responsibility that occurred about six months ago