

Chairman ROTH. At this time, I would like to call on Senator Rudman.

Senator RUDMAN. Senator Roth, thank you very much, Mr. Chairman. I have had an opportunity to discuss things at great length privately with Mr. Thayer, and I am anxious to hear his testimony and ask him some questions. I will pass up any opening statement at this time.

Chairman ROTH. Thank you, Senator Rudman.

At this time, we, again, are pleased to have you here, Mr. Secretary. I think you bring a remarkable background to your job. Frankly, in many ways, we are asking you to comment on things which you have had little or nothing to do with because of your new tenure.

But I know that we all look forward to working with you as we grapple with the problem of cost efficiency.

Mr. Thayer?

TESTIMONY OF W. PAUL THAYER, DEPUTY SECRETARY, DEPARTMENT OF DEFENSE, WASHINGTON, D.C., ACCOMPANIED BY RICHARD DeLAUER, UNDERSECRETARY OF DEFENSE FOR RESEARCH AND ENGINEERING, AND DAVID CHU, DIRECTOR, PROGRAM ANALYSIS AND EVALUATION, OFFICE OF THE SECRETARY

Mr. THAYER. Thank you, Mr. Chairman and members of the committee. I also look forward to working with you. There are a series of common problems which I think are freely aired, and unfortunately, too many people, I think, have the impression that not much is being done about it.

You commented on one of the excuses made by the Department of Defense, that our stories are not reported accurately and that we take bad shots in the media to the extent that unfortunately, it becomes an extremely adversary relationship.

You quoted some statistics in your statement on how people feel about the defense budget, and I am not surprised. Because being a citizen of your State or any State, and simply reading what appeared in the press or what appeared on TV about the problems of the Department of Defense, I think that I would be one of those who would be very much in favor of cutting back on defense, and I would be very disenchanted with the way the defense dollar allegedly is being spent.

One problem, I have found, in the 2½ months that I have been in office, is that we have an extremely difficult time in getting our story across so that it is as clear and objective as we can make it, and is then reported accurately. I think that some of it is the fault of the Pentagon in the way that we have treated items of importance, in a rather matter of fact manner, assuming that perhaps many people know a lot more about our business than they actually do.

So one of my thrusts is going to be to try to improve this relationship with the press so that what we report is interpreted accurately.

You brought up a point just a moment ago, which I think is a very good point. It had to do with the press briefing that we had