with the dimension of defense spending, are willing to make the sacrifice, are willing to do what is necessary if they see their dollar being well spent.

One of my concerns, and you are just starting in your position I know, Mr. Thayer, has been that too often people in the Pentagon, when they hear concern about defense spending expressed, say, "Well, that is the result of the rhetoric of the doves or it is the result of the prejudice of the press."

But I think it is important to understand that there is a broad consensus, a broad consensus developing, frankly, from doves to hawks, from conservative to liberals, that our defense dollar is not meeting the cost effectiveness that we would all like.

I just point out that you have thinking people, thinking commentators from organizations like Brookings, the Heritage Foundation and others, all of them zeroing in on the question of reforming the management of defense programs, even those people who say, "We should be spending more," as some of them do at the Heritage Foundation, for example, are also saying that we are not getting the biggest bang for our buck.

I want to be perfectly fair, because I think it is important that we all understand, as we begin these hearings, that the procurement of military weapons is, indeed, a very complex matter.

While you in DOD do a lot of buying of standard commercial items, and that is an area that we would probably want to look at, the fact is that we are talking here today about weapons systems. In that area you are on the cutting edge of technology. That makes it extraordinarily difficult to effectively control costs.

I think Congress has to take part of the blame. I think politics has played a major factor, frankly, in increasing costs. Everyone in the Senate and the House at one time or another fight for their piece of the action. Too often politics is playing a role rather than cost effectiveness.

I would just say to my colleagues that the record of Congress in managing its own projects isn't always that good, either. If we are too critical, I would just point out that the costs of the Hart Building were 180 percent over its original estimate, not a record to be very proud of, and we have been building buildings ever since we have been a Republic.

So all the fault does not lie with the Pentagon, and I want to make that very clear to you, Mr. Thayer, that I understand.

Nevertheless, I think it is important that we take the steps necessary to retrieve the consensus for defense spending. Frankly, I don't think you are going to get the 10-percent increase you have been asking for this year in the defense budget.

I have serious reservations about it myself. But what I am asking today, Mr. Thayer, is that the Department of Defense work with us, not around us or over us or against us, to help build that consensus once again.

I think the first step we must take to rebuild that consensus is to recognize that there is a serious problem. There should be no stonewalling or suggesting that all the defense budget is sacrosanct.

We must candidly identify the problem or problems and then discuss how they can be solved. It seems to me that our problems