

third fellow because he asked him how much was 2 and 2, and he asked him, what number did he have in mind. [Laughter.]

Maybe we all should have MBA's as a prerequisite to becoming Members of the Senate, because it seems—and I am just going to spend a few moments on this, a very few moments—it just seems to me that what everyone really is saying is I guess what the Congress really wanted to know when they established the SAR's, is what is the increase or decrease in inflation adjusted unit cost per weapon per year, and that is not what we are getting.

I think you are absolutely right, Dr. DeLauer, and I am, since I was part of the initiative along with Senator Nunn, to get these reports to us quarterly, I think we are going to maybe sit down with you and maybe get something that means something. I agree with the chairman that the public relations people down there get carried away. I have to say although there was no deliberate attempt to misrepresent—I am sure there was not—I can understand the PR people trying to give the public at least some good news once in a while. I think there was good news in that report.

Unfortunately, the good news gets out by way of charges of misrepresentation. Mr. Secretary, we are all familiar with your background. It is an extraordinary background. You have recently headed a very successful large defense corporation. You are a test pilot. You were a fighter ace during the war. You certainly ought to know from A to Z about this whole problem we are dealing with.

I want to just ask you a very simple hypothetical question, because it really gets me down to the genesis of what really is wrong. There were just all kinds of articles written recently by all kinds of people, like Mr. Augustine, who really seem to know what they are talking about, but rather than quoting them, in your former position at Vought-LTV, would have considered bringing a man in from the command of an infantry rifle division located someplace in Germany or in the Far East into the Defense Department, put him in charge of an \$8 billion program for 3 years knowing that at the end of the 3 years he would be going out to command another division someplace? Would you engage in that kind of management initiative in your former position?

Mr. THAYER. No.

Senator RUDMAN. But that is precisely what we are doing in some cases now, is it not?

Mr. THAYER. That is right.

Senator RUDMAN. Mr. Secretary, I want to ask you this question. Don't you think, with all of Mr. Carlucci's initiatives, all 32, some better than others, and with all of the management initiatives that we are trying to get into place, is it not the problem to some extent that we really have not historically had the right people in the right place, in terms of managing these enormously complicated and extremely expensive programs and people who have to deal with people like you, on the other side of the table, very sharp experienced businessmen who have been doing it for years and years and years, is not that really what the problem is, to a large extent?

Mr. THAYER. Well, that is part of the problem, and we are—in all the services and OSD—attempting to provide and train business managers as well as program managers. I visited the Defense Systems Management College shortly after I assumed office, because I