

am very conscious of the problem. I found that there are almost 200 officers who are spending several months attending management school.

This is an effort that is going to require more attention, than just sending people to school. We need to provide a good career path for these people.

Senator RUDMAN. And that is, of course, precisely the point, Mr. Secretary, because I had the privilege of speaking to that group up here on the Hill yesterday morning. I think we were talking to the group from Fort Belvoir. Senator Levin and I both took part in the program for them. I talked to a number of them afterward. The precise problem is that in terms of a career track for a—we are talking about the Army, something I am most personally familiar with.

Mr. DELAUER. The Army is one.

Senator RUDMAN. In terms of a career track, you take an Army colonel who wants to get that star, and you put him in managing a program, and he would far prefer to be commanding a brigade at Fort Bragg, and I do not blame him, because historically, the way to promotion has not been in the management of systems that start out costing \$x billion and end up costing \$10 billion, no fault of his.

My question is, is not the most important initiative in all three of the services—the Air Force has the least of the problems, I think, because of their historical—their defense systems command, and they do have a difficult system—but as far as the Navy, the Army and the Air Force, should not we start reviewing the entire way that we place people in management, and if we do not have a parallel career track for promotion, why not bring in civilians, ask the Congress to raise their pay, and let the civilians manage the programs over there? Is not that really the heart of the problem over there?

Mr. THAYER. It is certainly part of the problem, that is well recognized.

Let's say it is much more fully recognized now.

Senator RUDMAN. Now than it has been.

Mr. THAYER. Now than it has been. And we will push that very strongly, Senator. It could well be a separate initiative, but it is implicit in the initiatives that I went through.

You can have all the best initiatives in the world, but if you don't have the people to execute them, then they are worthless.

Senator RUDMAN. Mr. Secretary, that 1st sentence is the most important thing you could say this morning at this hearing as far as I am concerned. We can talk about numbers and reports and initiatives, and you know, you go back and read.

As I have read the history of some of these hearings before the armed services hearing, before the Defense appropriations hearing, going back for 10 years—very interesting reading.

I took some home for many months and read back some history. I sit here 10 years later, and it is almost as if I had been sitting there 10 years before.

The fact is that you, with your background, have a chance, it seems to me, of making a major change in the process, and I hope you do.