

subject of numerous studies over the past 10 to 15 years, including many by GAO. We currently have several reviews underway that address this concern which I will discuss later.

The last issue area I will discuss is program management. In reviews on four programs, we have questioned planning, organizing, controlling, and evaluating the use of resources, that is, ongoing actions which are necessary to field an effective and supportable system. For example:

- On the positive side, the AH-64 and Hellfire programs have benefited from the close attention of the Under Secretary of the Army, particularly through his efforts to contain cost growth and to oversee areas of production uncertainties.

- On the other hand, the acquisition strategy for the Sergeant York places greater priority on adhering to the schedule than to correcting some serious system performance problems.

- The validation phase schedule for Advanced Medium Range Air-to-Air Missile proved to be unrealistic and the full-scale development schedule seems to be no less ambitious.