

ten out the fenders the next year, but they really don't change the automobile. But in weapon systems, you are always trying to—the customer is the main enemy. You are trying to equal his performance or, better yet, improve on his performance. And so you are stretching the art all the time. It is not a finite science, and you are going to have mistakes and overruns and so on.

But as I told one famous Senator one time who told me he thought we were building very low-grade weapons systems, I said, "If that is the case, why is it that the Russians want to steal them, and everybody else wants to buy them, if they are so bad?" Because they are the best in our system.

But associated with that, of course, you have to have the maintenance people, and that relates to the education of our society.

We have always tried to reduce the number of people by taking advantage of technology. But when you do that, that immediately creates a demand for very high-quality people. You cannot have a plane chief of a \$20 million plane that cannot read the instruction book, and that imposes a very serious problem.

Now, I think that you are going to have to rely on the Secretary of Defense to finally make the decision as to what the budget—the allocations are going to be, because what we are talking about is an executive pyramid. As Mr. Truman says, "The buck stops here."

You are never going to get a system which just comes forward with everybody patting each other on the back and happy over the budget and so on, and this is exactly what we want. People keep saying the Joint Chiefs of Staff never gives a single bit of advice. I think it would be very dangerous if they always gave a single bit of advice.

Now, your other question.

Mr. RAY. The other question was dealing with the roles and missions of the services.

Admiral MOORER. I think the roles and missions in peacetime that appear to be sometimes a matter of contention are associated directly with your first question, the budget. The roles and missions in wartime never become an issue. I can tell you the time that we did the Christmas bombing, where we caught so much hell, but we got the POW's back, we had 100 B-52's, and 350 tactical aircraft over Hanoi within a timespan of 30 minutes. I don't think there is any other country in the world could even approach that.

The Navy cruisers were warning the Air Force aircraft that enemy aircraft were on their tail. The Air Force was assisting the Navy with countermeasures. And it was a classic operation with perfect cooperation. So I don't think that the roles and missions, when you get into a war, will assume nearly the importance they do in the budget and the political arena.

Mr. RAY. Thank you, Admiral.

Mr. NICHOLS. Chairman Stratton.

Mr. STRATTON. Thank you, Mr. Chairman.

Admiral, do I understand you support the legislation recommended by the Secretary of Defense?

Admiral MOORER. Yes, sir, fully.

Mr. STRATTON. And this would put the Chairman in the chain of command.