

-- Insist on recurring staff assignments for civilians as well as military officers, after periodic resacquaintance with the "real world" at lower levels.

-- Rotate those assignments to create some generalists with cross-experience in different regions (Europe, Asia, Middle East) and disciplines (command, plans, operations, intelligence, logistics).

Problem 3: Familial Conflict

Internecine conflict in the U.S. defense community often makes branches, departments, and their components on both banks of the Potomac seem like enemies, rather than teammates with immensely important mutual interests.

Options for Improvement:

-- Place a high priority on personal and professional compatibility when picking top officials.

-- Insist on staffers who understand the parts other components play, their methods of operation, problems, and interrelationships.

-- Promote that characteristic through cross-training and assignments.

-- Relieve recalcitrants who cannot or will not put team play before their own or institutional interests.

-- Reorganize OSD to reduce friction with the JCS and Military Services.

-- Reorganize the JCS to reduce interservice rivalries.

-- Amend the National Security Act of 1947 to specify that (a) JCS advice include optional solutions to every problem, with input from Military Services and the CINCs every step of the way, and (b) each member of the JCS and each CINC indicate which option he prefers in each case, providing full rationale.

Problem 4: Educational Support

U.S. civilian colleges and universities support foreign policy and resource management much better than conceptual defense planning. No military college in the United States specializes in defense strategy.