

-- The need for better planning guidance to, and planning support for, commanders-in-chief of unified/specified commands (CINCs) and the several Military Services.

Phase III: Reassess Responsibilities

Having determined their most important demands, the Joint Chiefs reviewed prevailing divisions of responsibility between themselves, the Secretary of Defense, the CINCs, and the Military Services. They recommend two elemental changes for consideration by the SECDEF:

-- The JCS, rather than the SECDEF's predominantly civilian staff, should resume its former de facto role (always de jure) as principal advisers on military strategy and associated policy guidance.

-- The JCS, with input from the CINCs and Military Services, should be responsible for overall force planning, especially present/projected requirements and capabilities in relation to perceived threats.

Those amendments, if adopted, could reduce present duplication of effort between the Joint Chiefs of Staff and the Office of the Secretary of Defense (OSD). The latter, for example, might release most of its military officers. They now number close to 440, including almost 20 of flag rank. The Director of Program Analysis and Evaluation (PA&E) would lose a lot of clout. CINC participation in the planning process would expand both in breadth and depth. The JCS Studies Analysis and Gaming Agency (SAGA), presently in eclipse, would have to be revitalized.

Phase IV: Improve Joint Staff Personnel

Each Joint Chief, speaking as a Service Chief, already has promised to provide officers with joint education and/or experience for service on the