

logistics plan or reviewing and commenting on the programs of the services, that is, the personnel programs, the training programs and the equipment programs. And the other is a situation which occurs in wartime, which is very time sensitive.

When I was Chairman of the Joint Chiefs of Staff I had in my home all of the communications equipment in terms of a secure telephone and a secure teletype where if a message came into the Pentagon, I received it almost as quickly. Consequently, on many occasions responding to recommendations and requests from the unified commanders overseas, both General Goodpasture, for instance, in Europe, and Admiral McCain in the Pacific, I would take action and inform the other chiefs later. Because of the time differences it would be high noon where they were, and it would be midnight where I was.

And in every case where it was time limited, and I reported later to the members of the Joint Chiefs of Staff, not once did they ever in any sense object to what action I had taken.

So, as I say, I do not agree in any sense that the Chairman of the Joint Chiefs of Staff does not have enough authority over the military forces.

The next comment that was made has to do with the quality of personnel that are assigned to the Joint Staff. Well, there again, I would point out that—I agree that the Joint Staff should have a very high quality of people. But at the same time, when I was Chairman of the Joint Chiefs of Staff, if I was not satisfied with an individual, I went to the chief of the service concerned and I got a replacement. Or if he happened to be a new assignment, I just refused to take him. I said "Get someone else." The Chairman of the Joint Chiefs of Staff, insofar as the quality of the people on the Joint Staff are concerned, has the alternatives of refusing to take people assigned to the Joint Staff, of discussing the matter with the chief of service and getting a correction—I never failed to do that—and finally he can write a fitness report on an officer who does not perform properly and thereby affect his promotion, up or down.

In that connection, I would say that I think it is very unwise to penetrate, you might say, the service promotion system. Many people don't realize that the military organization is an institution, and the members of the military organization, the career members, believe and respect the promotion system to be absolutely of the highest integrity.

I will tell you a little experience I had one time in this connection with President Lyndon Johnson. He called me one day, and he says "I want you to promote my cook," who was a Filipino. Of course, we observe very carefully the personnel in the White House. I said—

Mr. President, I am not going to promote him because he did not pass the exam. We have 6 vacancies and 30 that did pass the exam. And if I was to promote him, despite the fact he failed the exam, then the whole integrity of the promotion system would collapse.

I said—

You can promote him if you want to because you are the President of the United States, but I cannot do it.