they are doing that on a rotation basis, where each of the various services handles that.

Would you comment on your views on the advice of a permanent Vice Chairman for the Joint Chiefs of Staff versus what is happening now with rotating among the services?

Admiral MOORER. In my testimony last year I opposed that. Again, you know, the way we try to solve problems is always to add some more people. The minute you get a Vice Chief, he has to have a staff himself, and four or five officers, and the thing gets bigger and bigger and everybody starts taking in each other's wash.

So I don't think we need a Vice Chief. You have a Director of the Joint Staff—and you have a flag or general officer that is the head of the Chairman's staff. The Chairman, at least I did, has a staff of about six officers, very carefully selected officers of different services, and each one of them—I assigned each one of them an area to be responsible for.

And any time a message came into the Pentagon, and they were coming in at the rate of about 600 a day, this individual was responsible to bring to my attention any message that affected his area. And so the other members of the Joint Chiefs understand—have available the same information. If the Chairman of the Joint Chiefs of Staff is out of town, one of the other Chiefs can clearly and effectively act as temporary Chairman.

The system of letting each one have 3 months at a time, of course, eliminates the disadvantage of their coming and going too, and the individual knows for that 3 months he has to stay home. So I don't think you need another four-star admiral and another staff. I just am opposed. That is the way this Government works. Any time anybody has a problem, they want to tack on a few more officers, hire some secretaries, get some filing cabinets and telephones and off you go.

I think it is totally unnecessary. If I could be reincarnated and start over as Chairman and they gave me a Vice Chairman, I would tell him to go home.

Mr. BRITT. Thank you, Mr. Chairman.

Mr. NICHOLS. Mr. Skelton.

Mr. SKELTON. Thank you, Admiral. I appreciate your being with us today.

During the testimony of the Joint Chiefs, one of them testified to the effect that during the time of war, a member of the Joint Chiefs, such as the CNO, would have to spend all of his time on matters of strategy, in essence running the war, and leave the operation of his service to the Vice Chief or the Vice CNO in the case of the Navy. Do you agree with that?

Admiral MOORER. No, I don't agree he would spend all his time.

The way to do that is to delegate authority. One of the, I think, unfortunate trends that has taken place in the Pentagon, beginning with the days of McNamara, is centralizing authority. He had to decide everything. He had what we call—I call—the snowflakes, which were flying around. His staff would write up and say this is the problem and these are the three solutions, we recommend solution A. The next paper would say C, and the next one B. They would alternate them around so they didn't appear to be in a rut.