

In closing, let me once more commend the Subcommittee for its willingness to tackle this issue again this year. In my view, this is the most important defense issue we will face this year. We can no longer afford to let inter-service "log-rolling" protect parochial service interests at the expense of the joint interests of the nation. If we can't employ our forces effectively, it doesn't matter much what kind of force structure we have or what kind of weapons systems we procure. A proper reform of the JCS will save defense dollars, particularly in the area of procurement of weapons systems, and, yet, it will ultimately lead to a stronger national defense.

Now is the time to act on such a reform, Mr. Chairman. If we wait for a crisis, or a war, it will be too late. The comprehensive hearing record compiled by this Subcommittee last year made it clear that fundamental changes in the JCS are needed. I believe that my bill, H.R. 2560, makes those needed changes, and I urge the Subcommittee to consider this proposed legislation favorably following this year's hearings.

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#### REFORM PROPOSALS

- Apr 1944—McNarney Plan
  - Mar 1945—Richardson Committee Majority Report
  - Sept 1945—Eberstadt Plan
  - Oct 1945—Collins Plan
  - Jan 1947—Army-Navy Compromise Plan (Norstad-Sherman Plan)
  - Nov 1948—Eberstadt Committee (of the Hoover Commission) Report
  - Feb 1949—Commission on Organization of the Executive Branch of the Government (Hoover Commission) Report
  - Apr 1953—Rockefeller Committee Report
  - Apr 1953—President Eisenhower's Reorganization Plan
  - Jan 1958—Wheeler Committee Report (prepared at the request of the Joint Chiefs of Staff)
  - Apr 1958—President Eisenhower's Reorganization Plan
  - Dec 1960—Symington Study on Reorganization of the Department of Defense (prepared for President-elect Kennedy)
  - Jul 1970—Blue Ribbon Defense Panel (Fitzhugh) Report
  - Jun 1978—Ignatius Report on Defense Reorganization
  - Jul 1978—Steadman Committee Report on National Military Command Structure
  - Feb 1979—Defense Security Policy Integration (Odeen) Report
  - Dec 1981—Joint Planning and Execution Steering Committee Report
  - Feb 1982—Two Separate Reports of the Chairman's Special Study Group
  - Feb 1982—Jones' Reorganization Proposal
  - Apr-Aug 1982—Reorganization Proposals for J.C.S. Hearings before Investigations Subcommittee, Armed Services Committee.
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#### EXCERPT FROM TESTIMONY OF FORMER SECRETARY OF DEFENSE ROBERT S. McNAMARA BEFORE THE COMMITTEE ON ARMED SERVICES, U.S. HOUSE OF REPRESENTATIVES, MAY 19, 1983

The CHAIRMAN. Mr. Nichols.

Mr. NICHOLS. Thank you, Mr. Chairman.

Mr. McNamara and Mr. Bundy, I appreciate your coming before our committee. Suffice it to say that I find myself in disagreement with most of the testimony that you have rendered here this morning. I won't go into the issues with you. I will get on a subject that is a little less sexy, Mr. Secretary, if I might.

Our subcommittee is looking into some reorganization of the Joint Chiefs of Staff. As you know, last year Gen. David Jones, who was at the time Chairman of the Joint Chiefs, criticized the JCS organization and indicated that it was significantly flawed.

He said he thought we ought to reorganize it, and so forth.

As a former Secretary, would you just briefly, Mr. Secretary, provide your suggestions as to whether there ought to be changes, and if so, what those changes, and if so, what those changes should be?

Mr. McNAMARA. Mr. Nichols, I generally agree with what I understand General Jones' recommendations to be. I say that without endorsing every element of it, some of the details of which I am not familiar with; but what he basically recommended, as I understand it, is that the position of the chairman be strengthened, and that the Chiefs be separated to some degree from their service responsibilities, so that there could be an integrating or unifying force or structure within the De-