

military advice before they knew they needed it. If they did get it that way, it was timely.

The third criterion that we agreed on was, Would the change better insure that the requirements of the commanders in chief of the unified and specified commands were met? Those are the people who would fight the Nation's battles. No one has proposed changing that concept in the law.

The fourth criterion was, Would the change help the Nation allocate the resources that it provides for national defense more wisely and efficiently than the present system?

We also agreed, after discussing the matter with the Secretary of Defense, to use a fifth criterion, and that is, Would the suggested change maintain civilian control of the military?

As I said, we examined the duties outlined in section 141 of title 10, United States Code. Our examination of those duties confirmed for us that they are, in fact, the right duties for the JCS.

We examined at the time the proposals that had been made by General Jones for changes and proposals that had been made by others, including some that had been made by General Meyer, for possible changes. We examined each one of those proposed changes in light of the criteria that I outlined. We generally concluded that the existing law gives us most of the latitude we need to improve the effectiveness of our own operation. I would report to you that we are working to do that now in cooperation with the Secretary of Defense and commanders in the field.

We believe that improvements are underway. Certainly we have improved the personal communications among the JCS as a corporate body and with the President and Secretary of Defense. We are placing emphasis on providing timely advice to the President and Secretary. There is increased participation by the commanders in chief of the unified and specified commands in program and budget decisions and we believe we are sharpening the focus of the JCS on strategic advice.

As a part of that, we agreed last summer to call in the commanders in chief of the unified and specified commands and ask each of them to brief the Chiefs personally on his most demanding war plan and concept of operation. As a result of that, we have set in motion the mechanisms for improving the planning guidance to those commanders.

We have taken measures to assure the continuity between the Chairman and the JCS member who acts as the Chairman during my absence by appointing one of our members to serve on a quarterly basis. That seems to have worked out reasonably well.

We have asked the service schools to emphasize joint planning and operations in their training. We have taken it upon ourselves to review the curricula of the joint colleges to assure that is in effect. We have set in motion the mechanism for a new training program for officers serving on the Joint Staff.

One of the things that we learned in our review is that the objective of the exercise should be to make the key man in the defense organization as effective as he can be. That key man is the Secretary of Defense. The question is not one for the JCS by themselves. It is a question of their function as advisors to the President and Secretary of Defense.