

General VESSEY. I would say that certainly those divided individual loyalties are there. But on the other hand, these are the senior members of each of the services and they understand what the services are for. So I would ask each of the Chiefs to comment.

General MEYER. My comment would be that to date we haven't been able to do that prioritization among services very well. Some of the steps that are being proposed here would give us an improved capability to do that.

There are always internal pressures that you have as a service chief—to respond to your soldiers, civilians, and families—that you are taking into account when you sit as a member of the JCS. In an attempt to put those aside, you look at the things in the broader issue, but even as a JCS member, you also have a responsibility to the soldier.

General GABRIEL. What General Meyer was talking about is something all the Chiefs have been firmly in support of and that is quality of life of our people. We put that, as you know, No. 1 in all cases.

Beyond that, as the Chairman says, we give the strategic guidance on where to spend the moneys and that is a national priority that we set. Like this year, of course, strategic offensive forces, and readiness sustainability, mobility, force structure, and whatnot are in that rack up. That is not saying you fill every bin before you get down to the bottom. You can't do that, as you know. Then it is up to the services to fill in each of those requirements as they can best do it with the budget that is given to them.

As General Meyer also says, we have, among the Chiefs, not done very well over the years in resource management. I am sure there is a way we might improve on that. We are seeking ways to improve on that. But I think it can be done. Especially if the Chairman manages the change they propose in the Joint Staff both in size and tenure of members of the staff and we get improvements in the training and whatnot that we are doing with the Joint Staff. I think we can improve the cooperation that we have to have to manage in order to be more responsive in resource management.

Admiral WATKINS. Mr. Chairman, I think that the changes have taken place already in the last 2 years have been significant. I can say that with some knowledge since I was formerly a part of the Joint Chiefs of Staff as the Vice Chief of Naval Operations. I think the system has begun to change in a dramatic way.

The Chairman now sits as a member of the Defense Resources Board. That was not always the case. He exercises a high degree of participation today, with the service chiefs acting in an advisory capacity to him during those deliberations. They are significant deliberations. Also present at the Defense Resources Board that makes these decisions balance between the services are the unified and specified commanders who are called in to make their presentation, a very thorough presentation.

Obviously, their interests are the fighting forces they have today and in insuring they have the requisite deterrent strength.

The unified commanders have been persuasive and compelling in placing near-term readiness, sustainability, and command and control at the very highest priorities of the Defense program. They have made an impact.