

We agreed, as the body of the Joint Chiefs of Staff, with the changes being recommended. They are modest by legislative standards. But they are significant internally in better defining the relationship between the Office of the Secretary of Defense and the Joint Chiefs of Staff.

Internal changes will strengthen further the involvement of the Joint Chiefs of Staff in the allocation process. We have just participated, for example, in the development of the budget for next year. The participation of each JCS member in the individual service's presentation of their planned budgets to the Secretary of Defense provided the ability to comment and the ability to put it all together as a total force package for the Joint Chiefs of Staff to consider. We have specifically looked at all cross-service programs and assured they are properly funded. That was not the procedure in the past. The involvement of the Joint Chiefs in resource allocation is much more significant than I have ever seen it.

The JCS need more tools and that is what is being recommended by this body. That is an internal device that is necessary that has not been there in the past.

So I feel very strongly that we are moving rapidly in the right direction and that we will be increasingly able as a body in the future. With the kinds of improvements that are being recommended we are able to sit in judgment on the total force that the unified and specified commanders need both for deterrence and war fighting. I believe we can turn our hats around without conflict of interest and do both of those tasks.

We can also make recommendations to the Secretary of Defense when he asks us to insure that the kinds of cuts that perhaps will be forced upon us can best be accommodated. We obviously can make recommendations on the best balance. I believe that we will look very critically, very objectively across-the-board at all the programs to make determinations of the kinds of things that we routinely have to face when we have budget cuts from Capitol Hill. I think we can put those in the best perspective for the Secretary of Defense.

So I don't believe we are that far from achieving our goals, and I think that with some modest changes we can improve even further on our ability to participate in both training and equipping the forces as well as insure that the proper mix of all the services is in balance to carry out the national objectives.

General VESSEY. Before General Barrow testifies, after the Chief of Naval Operations made that statement, I would just recall for you an incident that occurred in the JCS meeting the other day where we were reviewing the programs for this next year. I pointed out to the Chief of Naval Operations that he constructed his program in this fashion, but I believed that as the representative of the operational commanders I couldn't support this particular thing that he had done to his program. The Chief of Naval Operations said, "I understand that." And he said, "As a member of the Joint Chiefs of Staff, I don't believe I can support it either." But he said, "You need to know that as Chief of Naval Operations I put it together for this particular reason." So that sort of thing we see and those are the dichotomies that these people have to face.