

We still have some pieces that are undone and those are the pieces that relate to reviewing changes as to how we interface with the Office of the Secretary of Defense [OSD]. That action, as General Vessey outlined, is not completed at this instant. But that also has to occur. But even that is not going to be enough unless—and this is where I intend to stand on a soap box—we do something about the basic way we do defense business, and that involves Congress, the administration, OSD, the services, and the JCS.

Here I will be critical of Congress—not critical, merely observant. This year we had to appear before three separate committees of Government working military hardware problems.

I happen to know most of you here so I have a pretty good feeling for what your views are on the purpose for the armed forces. But I will be candid. When I sit before the House Armed Services Committee and look across the spectrum of views that are expressed up there, I will tell you that there are a lot of different views on why we need armed forces and what their purposes are.

So it is not surprising that we have such a difference of views on how we ought to be going about doing our business, and the issues of yearly budgets and no continuity of funding. Those types of things impact on the way we do business.

The JCS changes we have proposed, or those proposed by others, are important. But unless the elemental change is there—beyond any body of senior military advisers or how this Chief provides basic military advice—unless we make some changes in the basic way in which we do defense business, then I am concerned about whether we are getting the most for the defense dollar.

What I would ask is that you judge the proposal that we have made as a corporate body today as one that this group of Chiefs believes necessary to improve the development of military advice.

We also believe that we need to improve the way in which that advice is entered into the system—that is the Secretary of Defense, President, and congressional system.

We all agree this proposal will help and I agree that it will help now and at this time. It may be necessary in the future to make some additional changes, but I believe, as our memo said, that this is the proper approach at this time.

I believe that little meaningful will happen if you just tinker with the JCS. I think it is part of the whole system that must be changed. I support these changes. I believe that as General Vessey said in our combined statement on the last page there, in a paragraph on page 9, that this will provide the opportunity for us to improve the military advice to the Secretary of Defense.

I think that is what this provides. We understand that it is only a part of the solution.

Mr. NICHOLS. Thank you, sir.

Mr. Britt.

Mr. BRITT. General Vessey, when you met with the subcommittee members in May, there was an indication that the JCS was initially split on whether a Deputy Chairman is needed.

General VESSEY. Well, I think we discussed the issue of the Deputy Chairman at great length and we recognized that part of the issue is do you have time enough to do all the things you have to do. So, what we did is, as I told you then, we made the assump-