

group. I don't think we need to make any apologies about the quality of the people that we are sending down there.

I am not saying they cannot be improved with Joint Staff training. The Chairman talked about service schools as well as the capstone course we are giving to the people that might be coming into the joint business. We do track them. By the way, Air Force personnel keeps a handle on the people who have had joint experience.

Mr. BRITT. General, I certainly wouldn't want my question to be perceived as saying there is anything less than the finest quality there. It really goes to the other side of that, given the importance of this and given the fact that there is a learning curve and a learning to work together and think together on a unified basis. If we had perhaps a joint specialty, if we had some sort of framework within which we identified the officers in all services, and gave them exposure and expected that they might have multiple tours of duty, serving together and maybe even expanding contacts among their counterparts, it might be useful. I am not talking about the lieutenant level but at the really senior level. A joint specialty, some type of formatted plan, would give experience not just to exceptional individuals but to other individuals who had experience working together in a unified command who have had specific training in their career pattern itself and anticipate that they will be working in some type of joint command.

General VESSEY. We are doing that in these areas that I pointed out. But I want to tell you that as we bring officers from the four services to the Joint Staff the most important talent that they can bring to the Joint Staff is being good officers in their own service. When I want people down there, if I want airmen I want the best airmen he can provide, I want the best combat soldiers he could provide, the best marines, the best Navy people, who know their own service thoroughly. But they also have to bring that extra capability, the ability to work together, to look toward the unified things.

So I am against creating a corps of joint paper pushers that don't have the right contact with the fighting element of their own service.

Some of the other Chiefs might want to add something.

General BARROW. You don't want to do that, Mr. Britt. You don't want to take away the reality of warfare by having specialists, specialists in the bureaucracy of joint activity and joint planning. You have to have people who have had their judgment tempered by some sort of operational experience.

Mr. BRITT. My question would not be whether we should set aside sort of a corps of different units. These joint specialists would have to be people from the service. But my point is to phase into that joint progression I would have people with operational experience and who go back after joint assignment into their operational specialties or general line-type service operations. But these people would have had joint training and when they come to serve in the joint command they would have had that joint experience in the past, perhaps, or special training.

General BARROW. We frequently have that now. People do more than one tour in joint work; sometime at the unified command