

and international negotiations has been strengthened. To maintain the momentum, the JCS are recommending that they assume the full burden of nuclear weapon employment planning for the Secretary of Defense.

The foundation of Joint planning is joint doctrine. The success of our plans is directly proportionate to the ability to integrate unique Service capabilities at the point of decision. Recognizing this, the JCS have embarked on a series of activities designed to strengthen their influence on the development of joint doctrine. For example, joint doctrine has been published for the conduct of special operations and psychological operations. A system to profit from lessons learned in joint and combined exercises has been initiated. The JCS, through the Joint Staff, have taken the lead in evaluating joint doctrine for tactical information distribution, strategic and tactical connectivity, electronic warfare, and plans review, to name but a few. Most importantly, for the first time the Unified and Specified Commanders have been tasked to work on joint doctrine in such diverse areas as interdiction, second echelon attack, theater air defense and sea lane defense. This ensures those who command the forces have a direct say in how they will be trained to fight.

Another responsibility of the JCS is to advise the National Command Authorities on the establishment of unified commands in strategic areas. A revitalized global strategy mandated a review of the Unified Command Plan. This has been done and recommendations have been forwarded to the Secretary of Defense to assign and realign unified command areas of responsibility in order to permit a better transition from peace to war and facilitate planning and execution of military operations on a worldwide basis.

Early in our review it became apparent that the JCS needed to do a better job in executing their statutory responsibility to "Review the major material and personnel requirements of the Armed Forces in accordance with strategic and logistic plans." There was a clear need for a more direct involvement in the programming and budgetary process. Much has been done.

—The CINCS now directly participate with the JCS in assisting the Secretary of Defense in the preparation of his annual resource allocation guidance and review of the Five Year Defense Program. The JCS have recently undertaken to advise the Secretary on those programs and budget issues which have a major impact on US aggregate warfighting capability or which result in major disconnects in cross-service programs. Further, as the Chairman of the Joint Chiefs of Staff, I am the uniformed spokesman for our Unified Commanders within the senior DoD resource allocation decision body.

—With over 20,000 military personnel serving in joint or unilateral assignments, oversight of personnel requirements is an essential function. The JCS have inaugurated an enhanced joint manpower program and five year plan which together will form a long needed basis for decisions related to manpower allocation, validation, and utilization.

—More, of course, remains to be done and we plan to continue along a course which leads to a stronger JCS role in resource management. Areas such as wartime medical planning, industrial and mobilization preparedness and logistic supportability merit greater attention.

Military education and joint training are areas in which there is room for improvement. The first steps are being taken. A training program for Joint Staff officers at the executive, management and action officer levels is being instituted. A review of the curriculum of the joint service schools is continuing. A course to educate newly selected flag and general officers in the joint process has been inaugurated. A military education coordination council is in being. To address the overall responsibility for professional military education we are in the process of preparing a document which will clearly define the division of responsibilities between the JCS and the Services and will promulgate joint policies.

Finally, as you are well aware, I am responsible for managing the Joint Staff on behalf of the JCS. Sound, useful, timely military advice in large part depends upon the effectiveness of the Joint Staff in supporting the JCS. I take this charter very seriously. The Joint Staff is comprised of hard working, dedicated professionals with whom I am proud to serve. As with any organization, however, there are improvements which can and must be made.

—The quality and experience level of the individual staff officer needs to be increased. Measures are being taken to accomplish this goal which I will detail in my response to the last question.

—The Joint Staff needs to be more functionally organized to better support the JCS in the discharge of their assigned responsibilities. This is happening. A Manpower and Personnel Directorate has been established to manage joint military manpower, overseas joint military education, and assist in preparation of advice on