

these matters. A dedicated organization has been established within the Operations Directorate to provide direction and oversight for the enhancement of operational planning and execution. As a first step in supporting a stronger JCS role in the program and budget system, a small Resource Analysis Division has been established. We are planning to expand this capability as resources permit. I also believe it is necessary to upgrade the Joint Staff's ability to analyze joint warfighting capabilities and requirements. A proposal to achieve this new level of support is under study. A number of organizational changes are being effected in the command, control and communications staff which look toward greater effectiveness in joint requirements integration management, joint strategic connectivity, joint tactical communications, joint satellite communications, and worldwide military command and control. Beyond these actions which are either completed or underway, I intend to continue examining the entire Joint Staff organization with an eye toward achieving greater functional efficiency.

—Quality, training and organization are only as good as the way the staff goes about doing its business. Improvements in timeliness and quality are the essential objectives. The JCS have provided 60 percent more top-down guidance to the staff this year than last. Top-down guidance reduces false starts and the time involved to formalize JCS guidance and decisions. The quarterly Acting CJCS rotation system, previously mentioned, has also measurably assisted in the continuity of staff guidance. Internal staffing procedures are being streamlined and all the coordination procedures for joint actions are being reexamined. A state of the art interactive office information system is programmed for introduction in fiscal year 1984. This, combined with a planned, computerized document storage and retrieval system, will propel the Joint Staff out of the mid-1960s into the late 1980s.

Question. The subcommittee was told last year that less than two percent of the officers assigned to the Organization of the Joint Chiefs of Staff (OJCS) had had previous Joint Staff experience. Moreover, only 13 percent of middle grade OJCS officers and less than 25 percent of the colonels and Navy captains had joint schooling. Finally, most OJCS officers were assigned directly from the field without training.

What has been or is being done to improve the joint education and experience of Joint Staff officers?

Answer. I want to say first that we have fine people on the Joint Staff now. And they're working very hard and very well on tough problems. I also want to emphasize that, although joint experience or joint training is important, the most critical skill that officers bring with them to the Joint Staff is a thorough knowledge of their own Services. We don't want a corps of professional paper pushers. We want officers who bring expertise in their Service and can roll that knowledge in with officers of other Services for the good of the whole. The mid career Service schools all provide some training in joint matters; nevertheless, the experience profile of officers assigned to the Organization of the Joint Chiefs of Staff as of 15 July 1983 in the aggregate was slightly below a desirable mix:

	Percent
Previous Joint (OJCS or unified command).....	18
Previous Joint and Service Staff.....	13
Previous Service Staff.....	24
No previous Joint or Service Staff.....	45

This experience profile reflects some degree of inexperience in joint matters, varying between Services—some higher, some lower. The Service Chiefs are aware of this and are taking steps to correct any deficiencies which might exist. Within the Joint Staff we are developing a Joint Staff Officer Training System to provide improved advice to the Joint Chiefs of Staff by training newly assigned officers in the joint system and sharpening individual skills. We are examining a system to provide individually-tailored, initial and follow-on instruction at three levels: Executive (General/Flag); Managerial (Division Chief); and Action Officer.

Mr. NICHOLS. It is the intent of the Chair to have at least one more session on this subject. We have invited a former chairman of the Joint Chiefs, Adm. Thomas Moorer, to testify, and we have invited Gen. Maxwell Taylor to testify also. Then it would be the intent of the chairman to try to have a markup and get this matter resolved in some way, General Vessey.