

When he was Chairman of the JCS, General Jones commissioned a study of the Joint Staff. It was conducted by William P. Brehm and a panel of retired senior officers from each of the four services. The findings read like a virtual indictment of the system:

1. *Officer Preparation and Assignment.* There are about 4,600 officer positions in U.S. Joint headquarters. While that is only three percent of all the officers in the four Services, it accounts for thirteen percent of the generals and admirals, six percent of the colonels and Navy captains, and six percent of the lieutenant colonels and commanders. The officers in these positions have major and complex responsibilities, frequently quite different from the tasks they have been trained for within their parent Services. Officers on the Joint Staff analyze major national issues such as arms limitation proposals, national security objectives, Joint military operation plans, and other topics that require a depth of knowledge of the several Services, of defense strategy, of the overall defense program, and of how business gets transacted in the Pentagon. They must develop complex planning and information systems, such as those required to support the preparation and execution of complex military operation plans.

There is now no systematic, effective plan for assuring that officers assigned to Joint duty have the requisite staff experience, technical knowledge of Joint systems, practical knowledge of DoD staff activities, and sense of the imperatives of Joint military preparedness to deal effectively with their responsibilities. The Services would not think of manning a submarine or an aircraft or an infantry battalion the way they staff Joint headquarters. Here are some of the statistics. Of the officers serving in the Organization of the Joint Chiefs of Staff at the time of our analysis:

a. Only two percent had previous Joint Staff experience. Only about one third even had prior Service staff experience—that is, experience in the Washington arena. Most were assigned directly from the field without training.

b. Only thirteen percent had attended the five-month resident course at the Armed Forces Staff College specifically aimed at training young officers for Joint duty.

c. Although two-thirds of the colonels and Navy captains had been to one of the five senior military colleges—the three Service war colleges, and the two Joint schools (the National War College and the Industrial College of the Armed Forces), less than one-quarter had been to either of the two Joint schools. And while improvements are being made, the two Joint schools have not focused specifically on educating officers for Joint assignments.

d. Their average tour length is less than thirty months. This means that at any given time their average experience level on the Staff is about fifteen months. And there is virtually no corporate memory. The law limits both repetitive tours and tour lengths, and even if it didn't, there are few if any incentives for lengthy or repetitive tours as the system is now managed.

e. The normal tour of general and flag officers is twenty-four months, even less than that of their subordinates. Thus the av-