

trol, resource allocation, and intelligence. In short, they will be given the opportunity to become in the fullest sense the operational commanders they were intended to be when the concept of unity of command replaced mutual cooperation as the command doctrine of the United States.

The CINCs and Chairman of the JCS will be given a strong voice in program and budget submissions. The CINCs will submit their requirements, the Chairman will combine CINC's proposals, allocate priorities, and develop his own integrated proposal. He will compare his document with service and defense agency budget proposals and submit recommendations to the Secretary.

II. JOINT OFFICER PERSONNEL

The key provision to strengthen the joint approach to command and operations is to establish a joint subspecialty for military officers in all four services. This subspecialty would include approximately one-half of all officers in joint billets. These billets include the Joint Staff, but further will include CINC staffs and other joint duty assignments. These officers will spend approximately one-half of their careers after selection in joint assignments or training. The Secretary of Defense, advised by the Chairman of the JCS, will establish career guidelines for joint subspecialty officers, which will cover training, military education, types of duty assignments, promotion eligibility criteria, and other factors.

Built-in incentives for selecting the joint subspecialty will include requiring that Unified and Specified Commanders must have had a joint subspecialty. Moreover, to qualify for selection as Chairman of the JCS, an officer must have been a unified or specified commander. The Joint Staff personnel directorate will be enhanced so that it can monitor the promotions and career assignments of joint subspecialty officers and other officers who have served in joint positions, and otherwise advise the Chairman on joint personnel matters.

Promotion policies will be established to protect and guide officers who serve in joint assignments. Officers on the Joint Staff should, as a group, be promoted at a rate faster than their peers on service headquarters staffs; officers serving in other joint assignments should, as a group, be promoted at a rate equal to their peers on service headquarters staffs. Joint officers will serve on their services' promotion boards, and promotion lists will be submitted to the JCS Chairman for assurance that joint officers are represented.

Finally, joint duty assignments will become a major prerequisite for star rank promotion. This legislation will require such an assignment for promotion to general or admiral. The Secretary of Defense will have waiver authority, but he must (1) ensure that the waiver authority is limited in use; and (2) require that the first assignment as generals or admirals of the few officers who receive the waiver will be in joint positions.