

President, the National Security Council (NSC), and the Secretary of Defense. The purpose of this extremely important change is to enhance the value of joint professional military advice to senior civilian decision-makers. Existing law designates the corporate JCS as the principal military advisers; unfortunately, the assignment of this responsibility to the JCS, as a corporate body, has usually induced the members to harmonize their differences into a single position. Too often, the resulting advice does not offer clear, meaningful options on which the President, the NSC, and the Secretary of Defense can base their decisions. Therefore, these officials have often relied upon civilian staffs for the joint military advice that they should have received from the Joint Chiefs of Staff. In the judgment of the Committee, this has been one of the principal causes for the growth in civilian advisers to the Secretary of Defense and the diminution of the role of professional military advice in defense decision-making.

The President's Blue Ribbon Commission on Defense Management recognized this same problem concerning inadequate military advice in its "An Interim Report to the President":

The President and the Secretary of Defense require military advice that better integrates the individual views of the nation's combatant commanders and Chiefs of the Services. Today, there is no one uniformed officer clearly responsible for providing such an integrated view, who can draw upon the best thinking of, and act as an effective spokesman for, our senior military leadership. The current authority of the Chairman of the Joint Chiefs of Staff is insufficient to enable him to perform effectively in this capacity. The Chairman's advisory relation to the President and the Secretary of Defense, the Chairman's mandate over the Joint Staff and the Organization of the Joint Chiefs of Staff, and the Chairman's place in the channel of communications between the Secretary of Defense and the Commanders-in-Chief of the Unified and Specified Commands (CINCs), all must be strengthened to this end.

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Subsection (b) would overcome this historical problem by replacing the corporate JCS with the Chairman as the principal source of military advice. The Committee expects the Chairman to develop and offer his own advice without any implied mandate to reconcile it with the views of the other JCS members. Subsection (e) of section 151 would require the Chairman to consult with the other JCS members and the unified and specified combatant commanders in carrying out his advisory duties. This requirement is intended to assist, and not to inhibit, the Chairman in his new role as the principal military adviser to the President, the NSC, and the Secretary of Defense.

JCS Members as Military Advisers

Subsection (c) of section 151 is a new provision that would recognize in statute the role of all members of the JCS as military advisers to the President, the National Security Council, and the Secretary of Defense. The subsection would provide that the JCS mem-