

amination of the organizational and procedural problems of the entire Department of Defense.

In response to the criticism of General Jones and General Meyer, the Investigations Subcommittee of the House Committee on Armed Services, under then Chairman Richard C. White (D-Texas), initiated a series of hearings on JCS reorganization during April 1982. These hearings led to the preparation of the Joint Chiefs of Staff Reorganization Act of 1982, H.R. 6954, which passed the House of Representatives in August 1982.

The Senate Committee on Armed Services first addressed the issue of JCS reorganization during a hearing on December 16, 1982. No further action on H.R. 6954 was taken, however, by the Committee during the 97th Congress.

In June 1983, Senator John Tower (R-Texas), then the Chairman of the Senate Committee on Armed Services, and the late Senator Henry M. Jackson (D-Washington), the Ranking Minority Member, initiated a comprehensive review of the organizational relationships and decision-making procedures of the Department of Defense (DoD). Senator Tower and Senator Jackson decided that this review, while addressing the JCS, should include all major organizational elements of DoD as well as congressional review and oversight of national defense. This decision was based upon a recognition of the substantial interrelationships among major DoD organizations which preclude examination of one organization in isolation. As part of this review, the Committee held a series of 12 hearings during the Summer and Fall of 1983 in which it took testimony from 31 witnesses. In addition, Senator Tower and Senator Jackson directed the staff of the Committee on Armed Services to prepare a comprehensive study of the organization and decision-making procedures of DoD and the Congress. This study effort, initiated in late 1983, continued throughout 1984 and 1985.

In 1983, the Administration submitted a legislative proposal on JCS reorganization. Subsequently, under the chairmanship of Representative Bill Nichols (D-Alabama), the Investigations Subcommittee of the House Committee on Armed Services again held hearings on the issue of JCS reorganization. The resulting bill, H.R. 3718, passed the House of Representatives on October 17, 1983.

In 1984, the House of Representatives amended the DoD Authorization Bill for fiscal year 1985 to include the substance of H.R. 3718. Several provisions of H.R. 3718 were accepted in the House-Senate conference and were enacted into law. Those provisions made the JCS Chairman the spokesman for the unified and specified combatant commanders on their operational requirements, increased the limit on the tour of duty of Joint Staff officers from 3 to 4 years, reduced to 2 years the minimum time between assignments of an officer to the Joint Staff, and removed the 3-year limit on the tour of duty of the Director of the Joint Staff. Moreover, the JCS Chairman was made responsible for selecting Joint Staff officers and determining when issues under consideration by the Joint Chiefs of Staff were to be decided. The Secretary of Defense was directed to ensure that the personnel policies of the Services concerning officer promotion, retention, and assignment give appropriate consideration to the performance of an officer as a member of the Joint Staff.