

would be most significantly affected by decisions on the issue under consideration. The judgment on consultation, however, would reside with the chairman.

To increase the influence of combatant commanders with respect to the allocation of resources in the Department of Defense, H.R. 3622 would require that they submit program and budget proposals to the chairman. The bill further provides that the chairman would then submit program recommendations and budget proposals to the Secretary of Defense based upon guidance issued by the Secretary, the combatant commanders' submissions, and other recommendations, as appropriate, from the military department and other components of the Department of Defense. The committee intends that the chairman, in performing this duty, integrate the recommendations of the unified and specified commanders, establish priorities, and provide civilian authorities with a coherent, fiscally-constrained set of combatant command proposals.

The committee believes that the chairman's submission of joint military program recommendations and budget proposals will be beneficial to civilian authorities as they deliberate resource allocation decisions. It remains, however, for civilian authorities to define the terms of reference for the exercise of this additional responsibility of the chairman. The provision in H.R. 3622 is placed after the explicit statement that it is "subject to the overall authority and direction of the President and Secretary of Defense." That is, the scope, depth, format, and other details of the chairman's submission under this provision are entirely within the cognizance of civilian authorities.

H.R. 3622 also streamlines supervision of the unified and specified commanders. At present, the span of control of the Secretary of Defense numbers approximately forty officials. An inordinate number of Department of Defense functionaries report *directly* to the Secretary of Defense. The list includes the three service Secretaries, a Deputy Secretary, two Under-Secretaries, several Assistant Secretaries, the heads of many of the Defense agencies, and various other officials *including* the ten unified and specified commanders. To provide for more coherent oversight of the combatant commands, H.R. 3622 would authorize the chairman of the Joint Chiefs of Staff to supervise the unified and specified commanders subject to the Secretary of Defense's authority, direction and control.

The committee has purposely framed the provision to allow the Secretary of Defense complete latitude in defining the chairman's supervisory role. The committee believes that the chairman's supervisory authority over the unified and specified commanders should assume whatever character the Secretary of Defense deems appropriate. The committee intends that the chairman act only as the Secretary's agent; that is for and in the place of the Secretary, and only by his authority. The committee contemplates, however, that the Secretary would employ the chairman in such supervisory capacities as coordinating matters that involve two or more unified commanders, directing the unified and specified commander's submissions of military requirements, overseeing the state of readiness of each unified and specified command, and verifying the execution of orders issued by the President and the Secretary of Defense.