

their joint and service responsibilities has precluded their effective participation in resource planning. \* \* \* As a result, the JCS are unable to help civilian leaders set cross-service priorities and make the necessary tradeoffs to construct the defense program and budget.

The committee recommended, and the House of Representatives accepted, a number of changes to the Joint Chiefs of Staff organization in H.R. 3622, the Joint Chiefs of Staff Reorganization Act of 1985. The legislation would:

(1) Make the chairman the principal military advisor to the President, the National Security Council, and the Secretary of Defense;

(2) Extend the term of the Chairman of the Joint Chiefs of Staff and authorize the Secretary of Defense to route the operation chain of command through him to the unified and specified commanders;

(3) Give the chairman control over the Joint Staff;

(4) Create the post of deputy chairman of the Joint Chiefs of Staff to act for the chairman in his absence and thus ensure continuity of operations and leadership;

(5) Give the chairman or his deputy a voice in the deliberations of the National Security Council;

(6) Make the chairman the supervisor of the unified and specified commanders subject to the authority, direction, and control of the Secretary of Defense; and

(7) Strengthen the Joint Staff.

In its June 28, 1986 final report, *A Quest for Excellence*, the President's Blue Ribbon Commission on Defense Management, headed by the Honorable David Packard, recommended several measures with respect to Military Organization and Command that paralleled the provisions of the House Joint Chiefs of Staff bill:

(1) Current law should be changed to designate the Chairman of the Joint Chiefs of Staff (JCS) as the principal unified military advisor to the President, the National Security Council, and the Secretary of Defense, representing his own views as well as the corporate views of the JCS.

(2) Current law should be changed to place the Joint Staff and the Organization of the Joint Chiefs of Staff under the exclusive direction of the Chairman, to perform such duties as he prescribes to support the JCS and to respond to the Secretary of Defense. The statutory limit on the number of officers on the Joint Staff should be removed to permit the Chairman a staff sufficient to discharge his responsibilities.

(3) The Secretary of Defense should direct that the commands to and reports by the Commanders-in-Chief of the Unified and Specified Commands (CINCs) should be channeled through the Chairman so that the Chairman may better incorporate the views of senior combatant commanders in his advice to the Secretary.

(4) The Service Chiefs should serve as members of the JCS. The position of a four-star Vice Chairman should be established by law as a sixth member of the JCS. The Vice Chairman should assist the Chairman by representing the interests