and Policy on the Navy staff. Although I had at that time served two tours of duty on the Joint Staff, myself, and thought I understood it pretty well, I was in the business of having to intimidate Naval officers on the Joint Staff in order to accomplish what I had to do at the time.

And I am not one who thrives on intimidation. But the joint action process does lend itself to people in the services who feel that their own officers are obstructing that Service goal or that Service position. They succumb to the temptation to attempt to intimidate by saying such things as "Don't you know what color uniform you are wearing and what Service you are going to come back to when you finish your tour on the Joint Staff?"

But the retribution that has been suggested in the course of these deliberations, I have not seen that occur. I honestly cannot say I have ever seen retribution. The intimidation is there, but I have never seen it backed up with retribution, and that is an important point.

From the 1986 Investigations Subcommittee testimony of Vice Admiral Thor Hansen, USN (Ret.):

My tour as director of the Joint Staff was my first on the Joint Staff. On the other hand, I had two tours that were good, true qualifying tours for joint duty * * *. But * * * a lot of people who are "qualified", who arrive for flag rank or general rank, are qualified by very, very slim means.

I will give you an example. My tour as Naval aide to the Secretary of the Navy was counted by the Navy as a qualifying tour for joint duty, which is, it seems to me, very silly. I had two other qualifications anyway, so it didn't make that much difference.

I think also, as a matter of fact, when I was a lieutenant and had been on the OPNAV [Navy Department Military Headquarters Staff] and worked on Joint Paper 61, that was considered a qualifying tour too. I had to work with the joint system, yes, but I was certainly arguing very strongly for Navy positions and not for joint ones.

So what I am saying here is that over the years the services have tended to try to qualify for all kinds of things that really aren't joint duty, to help someone to get to be selected for flag rank, to be qualified for selection. But my point is that there are problems in the present system of producing qualified, repeat officers in this joint arena.

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I can give you an anecdote on intimidation, as a matter of fact, myself. And I would agree with Admiral Train, I don't know of any retributions that have been used. But when I was a commander on the systems analysis staff, in Secretary of Defense office, I worked very hard on a proposal that would have modified, did end up modifying, some B-52 bombers to give them a mining capability. It seemed to me and others that I was working on a very