

wise thing to do to help the Navy in its mining mission. There were those in the Navy staff, however, who didn't like that idea at all, because it was giving the Air Force a leg up on a Navy mission, and the word came down that they were not too happy with that commander down there who was doing that kind of work. That was intimidation, in a sense. It wasn't retribution. There was some intimidation, and it was very carefully sent down to me to let me know that that was not liked. Those things happen, yes.

The 1985 Staff Report to the Senate Committee on Armed Services, *Defense Organization: The Need for Change*, prepared under the direction of James R. Locher, contains the most disturbing indictment of the officer corps. It finds that officers knowingly champion service over broader security needs and believe themselves to be acting correctly.

The problem is more deep-seated than can be corrected by mere organizational realignments. The core of this problem is the basic attitudes and orientations of the professional officer corps. As long as the vast majority of military officers at all levels gives highest priority to the interests of their service or branch while losing sight of broader and more important national security needs—and believes that their behavior is correct—the predominance of service influence will remain a problem.

The committee concluded that nothing short of legislative enactment of a joint officers personnel management system would suffice to correct the situation revealed by the testimony. In devising the system the committee sought to achieve three objectives:

- (1) Increase "jointness" of military personnel in joint assignments so that their efforts are focused on improving the capability of U.S. forces to accomplish military missions requiring the integration, cooperation, and teamwork of units from two or more services.
- (2) Ensure that the best personnel in terms of education, training, experience, and talent serve in joint assignments.
- (3) Enhance joint thinking, perspective, and appreciation throughout the Armed Force.

To achieve these objectives, the committee focused on improving the selection of officers assigned to joint duty, ensuring that they receive adequate joint education and experience before undertaking key joint assignments, and safeguarding their careers—promotions and assignments.

The idea for the joint officer personnel system adopted by the committee originated in the 1982 report entitled *The Organization and Functions of the Joint Chiefs of Staff* cited above:

*Improve the preparation and experience levels of Service officers assigned to the Joint Staff and other Joint activities such as the Unified Command headquarters. Establish in each Service a Joint-duty career specialty open to selected officers in the grade of O-4 and above. Such officers would be nominated by the Service Chiefs and approved by the Chairman, both for selection in the specialty and for*