

unity of our commands and the full command over them by unified commanders.

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I have neither the intent nor the desire to merge or abolish the traditional Services. This recommendation would have no such effect. But I cannot too strongly urge that our operational commands be made truly unified, efficient military instruments. Congressional cooperation is necessary to achieve that goal. [Emphasis added]

Whereas Eisenhower intended the unified and specified commanders to enjoy full command, the 1958 law gave them "full operational command." The restrictive definition of that term and the equally confining directives elaborating the definition have resulted in the weaknesses of the theater commanders that exist today.

Committee conclusions concerning command

The committee has concluded that divided command has not, does not, and will not serve the nation well. Some will argue that giving the unified or specified commanders command would involve them in the broad range of concerns that full command entails and thus distract them from their proper focus on war-fighting. This criticism, the committee believes, leads to the question of how commanders throughout history, who have raised unity of command to a principle of war, have handled the distractions of full command? How indeed, have Army and Navy commanders who have exercised full command throughout the history of the United States, and are still exercising full command as component commanders, managed? The answer is, they delegate. A military commander concerns himself personally at any given time with the matters that most significantly affect the accomplishment of his mission. He delegates everything else. An officer who has command has the authority to oversee anything, and everything, that matters to the accomplishment of his mission. He delegates these matters to subordinates unless they become problems that, in the commander's judgment, threaten his mission and need his personal attention.

The committee concludes that the unified and specified commanders must possess all of the authority necessary to fulfill the momentous responsibilities assigned to them in the law. These authorities for each commander include, as a minimum:

(1) complete command authority over how his command is organized, trained, and employed

(2) significant influence over:

- (a) how the forces of his command are equipped;
- (b) how administration and support are provided;
- (c) the resources allocated to his command;
- (d) selection of the key members of his command, including his own staff and subordinate commanders;
- (e) the exercise of military discipline with respect to his principal subordinates.

The committee recognizes, and reaffirms, the responsibility of the military departments and services to carry out those actions required to ensure that the forces that they provide to unified command remain properly organized, trained, and equipped and that