

*Number.*—A pool of officers sufficiently large to fill approximately one half of all joint duty assignments.

*Selection.*—Nominated by service Secretaries, selected by the Secretary of Defense *only* after completion of joint schooling and a successful joint tour.

*Career oversight.*—The Secretary of Defense would be required to establish career guidelines for the joint specialty and to establish procedures for overseeing the careers—training, education, assignments, promotions—of all officers who serve in joint positions.

*Reserve components.*—The Secretary of Defense would be required to establish a program emphasizing training and experience in joint matters for the Reserve components comparable to the joint specialty requirements.

### *Joint experience*

The Secretary of Defense would designate 1,000 key joint positions. These could only be filled by joint specialists (by definition, officers who have had joint training and who have had a joint assignment). The Secretary would define what constitutes a joint assignment and publish a list of those assignments. (A joint assignment could not be within an officer's own military department).

### *Incentives*

Joint duty would become, as a matter of policy, a criteria for selection to the most senior assignments:

Future unified and specified commanders must have the joint specialty and at least one joint duty assignment as a general or flag officer.

Future chiefs of staff must have significant experience in joint duty assignments and at least one joint duty assignment as a flag officer.

Future chairmen of the Joint Chiefs of Staff must have been a unified or specified commander or a chief of service.

A prerequisite for promotion to general and flag officer in the future would be a joint duty assignment.

### *Joint education*

*Revision of curricula to emphasize joint military matters.*—The Secretary of Defense would be responsible for strengthening the focus of all professional military schools on joint matters and ensuring that most graduates of joint schools receive joint assignments.

*Capstone course.*—All new flag officers, with certain exceptions, would be required to attend a course specifically designed to prepare them to work with the other armed forces.

### *Length of joint assignments*

Joint assignments would be standardized at 3 years for flag officers; 3½ years for others. An exception would allow 2 year assignments for officers with critical operational skills.

### *Joint officer promotions*

Policies would establish comparable promotion rates: