



OFFICE OF THE CHAIRMAN
THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20301

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CM 143-82
22 November 1982

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: JCS Reorganization

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 03 2018

In my memorandum of 12 July, I reported that the JCS would undertake to analyze the several proposals for reorganization then before the public and Congress. The results are embodied in the attachment, a proposed memorandum for the President.

Each member of the JCS personally participated as we sought to reconcile the several proposals for reorganization with the five criteria we agreed to use. As our discussions matured, we reached agreement that while there were flaws in JCS organization, other problems proceeded from relationships between OJCS and OSD which over the years have obscured and diluted the military advice you and the President are by law entitled to receive. We agreed that we can work with you to clarify staff roles and responsibilities so that your military and civilian staffs can serve you better.

We recommend that:

--You look to the JCS, supported by the Joint Staff, as the principal providers of military analyses and plans.

--You direct the JCS to augment and realign the Organization of the JCS as necessary to equip JCS to act as your advisors on major decisions of strategy, policy, and force requirements.

--You direct the Deputy Secretary of Defense and CJCS to redefine the division of labor within DOD, to eliminate unnecessary overlap and duplication, and, while preserving centralized control of policy direction, to assure open channels of military advice and decentralized execution of policy by the JCS and the commanders of the unified and specified commands.

Assuming that the foregoing proposals are acted upon, the JCS concluded that sweeping changes to Title 10 USC are unnecessary. However, modest revision of its provisions restricting the size of the Joint Staff and the tenure of its officers would be useful, as would be language subordinating the commanders-in-chief of the unified and specified commands to you through the Chairman. The

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resent restrictive tenure affects OJCS stability and expertise. The statutory limit on size (400) forecloses the Joint Staff's assuming a more responsible and responsive role in support of the JCS as your principal military advisors. Changing the law to insert CJCS into the chain of command would organize the Department in peace as it will function in war.

No other changes in law are needed; the JCS do not consider it necessary:

- a. To specify that the Chairman is your principal military advisor.
- b. To seek authorization for a full-time, four-star Vice Chairman.
- c. To subordinate the Joint Staff specifically to the Chairman vice the JCS.
- d. To supplant the JCS with a Council of Advisors composed of senior officers other than Chiefs of Service at this time.

The draft memorandum for the President:

--Describes objective and progress toward same.

--Supports minor revision of Title 10, USC, Sections 124, 142, and 143.



JOHN W. VESSEY, JR.
Chairman
Joint Chiefs of Staff

Attachment
Memo for President

Office of the Secretary of Defense
Chief, RDD, ESD, WHS

Date: 03 JUL 2018 Authority: EO 13526 + USC 552

Declassify: X Deny in Full: _____

Declassify in Part: _____

Reason: _____

MDR: 18 -M- 1502

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 03 2018

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DRAFT 1830
15 Nov 1982

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Reorganization

DECLASSIFIED IN FULL
Authority: EO 13526
Chief, Records & Declass Div, WHS
Date: JUL 03 2010

Using the criteria set forth in my memorandum of 19 July, the Joint Chiefs of Staff have reviewed their responsibilities as assigned by statute or Departmental directive, and advised me concerning the adequacy of these, of existing organization, and of our ways of doing business. I have reviewed their conclusions, and by this memorandum forward our plan of action.

The JCS emphasize, and I agree, that our fundamental purpose should be to assure you and the National Security Council the best possible military advice. I also concur with their view that channels for that advice ought to be well-defined and continuously open. This department's organization and procedures, while providing for firm civilian control over military policy, must also guarantee that you can choose among alternatives developed by our most competent military authorities, the Joint Chiefs of Staff and the commanders in chief of the unified and specified commands.

Significant progress has been made toward these ends which has necessitated no change in law. My earlier memorandum cited four areas which the JCS and I considered substantially improved over previous practice; events since have confirmed this judgment:

a. The CINCs have become more active participants in defense resource planning, as well as in operational planning with the JCS; the Chairman, as I directed, has become their spokesman on operations and requirements.

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b. Close continuity between the Chairman and the JCS member acting in his absence has been well established.

c. Service schools have broadened significantly training in joint planning and operations, and a program of on-the-job training for officers of the Joint Staff is being prepared. Inter-service preparation for and cooperation in joint operations is evolving well, and a coherent military strategy, global in scope, is developing to support your National Security Decision Directive 32.

d. This year's Joint Strategic Planning Document, your frequent meetings with the JCS, as well as the contribution of the Chairman in the NSC, provide ample evidence that the JCS are prepared to provide us timely, forthright advice.

But our review has led us to conclude that some further adjustments of Department of Defense organization and procedures is indicated. In fact, the JCS have not been functioning on your behalf as well as they might. This is so because over the past several Administrations, military advice on strategy, on force requirements, and on measures for transitioning from peace to war have often been obscured by competing advice from this Department's civilian staffs. Moreover, the Organization of the Joint Chiefs of Staff is not adequate for assisting the JCS on major decisions relating to weapon system choices or force requirements. I propose to take steps within the Department to assign a larger role to the JCS and the Joint Staff in military strategy; force structuring; joint tactics, techniques, procedures and related training; and joint logistics. For this purpose, I agree that the Joint Staff needs to be augmented and

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strengthened. I am pleased to report, moreover, that the JCS are agreed that the Joint Staff should perform this expanded role and that the Service chiefs are prepared to provide qualified officers to supplement it. The present provisions of law limiting the size of the Joint Staff and the tenure of its officers make it difficult to proceed and should be changed. I enclose proposed revisions (Enclosure A).

The JCS also recommend, and I concur, that in the interests of having our peacetime organization approach that which we would require for war, the law should also be changed to place the Chairman in the chain of command to the unified and specified commands (Enclosure B).

The JCS considered, but recommend against legislative changes:

- a. To specify that the Chairman is your principal military advisor.
- b. To seek authorization for a full-time, four-star Vice Chairman.
- c. To subordinate the Joint Staff specifically to the Chairman vice the JCS.
- d. To supplant the JCS with a Council of Advisors composed of senior officers other than Chiefs of Service.

I agree with these judgments.

Enclosures A&B
as stated

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