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ORIGINAL

Transcript of Proceedings

UNITED STATES DEPARTMENT OF DEFENSE
OFFICE OF THE SECRETARY OF DEFENSE

In the Matter of:

MILITARY MANPOWER TASK FORCE CONFERENCE

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Arlington, Virginia

October 1, 1982

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1 UNITED STATES DEPARTMENT OF DEFENSE
2 OFFICE OF THE SECRETARY OF DEFENSE

3 In the Matter of:)
4)
5 Military Manpower Task Force Conference)
6)
7)

Room 93928
The Pentagon
Arlington, VA

Friday,
October 1, 1982

10 The above-entitled matter commenced, pursuant
11 to notice, at 3:36 p.m.

12 PRESENT: CASPAR WEINBERGER, Secretary of Defense
13 EDWIN MEESE
14 JOHN MARSH, Secretary
15 GENERAL JOHN VESSEY
16 AL KEEL
17 WILLIAM NISKANEN
18 BUD McFARLANE
19 BILL BARR
20 JOHN HERRINGTON
21 TY McCOY
22 MAJOR GENERAL THOMAS TURNAGE
23 DR. LAWRENCE KORB
24
25

P R O C E E D I N G S

1
2 SECRETARY WEINBERGER: We have the eighth meeting,
3 the eighth and perhaps the final meeting of task force.
4 It's been really very good work, indeed. There are a fair
5 number of changes in the personnel but the report itself
6 is now before us and it's the third draft. We have had one
7 draft that was sent around and had comments and I think we
8 accommodated almost all of those comments. And then we sent
9 around the second draft which showed the accommodation of
10 the comments on the first draft and that second draft was
11 then commented on and some reverted all the way back and
12 wanted changes made that they had not wanted to make the
13 first time but did want to make the second time and a large
14 number of those were accommodated. And the third draft is
15 the one that's before you.

16 Some of the ones that were not accommodated were
17 the first -- we might run through these quickly if that's
18 the best way to do it -- but maybe we should just call and
19 see if people have various points they want to raise having
20 had this third draft which is now before you.

21 We are prepared to sign and I am prepared to sign
22 and send to the President and we want to make sure that
23 everybody else -- we could, I supposed, even accommodate
24 certain points in that transmittal letter if need be. But,
25 in any event, the report is now before us.

fb3

1 So, maybe what we should have would be any questions
2 or any comments on the content that anybody wants to make.
3 Any, any -- you want to start with you? Sure.

4 SECRETARY MARSH: Let me make several general
5 observations, Cap, because I -- in fairness, I think it was
6 perhaps Army that raised the greatest number of questions
7 on the first draft.

8 SECRETARY WEINBERGER: I think maybe you are pretty
9 close.

10 SECRETARY MARSH: And Larry and your staff have
11 been very helpful and very cooperative on that. And I would
12 say to you that this draft I think is a quantum leap improve-
13 ment in the presentation of what we are trying to present.
14 And let me make a comment here that I don't mean to be
15 critical of the report but one that I ask that you consider.
16 I think John Lehman agrees with this point -- discussed it
17 with Larry.

18 I think the report as it's now written is in
19 language that is more clinical. I think there are things
20 that can be done to achieve tone in this, and let me give
21 you a precise example, and I refer to the speech that you
22 made last night. The recognition that is an honor to wear
23 the uniform and the President has emphasized that and I think
24 it's been reflected in the attitude for military service
25 and the attitude by the American public to those who serve.

b4

1 I don't see that that tone coming through in here
 2 of the patriotism, the dedication and the loyalty of the
 3 individuals who enlist. We place enormous emphasis on
 4 compensation, on enlistment incentives, on intention to remain
 5 in the service, quality of life improvements. But, neverthe-
 6 less, with those things, we are finding that we have serving
 7 us in the military service and in all branches of the service
 8 young, young people of enormous dedication who will take
 9 horrendous risks and perform their duties in an admirable
 10 fashion.

11 I don't see the emphasis on service to country
 12 in here that I think reflects that attitude.

13 SECRETARY WEINBERGER: You discern me completely
 14 by referring to my speech. I will have to put the whole
 15 speech in word for word.

16 The uniqueness of military service is written
 17 very well by the Joint Chiefs is on Page XV, which I
 18 thought -- well, first of all, I don't disagree with you
 19 at all. I think all that should be done. I thought this
 20 did it pretty well. But --

21 MR. MEESE: Cap, if I could follow up.

22 SECRETARY WEINBERGER: Yes.

23 MR. MEESE: I think maybe what Jack is addressing
 24 is something that I felt a little bit about it. We probably
 25 are only going to have one shot at a document that kind of

b-5

1 embodies our manpower philosophy --

2 SECRETARY WEINBERGER: Yes.

3 MR. MEESE: -- at least in this four-year period
4 and since we started, particularly in view of the Joint
5 Chiefs of Staff meeting with the President a couple of weeks
6 ago, there has been a lot of progress and I think maybe what
7 has not been incorporated in this volume, as Jack says, in
8 the tone is some of the progress that we have seen, at least
9 in the last year.

10 For example, on Page II-23 when we talk about
11 the efforts to reduce drug and alcohol abuse, it says the
12 service programs appear to be sound but it still takes time
13 to judge whether they are successful.

14 I think we had a report the other day that --

15 SECRETARY WEINBERGER: The Navy report.

16 MR. MEESE: The Navy report, the initial results
17 appear to be successful. While we don't want to over-promise,
18 it seems to me that somebody -- that we have an opportunity
19 in this volume to do some things that update the status of
20 what's happened here. Also, I think could be a very produc-
21 tive document. I have got some other changes, too, but on
22 that point I thought --

23 SECRETARY WEINBERGER: Well, let's agree that we
24 show on Page II-23 put in our reference to the very good
25 results of the Navy program.

b6

1 GENERAL VESSEY: Or even more. I talked to the
2 Army commander in Europe. He's got statistics that corroborate
3 the trend --

4 SECRETARY WEINBERGER: All right.

5 GENERAL VESSEY: -- in fact, are even more dramatic
6 than the Navy's statistics.

7 SECRETARY WEINBERGER: Let's get both of those
8 in a little friendly competition here.

9 GENERAL VESSEY: Of course, that's a smaller seg-
10 ment but it's --

11 SECRETARY WEINBERGER: Let's put both of those
12 references in on II-23, which I think is a good place, and
13 we might revise that sentence about being too early to judge.
14 Just to say that while we can't -- that these two examples,
15 or whatever, however many we have, aren't necessarily
16 conclusive, they are extremely gratifying or something like
17 that. We might also consider, incidentally, a separate press
18 release on the Army program. We put one out on the Navy
19 and got on Page 1 of the newspaper. We might try and do
20 another.

21 Well, the only other thing I was going to say is
22 I have no problem at all with what Jack said. I thought we'd
23 done it. If we want to emphasize it a bit more, fine.

24 SECRETARY MARSH: Well, the point I am making,
25 Cap, is this. That we have -- this voluntary forces produced

1 those Marines that are in Lebanon.

2 SECRETARY WEINBERGER: Yes.

3 SECRETARY MARSH: We have a magnificent batallion
4 of the 101st in the Sinai and the 82nd and the Air Force
5 carry off on airborne operation in Germany where the whole
6 level of performance of these people that we brought into
7 the force is reflected. And I think the very thing that
8 the President is talking about, it's an honor to wear that
9 uniform and we have got good people. This, of necessity,
10 must address --

11 SECRETARY WEINBERGER: All right, do you have a
12 recommendation as to where that should come or should --

13 MR. HERRINGTON: Chapter 2 might be a good place.

14 SECRETARY WEINBERGER: Where?

15 MR. HERRINGTON: Chapter 2 might be a good place.

16 MR. MEESE: The other thing in there is some place
17 in Chapter 2, I think, is if we could put in the fact of
18 changes in command philosophy, or maybe not changes, but
19 somehow get in the idea of the kinds of things John Meyer
20 has been doing about length in command tours, making -- you
21 have the results in terms of better discipline but it seems
22 to me that the command element, the junior officer element,
23 the emphasis in the Army right now on junior officers and
24 professional responsibility, and some of these other things,
25 somehow that belongs in there to explain why you have less

1 in discipline. It seems to me it's a combination of better
2 command approach to the thing, combined with better recruiting
3 standards that all of these are a part of.

4 SECRETARY WEINBERGER: Does anybody -- I take it
5 nobody has any because no questions were raised about it.
6 If nobody has any question of the finding at 1.7 that the
7 task force believes there could be a significant risk of
8 renewed recruiting and retention if military compensation
9 falls below competitive levels. I mean, that's fair enough.
10 That wouldn't be in any way contradictory to --

11 MR. MEESE: No, not at all.

12 SECRETARY WEINBERGER: Well, I don't mind at all
13 having included --

14 SECRETARY MARSH: See, when I refer -- pardon me
15 for interrupting -- but on the thing we were talking about.
16 When I refer to this thing of tone, Cap, I come at this thing
17 a little differently and I think if you have well over a
18 third of your force, almost 40 percent of your forces that are a
19 minority group, I read it with great sensitivity because
20 my name is on this and some things are said about that force,
21 I must be able to be accountable for,

22 And the language that we run into here on Page
23 II-27 where we use the word "culls of society". I have --

24 SECRETARY WEINBERGER: The most serious allegation
25 by some of its harsher critics is that in the enlisted ranks,
a number in general are the culls of society.

jfb9

1 SECRETARY MARSH: It's quoting other people but --

2 SECRETARY WEINBERGER: But then, of course, we

3 deny that at once.

4 SECRETARY MARSH: And we deny it, and we should.

5 But just the use of the word "culls of society", it seems

6 to me that can be --

7 SECRETARY WEINBERGER: We could use Wellington's

8 phrase.

9 VOICE: Scum of the earth.

10 (Simultaneous conversation)

11 SECRETARY WEINBERGER: No, let's take it out. I

12 don't have any problem with that because we are just quoting

13 somebody else that we disagree with so we needn't give them --

14 yes.

15 SECRETARY MARSH: You may want to address this

16 things on that we are talking on tone, you may want a

17 preamble to this thing.

18 SECRETARY WEINBERGER: To the report?

19 SECRETARY MARSH: To the report, in the front of

20 it.

21 SECRETARY WEINBERGER: Yes, we are going to have

22 a letter to the President but --

23 SECRETARY MARSH: But you can have a preamble

24 where you talk of it, but not sailors that are on station

25 in the Med for months and soldiers --

Fb10

1 SECRETARY WEINBERGER: We have that -- I really
2 like this one the Joint Chiefs did on the uniqueness of military
3 service but maybe we --

4 DR. KORB: That was the purpose of that chapter.
5 if you can recall, it was General Jones that suggested that.
6 In fact, the Navy early on objected we had overdrawn the
7 thing --

8 SECRETARY WEINBERGER: Yes.

9 MR. HERRINGTON: It was only the wording, Larry.
10 It didn't strike the tone of nobility. It looked like people
11 were only in the military to sacrifice and to me it didn't
12 embody some of the things the President had said about the
13 nobility --

14 SECRETARY WEINBERGER: Well, let's get a couple
15 of drafts around that. This is an important point and I
16 certainly believe very firmly that it isn't just compensation
17 or a recession that has got us into the situation where, the
18 very happy situation we are in now. I think it is more than
19 that and I think that's an important thing to point out.

20 SECRETARY MARSH: Well, you made that point last
21 night --

22 SECRETARY WEINBERGER: Yes.

23 SECRETARY MARSH: -- that enlistments are up on
24 a nationwide basis --

25 SECRETARY WEINBERGER: Yes.

b-11

1 SECRETARY MARSH: -- as opposed to an employment basis.

2 SECRETARY WEINBERGER: All right, well, let's see

3 what we can do with that and then, Larry, you might want

4 to look through it and see a couple of appropriate points

5 in which you could use direct quotes from the speech.

6 DR. KORB: All right.

7 SECRETARY WEINBERGER: Or something better, probably

8 much better.

9 Ed, you said you had some? Did you have any others,

10 John?

11 SECRETARY MARSH: I had two others so that you

12 don't misunderstand my point of view. It was my understanding

13 when we talked about conscription that that was on the basis

14 only if we could not meet our manpower quotas on the basis of

15 volunteer force.

16 SECRETARY WEINBERGER: Oh, yes.

17 SECRETARY MARSH: Is this --

18 SECRETARY WEINBERGER: There shouldn't be any

19 confusion about that.

20 SECRETARY MARSH: Right. It's the view of the

21 Chief of Staff and myself and some others in the Army that if

22 we cannot do that through volunteerism and have to go to

23 conscription, that we should escalate into conscription and

24 begin by first trying to conscript into the Guard and into

25 the Reserve. We think that conscripting into the Guard and

Reserve is a much -- is an option that should be tried before

1 you have nationwide conscription, if you have to have any
2 conscription at all.

3 SECRETARY WEINBERGER: Well, yes, it would have
4 to be awfully clear that the last cause was there because
5 the report shouldn't be the vehicle for anybody saying that
6 we believe inspite of all these fine statistics and everything
7 that a draft is needed or ultimately is going to be needed.
8 It all has to be very much of an "if" basis.

9 SECRETARY MARSH: Exactly. The only problem I
10 have with this is that this seeks to denigrate the drafting
11 of the Guards and Reserve by saying that --

12 SECRETARY WEINBERGER: Well, you would say then
13 that as one of -- if all else fails and if we finally
14 concluded we had to do it, one of the ways to start might
15 be a draft of the --

16 SECRETARY MARSH: Right, I'm not saying -- well,
17 I am saying it should be a possibility to consider. I'm
18 not saying to do it.

19 SECRETARY WEINBERGER: As long as it's very, very
20 clear that that's what it is, maybe we could do that.

21 MR. MCCOY: You could even refer to the Reserved
22 Forces Policy Board recommendation about a year, year and
23 a half ago which made that recommendation without actually --
24 then you don't endorse it quite so much.

25 DR. KORB: Well, again, you have to be very careful.

1 I would say that if you went -- that's a decision that would
2 have to be made at the time. Right now it would seem to
3 me that your first problem would show up in the active
4 forces and if you say, well, if we are going to bring it
5 back, we would go to selective reserve and IRR first; we
6 have never done it that way before. --

7 SECRETARY WEINBERGER: The problem I have with
8 it really is that it isn't so much a mobilization thing as
9 it is kind of getting ready and you would be reaching the
10 conclusion that you needed a draft, yet you wouldn't be
11 drafting the civilian population as a whole.

12 MR. MEESE: I'm concerned about the discussion
13 here with the draft. We have come to the conclusion as a
14 task force that we don't need at draft at the present time.

15 SECRETARY WEINBERGER: Yes, and --

16 MR. MEESE: Or in the foreseeable future.

17 SECRETARY WEINBERGER: Yes.

18 MR. MEESE: That's why my main comments are in
19 Chapter 8 where it says contingency planning options for
20 the draft of national service.

21 SECRETARY WEINBERGER: All right.

22 MR. MEESE: I would rather see us not have that
23 chapter in the report but rather have it in an appendix
24 where we -- and cut it out of that recommendation section up
25 front and have a flat conclusion that the task force does not

1 see the need for a draft under current circumstances and
2 we believe the all volunteer force can meet the needs of
3 this country. And then say that as an adjunct to its
4 responsibilities, the task force did make, did collect some
5 information about the draft and national services which are
6 included in an appendix.

7 SECRETARY WEINBERGER: All right.

8 MR. MEESE: So, we preserve that information which
9 I think is valuable.

10 SECRETARY WEINBERGER: I don't want to have any
11 slight question that there is any equivocation about the
12 finding --

13 MR. MEESE: Yes.

14 SECRETARY WEINBERGER: -- because --

15 DR. KORB: I think we have done that. We can put
16 it in the appendix but I think we have done that because
17 we don't make a recommendation at all on it in the --

18 MR. MEESE: ~~But~~ As long as we have a chapter that
19 says contingency planning options for the draft and national
20 service, you are going to find some people who will
21 take that out of context as a part of the report and say
22 that nevertheless, the task force did tell the President.
23 And you have language here that would support that.

24 For example, where you say the task force, this
25 is Page VIII-1, "The task force would unhesitatingly support

1 a draft in the event of a major mobilization but it would
2 support a draft in time of peace only if events clearly
3 demonstrated that the peace time force cannot be staffed
4 with qualified volunteers."

5 I would rather say as a matter of policy that if
6 there was any chance of that happening, the President should
7 reconvene the Military Manpower Task Force to at that time
8 determine these kinds of policy questions rather than have
9 it included in this report. Otherwise, I think you are going
10 to have --

11 SECRETARY WEINBERGER: Well, would your recommendation
12 be taking care of that if we simply moved this chapter to
13 an appendix?

14 MR. MEESE: Yes.

15 SECRETARY WEINBERGER: Yes.

16 MR. MEESE: Chapter VIII.

17 SECRETARY WEINBERGER: Yes.

18 MR. MEESE: Yes.

19 SECRETARY WEINBERGER: And made a suitable reference
20 in the front.

21 MR. MEESE: And a reference that this information
22 is gathered --

23 SECRETARY WEINBERGER: I think it's important to
24 show that we have done some thinking about an unwelcome
25 contingency that might arise, but I certainly don't want

b16

1 to get it mixed up with any, or have anybody say that we
2 are recommending the entering wedge or the camel getting its
3 nose under the tent or all the other cliches that come in
4 at this point.

5 MR. MEESE: If you had it in an annex, I think
6 it would be clearer.

7 SECRETARY WEINBERGER: Yes, let's do that.

8 SECRETARY MARSH: I would change this title right
9 here, too.

10 MR. MEESE: Yes.

11 SECRETARY MARSH: The title flags it and that --

12 MR. MEESE: If you call it analysis of the draft and --

13 SECRETARY MARSH: Right.

14 MR. MEESE: -- national service, then you have
15 something different.

16 SECRETARY WEINBERGER: Analysis?

17 MR. MEESE: Analysis of the draft or just the draft
18 and national service or something like that.

19 SECRETARY WEINBERGER: Well --

20 SECRETARY MARSH: This implies that you are actually
21 planning one of these because when you use "contingency,"
22 the word "contingency planning" it's perceived in defense
23 that you are planning one of those options I would think.

24 SECRETARY WEINBERGER: Let's see. Well, does
25 "analysis" -- well, what about mobilization planning?

1 SECRETARY MARSH: He said --

2 SECRETARY WEINBERGER: Just mobilization planning
3 or something like that? All right.

4 SECRETARY MARSH: Well, it's not strictly mobiliza-
5 tion planning, Cap. It can be --

6 SECRETARY WEINBERGER: Well, it's a form of.

7 SECRETARY MARSH: In the event your enlistments
8 fail on an all volunteer force, you may not have a mobilization
9 scenario but you may have a manpower shortage and you won't
10 have to mobilize but you may have to address the shortfall.

11 SECRETARY WEINBERGER: Well --

12 SECRETARY MARSH: What I think Erv said was
13 discussions of other approaches to --

14 SECRETARY WEINBERGER: Some -- let's see --
15 mobilization planning, some options, or some options for
16 mobilization contingency planning; that would be Chapter.
17 VIII?

18 MR. MEESE: Or the appendix.

19 SECRETARY WEINBERGER: Appendix, Appendix 1, yes.

20 MR. MEESE: And then you need some rewriting on
21 the first page probably.

22 SECRETARY WEINBERGER: Yes, yes.

23 SECRETARY MARSH: But it's very clear in this
24 language that you are not talking about -- well.

25 SECRETARY WEINBERGER: Well, it says so. The

1 draft is neither needed or desirable for this purpose so
2 the assumptions on which the task force based this may not
3 stand up in practice. Recruiting may falter as youth population
4 declines or economy recovers. We don't think so and decisions
5 may be made on --

6 MR. MEESE: I'd revise a lot of that and just say that
7 in the course of its discussion of the all-volunteer force,
8 or in this discussion of military manpower, the task force
9 did examine problems and options related to the draft,
10 should that contingency become necessary. In order to preserve
11 this data, it is included herein as an appendix and just
12 go back to -- go to the factual information that starts
13 essentially on the next page.

14 SECRETARY MARSH: And then you would just list
15 then without --

16 MR. MEESE: Yes.

17 SECRETARY MARSH: And put into --

18 GENERAL TURNAGE: But before we go on to the next
19 issue of moving it to the appendix and so forth, that's fine
20 excepting I would invite your attention to another aspect
21 of it that with which I hope I wouldn't have to live later.
22 Talking about tone.

23 The whole second page where we talk about political
24 and legal problems, I consider that to be self-inflicted
25 wound and in the event, I think we have made adequate

1 provision for the fact that the policy is not to revert to
2 a draft unless it is absolutely necessary. But if that
3 eventuality occurs, it seems to me then we don't want this
4 kind of language to come back and haunt us about all of the
5 so-called inequities, devisiveness and all the rest of it.

6 If we make the decision, it's going to be on the
7 basis of readiness of the country and not because of these
8 issues. So, it seems to me we don't lose a thing by deleting
9 that and I think from my perspective, the job that I have
10 to do, it's negative and can be harmful.

11 SECRETARY WEINBERGER: What does "anybody" else --
12 comment on that? Jack?

13 GENERAL VESSEY: I would agree. I think if the
14 country has to go to a draft, we have to go to a draft and
15 the President has to make that decision, the Congress has
16 to support it and providing ammunition for those who would
17 shoot it down in time out of a previous manpower report is
18 a shot in the foot.

19 MR. MEESE: Yes, I agree because basically what
20 you are considering here are the kinds of considerations
21 that are largely there in an atmosphere in which you don't
22 have a total mobilization and where you only need a small
23 number.

24 DR. KORB: I would like to make one comment on
25 it which I think is important. When you go up there is a great

1 feeling among many segments of society and other interested
2 people, particularly members of the Democrats, that the draft
3 is the answer to a lot of our problems.

4 What we tried to do, and we discussed this in the
5 task force, was to point out that it's not a panacea. We
6 confront all the time, Cap does, and I do, when we speak,
7 that people say, "Well, if you people go back to conscription,
8 all your problems will be over. Why are you up here? You
9 know, you don't really believe --"

10 SECRETARY WEINBERGER: The funniest switch I have
11 ever seen.

12 DR. KORB: Yes.

13 SECRETARY WEINBERGER: These are people that three
14 years ago or four years ago were carrying signs around
15 against the draft.

16 MR. MEESE: Yes, end the draft.

17 DR. KORB: And what we tried to do here was to point
18 out that it brings its own problems which I think is very
19 important since people, you know, will read this and I don't
20 think we are undermining it because in terms if it was a
21 mobilization, you wouldn't have the question of equity,
22 obviously, you would be taking everybody.

23 But what we are trying to say now, because we con-
24 front this all the time. For example, if you see Jim Fallow's
25 book on national defense, we are trying to talk about --
remember, General Jones pointed this out when he was here,

1 these problems that we have had like the greater personnel
2 turnover, the problem of equity. People would be in there and
3 say, why me? And would try and get out; and that's what we
4 are trying to do.
5 And I think if we lose that, we will be losing
6 something because I think this is important for the President
7 to be able to say that the AVF is a better way right now
8 because you don't have to confront those problems.

8 SECRETARY WEINBERGER: General Turnage's point is
9 that this, I take it, sort of underlines some of the diffi-
10 culties that would be encountered. It doesn't endorse any
11 of those; it doesn't say that any of them are justified.
12 It just, in effect, says that if you go to a draft, you will
13 have these various problems. I guess General Vessey's point
14 is that these are well known and that you don't much need
15 to say them.

16 GENERAL VESSEY: I would think Larry's points are
17 all right, but they are in the wrong place. If this is going
18 to be the appendix on the draft and the options for the draft,
19 we don't need the arguments for not having a draft.

20 SECRETARY WEINBERGER: We ought to shift those
21 arguments over to some other part of the report and perhaps
22 put in a footnote saying that where we had first come out
23 and said that we don't want the draft or something of that
24 kind, we could say that perspective on the draft, Page I-14,
25 we could see that -- we could put a footnote there at 15

1 where we finish the discussion and say it should not be
2 imagined that a draft, however, solves all the problems. It
3 causes the following, and put some of that language in.
4 Would that be acceptable?

5 GENERAL TURNAGE: Could I start again and maybe
6 get a little emotional this time?

7 I think one of the key issues that I have encountered,
8 and I know you have and I know Ed has, is the fact that there
9 was a letter that the President wrote to Senator Hatfield
10 about two aspects of his philosophy relating to registration
11 of the draft.

12 SECRETARY WEINBERGER: During the campaign.

13 GENERAL TURNAGE: Yes, sir.

14 SECRETARY WEINBERGER: Oh, yes.

15 GENERAL TURNAGE: And I live with that everyday,
16 and I see this being brought back in the same way that this --

17 SECRETARY WEINBERGER: Well, this doesn't take
18 a position. The President's letter took a position. This
19 just says there are going to be all these problems and so a
20 draft isn't going to be easy. And I guess Larry's point is
21 that it might not be too bad an idea to have some recognition
22 of that somewhere in here so that the idea that all problems
23 are solved if you move to a draft is not, is not endorsed.

24 GENERAL TURNAGE: But if we have to take that option
25 at that time, it would be with the clear understanding that

1 these hazards exist. It just seems to me that it may be
2 superfluous.

3 DR. KORB: Well, any draft that would go back would
4 have to deal with those situations if you went back; you have
5 to --

6 SECRETARY WEINBERGER: Maybe we could say it shorter
7 by saying that just way, just as you said it. That any
8 draft -- it must be remembered, however, that any draft you
9 might have to use would involve the problems that we had
10 in the past; namely, one, two, three, four, something like
11 that. Would that -- that doesn't underline them or anything;
12 it just recognizes them.

13 GENERAL TURNAGE: I guess whatever -- the key issue
14 that would relate to whatever is in those paragraphs there.

15 SECRETARY WEINBERGER: Well, yes, it would be a
16 very short summary and --

17 GENERAL TURNAGE: When somebody says to me that
18 equity is based on the fact that it, all don't serve who serves;
19 that's not equity to me. That's not a big issue to me.
20 We can run a very equitable random operation and determine
21 who, in fact, is chosen to go and we are devoid now of all
22 the loopholes of let the guys get -- let the people get out
23 of the system.

24 So, I think from the standpoint of theoretical
25 equity, we are as close as we're going to be. I just hate to
see us discuss

1 it to the extent that ultimately it may come back to haunt us.

2 SECRETARY WEINBERGER: Yes. All right, let us
3 try to draft it in a way that is more neutral and it just
4 points out that, which is Larry's point I think, that just
5 by saying you may someday need a draft period is really not
6 enough because it's not all that easy. It is hard to get
7 equity into the system.

8 MR. MEESE: How about doing it positively in this
9 sense? State that in -- our history has shown us that a
10 draft is most successful in a time of general national
11 mobilization in which there is a universally accepted support
12 of the military effort --

13 GENERAL TURNAGE: Objective.

14 MR. MEESE: Or of the objectives. In the planning
15 for any draft in a future emergency, the following considera-
16 tions must be taken into account, and then list them:
17 equity, and the other things you have mentioned there and
18 just put them positively as things that have to be considered
19 rather than as negatives and a paragraph like that I think
20 would do it.

21 GENERAL TURNAGE: All right, I feel comfortable with
22 that.

23 SECRETARY WEINBERGER: Okay.

24 SECRETARY MARSH: Cap, one other I wanted to raise
25 here. I noticed that we say on the -- that we are not really

1 able to reach a consensus on the educational benefits.

2 SECRETARY WEINBERGER: Yes, well.

3 SECRETARY MARSH: As you know the Army has always --
4 that's over here on --

5 SECRETARY WEINBERGER: Yes, Page --

6 (Simultaneous conversation)

7 SECRETARY MARSH: V-9.

8 SECRETARY WEINBERGER: Yes.

9 SECRETARY MARSH: The Army has always pushed for
10 a G.I. Bill. I simply raise it. I recognize the consensus
11 we have to strike here but --

12 SECRETARY WEINBERGER: Well, we've got a lot of
13 dollars involved and the educational benefits are certainly
14 a great thing and if you get in a war, why I would personally
15 favor substituting it for a lot of the bonuses and other
16 inducement things, always have. But at the moment we have
17 an outfit called OMB that has always stood in the way of the
18 draft,
19 and that, I suppose, has not changed -- I mean --

19 MR. KEEL: G.I. Bill.

20 SECRETARY WEINBERGER: -- of the G. I. Bill.

21 SECRETARY MARSH: Actually you really are not hitting
22 head on here, I notice.

23 SECRETARY WEINBERGER: What?

24 MR. KEEL: It has not changed.

25 SECRETARY WEINBERGER: Not changed, no.

1 SECRETARY WEINBERGER: We had just yesterday with
2 a continuing resolution, and with the military pay bill and
3 all that.
4 What would you rather --

5 SECRETARY MARSH: Well, the Army, of course, has
6 been, always been pretty G.I. Bill.

7 SECRETARY WEINBERGER: Yes.

8 SECRETARY MARSH: But we are not -- I mean, that
9 we support the Defense position on it which is opposed to
10 it --

11 SECRETARY WEINBERGER: Yes.

12 SECRETARY MARSH: -- and I don't speak out but
13 I --

14 SECRETARY WEINBERGER: Yes, I had a great deal
15 of reluctance signing the so-called opposed letter because --

16 SECRETARY MARSH: I know you did.

17 SECRETARY WEINBERGER: -- I don't really oppose
18 it. I just don't think it is at this point proven that it
19 would do much better than the various things we have in there
20 now. As a matter of equity, I have always favored -- I think
21 it's better than cash in many ways, but we do have a problem
22 with additional --

23 MR. MEESE: Why don't we be really bold and
24 recommend that they do away with Pell grants and put them
25 into G.I. Bill, save money.

 GENERAL TURNAGE: I still think we can --

1 MR. MEESE: You know, I would like to go with the
2 idea, I'm being serious, that a portion of the rather
3 extensive amount of money now being used for educational
4 grants which render no benefit whatsoever and in some cases
5 considerable detriment, you don't have to put that in, to
6 the nation could be better used as -- by being turned in
7 to G.I. Bill, some form of a G.I. Bill.

8 SECRETARY WEINBERGER: And then we would have to
9 get into an extended discussion of what those grants were
10 and all that.

11 DR. KORB: I think we leave it open here -- we
12 say that -- this year Cap decided not to go up with it to
13 Congress, okay. OMB supported that. And we say we'll look
14 at it if things change.

15 MR. MEESE: Yes, but we are not bound by OMB for
16 gosh! sakes. I really think that one of the problems has been,
17 I just gave a talk to a trade group, that for the first
18 two years necessarily the budget has dominated policy in
19 the Administration. Now what we need to do is look at policy
20 and let that dominate the budget. And it just seems to me,
21 we put \$5 billion or something like that, or I guess it's
22 more than that, into these -- into the subsidization of
23 loafers who are going to school and I really think that we
24 ought to say -- I don't think we have to specify, -- but we
25 could say that the nation now spends, whatever the amount

1 is, it's probably in excess, Larry, isn't it, of \$5 billion?

2 DR. KORB: It's eight billion.

3 MR. MEESE: \$8 billion in subsidization of people
4 going to college. For the most part, there is no benefit.

5 That's more of these funds -- all we have to say is that more
6 of these funds should be directed in some form similar to
7 the G.I. Bill or the Doctor's G.I. Bill that we had, in order
8 to provide for the manpower needs, or to support the
9 manpower needs of the military.

10 Maybe we can even just say that this deserves
11 study. I think it would be good to have that in the report
12 someplace.

13 DR. KORB: I think what we have done, we presented
14 a case for and against it and said we are keeping the option
15 open. We certainly could add that --

16 MR. MEESE: I'd like to see it more forceful. Let
17 them know that it's the Reagan Administration.

18 SECRETARY WEINBERGER: Let's see, would you suggest
19 then that we take out the sentence, "The task force was
20 not able to reach a consensus"?

21 MR. MEESE: Yes, I think we ought to have these
22 conclusions there. One is that the task force agrees that
23 the present VEP, with VEP plus kickers for the Army, has
24 served a valuable purpose in supporting recruiting and
25 retention.

1 SECRETARY WEINBERGER: And should be retained at
2 least through '83.

3 MR. MEESE: Yes.

4 SECRETARY WEINBERGER: Okay.

5 MR. MEESE: And then go on to say that we also
6 feel that with the United States, or the federal government
7 providing in excess of \$8 billion for educational support,
8 some portion of this could well be devoted toward a form
9 of G.I. Bill and a form of whatever the doctor's thing was
10 called --

11 SECRETARY WEINBERGER: Well, I don't have any
12 problem with that.

13 MR. MEESE: --in order to support the manpower needs.

14 SECRETARY WEINBERGER: That would just be a nod
15 in that direction.

16 MR. MEESE: Yes.

17 SECRETARY WEINBERGER: That would not increase --

18 MR. KEEL: I'm afraid, though, for us to do that
19 is going to potentially get us into a big controversy.

20 MR. MEESE: Well, that's what we are here
21 for.

22 MR. KEEL: And I think if we leave it like it is,
23 we basically said that the task force was unable to reach
24 a consensus which I think is going to be the case and we
25 are not going to reach a consensus on what you are proposing,
it will be

1 a controversy from two standpoint. One is endorsing some
2 kind of G.I. Bill without knowing what it is and, two,
3 giving some flavor that we are proposing further cuts in other
4 educational benefits -- I mean, it would be political
5 ammunition.

6 GENERAL VESSEY: No Proposed cuts, just -- not --
7 (Simultaneous conversation)

8 MR. MEESE: Yes, I would be a lot happier with
9 Pell grants or whatever the heck they are if they went --
10 if the first priority went to people who were serving in
11 the Reserve, for example.

12 SECRETARY WEINBERGER: Are you referring to the
13 Senior Senator from Rhode Island?

14 MR. MEESE: Or his father or whoever they were
15 named after.

16 But it just seems to me that some mention of that
17 would not be a bad thing.

18 SECRETARY WEINBERGER: Well, your language, as
19 I recall it, was that we for the -- for at least through
20 '83 we should continue the present system. But in the
21 future --

22 MR. MEESE: We could look at redirecting some of the
23 large amount now being devoted to educational assistance
24 so that it could be utilized in a manner that would support
25 our military manpower requirements either through something

1 similar to a G.I. Bill or whatever the doctor's equivalent
2 of it is, because if we -- you know, we are now supporting
3 doctors for their education and we get virtually nothing
4 back. But if we could have a 10-year commitment in the
5 Reserve for these doctors, we would fill all our Reserve
6 needs, or a lot of our Reserve needs for doctors which is
7 the toughest --

8 SECRETARY WEINBERGER: Well, the language then
9 essentially would be that the government spends about \$8
10 billion on educational benefits for college students and
11 the task force suggests that we look at the possibility of
12 utilizing some of this --

13 SECRETARY WEINBERGER: Redirecting, I think the --

14 SECRETARY WEINBERGER: Redirecting.

15 MR. MEESE: -- term redirecting would keep within
16 your concern about more money or --

17 SECRETARY WEINBERGER: Redirecting or utilizing
18 some of this, some of the \$8 billion for G.I. educational
19 benefits should that need be demonstrated or something
20 along that line?

21 MR. MEESE: Yes.

22 SECRETARY WEINBERGER: Now, Al, you got problems
23 with that?

24 MR. KEEL: I have to look at it very carefully.

25 DR. KORB: I think we have to be careful because this

1 is an additional cost because you give people incentive to
2 get out now and you are going to have to maybe --

3 MR. MEESE: Well, you are looking at how you would
4 implement the thing, not at the concept. And all we are
5 saying is let's examine -- it would be worthwhile looking
6 at the concept.

7 SECRETARY WEINBERGER: My own feeling is the G.I.
8 benefits are a tremendously valuable thing and prove to be
9 very effective aside from a few Schools of the Dance or one
10 thing or another that weren't all that authorized, but generally
11 speaking it was an extremely good thing for people to get
12 and a much appreciated benefit. It isn't needed at the moment
13 specifically because of the whole factors we have already
14 recited, but it could be.

15 MR. MEESE: Well, for example, if certainly properly
16 used, we could certainly stimulate IRR recruiting and
17 retention.

18 SECRETARY WEINBERGER: Yes.

19 MR. MEESE: If people who are getting out of the
20 service, because one of your options in here is lengthening
21 the military service obligation by including an IRR tour.
22 If that was accompanied by priority for these educational
23 grants --

24 SECRETARY WEINBERGER: Well, let's try a little
25 draft that incorporates the nod in that direction of utilizing

1 some of the \$8 billion for this purpose instead of its
2 present purpose or, if you want, redirect, something along
3 that line. But it ought to be clear that we aren't
4 recommending it now.

5 All right, Jack.

6 SECRETARY MARSH: That's all I had.

7 SECRETARY WEINBERGER: That's all.

8 SECRETARY MARSH: We are not addressing significantly
9 women in the force here. We make reference to them and I
10 think anything that discusses the service that we are getting, it
11 ought to tip their hat to young men and women who are serving.
12 We'll be coming along shortly with the Army study on this.

13 SECRETARY WEINBERGER: We might want to, we might
14 want to --

15 SECRETARY MARSH: You may want to tip your hat
16 in and say something --

17 SECRETARY WEINBERGER: Yes.

18 SECRETARY MARSH: I know you have some very strong
19 view on that, Cap.

20 SECRETARY WEINBERGER: Yes, I do.

21 SECRETARY MARSH: That you may want to --

22 SECRETARY WEINBERGER: Yes, I think we might just
23 include it at this point by men and women and reference,
24 suitable references like that. Have we taken --

25 MR. MEESE: Cap, on Page VI-14 --

SECRETARY WEINBERGER: VI-14.

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1 MR. MEESE: There is a new chart that Selective
2 Service has --

3 GENERAL TURNAGE: We have already got this.
4 (Parties speaking simultaneously.)

5 GENERAL TURNAGE: We have already got it in.

6 MR. MEESE: And I think that probably indicates that
7 if there are any other --

8 (Parties speaking simultaneously.)

9 MR. MEESE: Yes, and there may be other tables and
10 statistical data that could be updated through the end of
11 Fiscal Year 1982 because everything has been going up.

12 The other thing is I would like to see on page Roman
13 Numeral VI-15 --

14 SECRETARY WEINBERGER: VI-15, correct?

15 MR. MEESE: Yes; under our recommendations on
16 Selective Service a recommendation that Congress -- first of
17 all, recognizing that Congress has passed at least one law
18 in this section, limiting Federal benefits for people who fail
19 to register and suggesting that for people required to
20 register that they should be denied all Federal benefits or
21 that that should be extended to other benefit programs, that
22 they would not be --

23 SECRETARY WEINBERGER: Whose bill was that -- it's a New
24 York --

25 MR. MEESE: Well, it was -- the Defense Authorization

1 Bill was actually included.

2 DR. KORB: John Markey was the originator of the
3 idea.

4 MR. MEESE: And Jerry Solomon and I forget who it
5 was that --

6 SECRETARY WEINBERGER: Let's try another bullet
7 below the -- and then right after that we ought to say that
8 should give consideration to, or recommended we give considera-
9 tion to legislation which would deny Federal benefits to those
10 who declined to register.

11 MR. MEESE: Mentioning that the bill has already
12 passed, the one measure has already passed and it should be
13 extended to other Federal benefit programs. Also, on that
14 same page on the second bullet, second full bullet, "Selective
15 Service should use Federal data sources", I think we should
16 add the words, "should use all available Federal data sources"
17 because we are already using some and we would like to have
18 more made available if they are changing the IRS laws, as they
19 may be.

20 SECRETARY WEINBERGER: Any questions on either of
21 those recommendations?

22 MR. GENERAL TURNAGE: Just a parenthetical thought,
23 Mr. Chairman. I think Larry may have already mentioned to
24 you but we found it by matching, we found 117,000 young men
25 in the Selective Reserve who hadn't registered.

DR. KORB: No, I didn't know that.

1 GENERAL TURNAGE: And that doesn't indicate massive
2 dissent for us. So Larry is working with us now. I think
3 you've already --

4 VOICE: They were under the impression that --
5 VOICE: If they were in the reserve they didn't have
6 to.

7 GENERAL TURNAGE: And how we found that out was, we
8 sent these letters out through IRS and they came back and said:
9 We were told we didn't have to register.

10 SECRETARY WEINBERGER: That raises a little point:
11 Would we want to exempt people in the Ready Reserve from
12 registration, since we have them already, that that is the
13 other half of the coin of using Federal benefits denial. Here
14 would be an exemption from the need if you are already in the
15 Ready Reserve.

16 What do you think about that?

17 GENERAL TURNAGE: Our position would be, our recom-
18 mendation would be that they should be exempt. However, until
19 we can get that through, we should pursue having those that
20 now haven't registered register.

21 SECRETARY WEINBERGER: Yes.

22 DR. KORB: We have already done that. As I
23 mentioned the other day -- I sent out a notice in February
24 telling them they ought to register. We couldn't put that
25 in till that was an approved administration position, you know,
that if we can put it in --

1 SECRETARY WEINBERGER: Let's give some thought to
2 the idea of including a sentence that would offer that after,
3 what, after some -- I think we should have a sentence that
4 ~~is similar to~~ GENERALING TURNAGE: I think as a result of the
5 meeting we had a couple of days ago which Larry attended, Ed
6 gave us the directions to come up with a comprehensive
7 legislative plan that would I think incorporate that in addition
8 to some other things; for example, denial of all the benefits
9 that we are speaking of.

10 MR. MEESE: And it will really be consistent to
11 include it in here, that we recommend that persons who are
12 enlisted in -- or who are members of reserve components --

13 SECRETARY WEINBERGER: Be exempted.

14 MR. MEESE: Be exempted from that. You have two
15 benefits. One is it helps the statistics and secondly it
16 seems logical if we had this experience of 117,000 --

17 (Parties speaking simultaneously.)

18 SECRETARY WEINBERGER: Reduces your base.

19 MR. MEESE: Yes.

20 SECRETARY WEINBERGER: Okay.

21 Do you have any others?

22 MR. MEESE: No.

23 SECRETARY MARSH: Cap, there is a word change here
24 that I wanted to ask you if we could make if I could go back.

25 SECRETARY WEINBERGER: Yes.

1 SECRETARY MARSH: On Roman Numeral II-28 --
and this affects all the services.

2 SECRETARY WEINBERGER: II-28.

3 SECRETARY MARSH: Yes. The sentence reads: "The
4 increase in the proportion of blacks in the force in the ADF
5 period has caused
6 concern in some quarters although not in the Department of
7 Defense." I would add, "or other services" or "any of the
8 services."

8 SECRETARY WEINBERGER: How big is that increase in
9 blacks?

10 It is not all that big, is it?

11 DR. KORB: Well, it is 19 percent of the force is
12 black if it was perfectly represented it would be 12 or 13
13 I think Jack's point is that --

14 SECRETARY WEINBERGER: Yes, I know, but I -- but I
15 was wondering if we could get something here that just -- strike
16 out the first sentence and just put: "The Task Force believes
17 that any concern about an increase in the proportion of blacks
18 is not warranted or is misguided."

19 But if you want to put: "although not in the
20 Department of Defense or the services" it is all right.

21 Are the services all in agreement on that?

22 SECRETARY MARSH: Certainly the Army is and we have
23 the largest percentage of blacks but that can be read that
24 Defense isn't concerned about it but the other quarters are
25 the services.

1 (Laughter.)

2 (Parties speaking simultaneously.)

3 SECRETARY MARSH: Yes, but sometimes when you state
4 the Department of Defense you are talking about this section
5 of it.

6 SECRETARY WEINBERGER: Well, I don't have any objec-
7 tion to adding in the services or, since we are making some
8 changes. If that were the only change I wouldn't think we
9 ought to do it but if you want to put that in, "or in any of
10 the services" --

11 SECRETARY MARSH: Department of Defense or the
12 services.

13 SECRETARY WEINBERGER: All right.

14 Any question about that?

15 GENERAL VESSEY: I think it should be fixed because
16 in the same paragraph you refer to the military services --

17 SECRETARY WEINBERGER: Yes, the Department of
18 Defense or the military services or both. All right.
19 Any other questions?

20 MR. NISKANEN: Yes. I would like to make three
21 substantive issues for -- I would like to see more attention
22 paid to the option on pay raises that would provide the
23 President the authority to set the pay raise between the
24 GS scale and the ECI scale. The recommendation establishes
25 the ECI scale as the base line and the burden of proof is on

1 the President to justify any departure from that base line.
2 The proposal that had received considerable attention earlier
3 was to set a range from the GS scale and the ECI scale and
4 that the President can set the military pay anywhere within
5 that range and only going outside the range then there would
6 be a burden of proof involved.

7 There was considerable discussion on that option
8 in the previous draft of the report but in this particular
9 draft it is barely mentioned. There is one half of a sentence on
10 page IV-41 that mentions a concern among some members of the
11 Task Force for establishing the linkage to a single pay index.

12 I would like to see somewhat greater attention to
13 that alternative, whatever the final or the primary recommenda-
14 tion of the Task Force is.

15 SECRETARY WEINBERGER: Well, generally I guess we
16 felt that it was awfully late to try to get into a very
17 complex series of changes of that sort, but I can take another
18 look at it.

19 I think there is enough of a bow in the direction
20 of that possibility, isn't there?

21 MR. NISKANEN: I think that the language there on page
22 IV-4 is the only mention of this as an option and that
23 some members of the Task Force have reservations about it --

24 DR. KORB: Bill is raising a fairly substantive
25 issue which we discussed and that is do we adopt a new

1 index which the services and the JCS feel we ought to.--This
2 is the employment compensation index -- and then if you do
3 adopt that particular index how much flexibility do you give
4 the President?

5 We gave the President the flexibility to move away
6 from that. Bill wants to not -- essentially not adopt the
7 index. He might say that is a good thing to look at; also look
8 at what you give the GS and then pick something in between
9 so the burden of proof would not be on the President I guess
10 is what you are saying.

11 MR. NISKANEN: That is right. You would give the
12 President greater flexibility within the range between the
13 GS scale and the ECI scale.

14 DR. KORB: The services and the JCS feel very strongly
15 on the other side that we ought to have the index and it should
16 be by exception that we move away from that, because that is
17 how we got ourselves into problems back in the 70s by not
18 keeping pay comparable.

19 MR. NISKANEN: In this particular case all I am
20 suggesting is not a change of the recommendation but somewhat
21 greater attention to the case for the alternative.

22 MR. McCOY: In other words you might expand the
23 dissent a little bit.

24 MR. NISKANEN: That is right, expand the dissent
25 or the reasons for it.

1 MR. McCOY: We of course do believe we have got a --
2 we might as well go ahead and set ourselves a standard and
3 then see if we can't meet it as we battle it out each year in
4 the Congress. The President, if he does want to recommend
5 less, should be prepared to accept the burden and have to
6 explain it, whichever, you know, President that is down the
7 line. But while we have got this opportunity in this Administra-
8 tion we should I think go ahead and set the standard because
9 we got in trouble starting in '72 when we started going down
10 hill and it is going to be very easy to do that again. You
11 can already see it happening in --

12 SECRETARY WEINBERGER: You are arguing for leaving
13 it --

14 MR. McCOY: Leaving it the way it is.

15 GENERAL TURNAGE: I would leave it the way it is.

16 SECRETARY WEINBERGER: Any other comments about that?

17 MR. KEEL: Just one. The director, back in the
18 beginning as you recall, was in fact in favor of leaving it
19 tied to the general schedule. He now would favor what we have
20 here, tying it to the ECI with that alternative plan which
21 it is stated in here that the President does have the
22 alternative of making it either higher or lower.

23 SECRETARY WEINBERGER: So essentially you would
24 also favor leaving the report --

25 (Parties speaking simultaneously.)

1 MR. KEEL: Yes. It is a matter of judgment whether
2 you want to expand on the alternative. That is what is really
3 being suggested, is not changing the approach but just do you
4 want to have it a sentence or so more in the way of explana-
5 tion of the alternative. I wouldn't have strong feelings one
6 way or the other on that. But he is now in agreement with
7 the way it is now.

8 SECRETARY WEINBERGER: With the way it is now.

9 Any other comments?

10 MR. NISKANEN: Two other issues, Cap; one is that
11 the Task Force was never presented evidence that the extension
12 of the G.I. Bill beyond 1989 would have any significant effect
13 on retention.

14 It may be that it may have an effect but it would
15 imply that people with 13 to 19 years of service will forego
16 their 20-year pension benefits in order to take advantage of
17 the G.I. Bill.

18 That isn't a plausible situation. The Task Force
19 never saw any evidence it would affect retention and I
20 think that whether or not we maintain the recommendation, we
21 should acknowledge that there is doubt or that there is no
22 clear information about the effect on retention.

23 SECRETARY WEINBERGER: So this would involve a sentence
24 reading -- meaning roughly what, at what point?

25 MR. NISKANEN: Well, in the recommendation it is

1 the second part of the G.I. Bill recommendation which involves
2 the extension on page 110 on the discussion.

3 DR. KORB: It is V-9.

4 SECRETARY WEINBERGER: V-9. The Task Force --

5 MR. MEESE: The second paragraph there, 1989 --
6 (Parties speaking simultaneously.)

7 SECRETARY WEINBERGER: -- proposed -- delimiting
8 the use. Well, we aren't really saying that at any point the
9 G.I. Bill has any effect, are we?

10 MR. NISKANEN: No, but there is no rationale given
11 for the recommendation either. It recommends enactment of
12 legislation, DOD has proposed, to extend the 1989 delimiting date
13 for use of the Vietnam Era G.I. Bill.

14 MR. McCOY: We already gave the justification when
15 we submitted the legislation which was -- and I can testify,
16 to it. There are a lot of people who see the need for lead
17 time away that have 20 years and who, if they are colonels
18 or lieutenant colonels, they will get out and use those
19 benefits rather than let them disappear.

20 SECRETARY WEINBERGER: Then you could say, recommends--
21 (Parties speaking simultaneously.)

22 MR. MEESE: What is the reason for not doing it?

23 MR. NISKANEN: Well, the reason for not doing it
24 is that it may cost a good bit of money and it would have no
25 effect on retention.

1 MR. NISKANEN: The Task Force comes down with a
2 fairly strong recommendation or endorsement of the \$21 billion
3 construction program. There were several antidoes suggested
4 about it -- effects on morale and so forth in Europe and
5 Okinawa. But again, no evidence was offered to suggest that
6 that has a high priority for manpower purposes.

7 Now, that is a big slug of money in which the
8 considerations are much more complex than manpower purposes.

9 SECRETARY WEINBERGER: Where are we now?

10 MR. NISKANEN: Well, it is in III-4 in the basic
11 discussion and it is also in Section I.

12 SECRETARY WEINBERGER: III-14.

13 MR. NISKANEN: Bottom. III-14, living and working --

14 SECRETARY WEINBERGER: Well, I have seen the living
15 conditions in Europe and I think they are a disgrace in Germany
16 particularly, and --

17 And this again, it says discourages -- and my
18 impression is that -- correct me, that they were having some
19 problems with keeping people in Europe because of those conditions

20 GENERAL VESSEY: If the point is that there are
21 arguments beyond simply personnel arguments or manpower argu-
22 ments for doing it I would agree that it has deterrance as
23 well as --

24 MR. NISKANEN: My understanding is that most of this
25 money, however, is for things like tank shelters and hardstands--

1 MR. MEESE: But we have an obligation that should
2 be available to people who choose to stay in the service
3 rather than those who have gotten out at an early stage to
4 use it.

5 MR. NISKANEN: Well, it may be.

6 GENERAL VESSEY: Well, stay in or get out. It is the
7 equity.

8 SECRETARY WEINBERGER: Yes. I think that we would
9 have a difficult time, to be perfectly frank, if we recommended
10 a -- well, let me put it affirmatively -- if we didn't extend
11 the same kinds of fair treatments to the Vietnam Era veterans
12 that we did to others.

13 There has been an awful lot, as you know, Bill, of
14 comment that we haven't been fair, haven't done enough and we
15 are starting to redress that balance now with memorials and
16 other things, and I
17 would suspect we -- if you want, we could remove that rationale
18 of the kind you think is false and simply put in as a matter
19 of equity.

20 MR. NISKANEN: Well, that is the fundamental basis
21 for it.

22 SECRETARY WEINBERGER: Okay. Well, let's put that
23 in then.

24 DR. KORB: That was our basis. I am sorry if that
25 didn't come through; we had it coordinated.

SECRETARY WEINBERGER: All right. ~~One other point.~~

1 GENERAL VESSEY: They have -- I have seen soldiers that
2 have to wallow in the mud to fix their tanks and went back
3 three and four tours to Europe and wallowed in the same mud
4 only a little deeper because we didn't provide enough money
5 for hardstands for the tank parks.

6 I have heard great expressions of disgust and
7 dismay and I will get out, and the fact of the matter is that
8 it is in -- I think if you will look at those specialty skills
9 you will see that those are the hardest ones to keep in,
10 where the facilities have been the poorest.

11 DR. KORB: Let me make a point here because I think
12 it is an important one. All the Task Force is urging is for
13 the Department of Defense to get other people help us pay for
14 it.

15 MR. NISKANEN: The recommendation as I recall
16 went further than that.

17 DR. KORB: On III-14, the Task Force also urges
18 the Department of Defense to continue efforts to convince host
19 nations to pay more for it.

20 MR. NISKANEN: Well, that is clearly appropriate.
21 But as I remember the basic recommendation section, a rather
22 general endorsement of that --

23 SECRETARY WEINBERGER: It says here on III-50, it
24 says we have a funding plan that would cut the construction and
25 maintenance by 50 percent. Is there some rewording of the recommendation

1 plan you would recommend?

2 MR. NISKANEN: Well, that is -- Section 1.

3 DR. KORB: I don't see it.

4 SECRETARY WEINBERGER: We could underline in the
5 recommendation section that others, or the host nations should
6 pay for it or should share it.

7 GEN. VESSEY: However, let's not mislead ourselves.
8 There is a whole lot of that bill that is ours and ours alone,
9 we did it, and going back now and trying to lay that on the
10 host nation when they are going to
11 bull their necks and not do it and the effect is -- by the
12 time we get done to getting the host nation to do it we will
13 have lost the three sets of re-enlistments and --

13 (Parties speaking simultaneously.)

14 DR. KORB: Well, we have a funding plan. We point
15 that out.

16 SECRETARY WEINBERGER:
17 Well, I have no doubt in my own mind that
18 the bulk of the construction called for is a useful and
19 necessary and desirable thing to do for people, particularly
20 overseas.

21 We do have quite a process for siphoning through the
22 project and before they get on the list; they have to jump a
23 number of
24 hurdles. I recognize that they can't be funded all at once but
25 funding plan is important. The basic question of is the
total backlog justified, valid, I would have to say I am
quite sure it is because of the process that involves so many

1 examinations before you get on that list. There is no doubt
2 that you can defer things and God knows we have long enough.
3 But the things that involve the actual housing of the troops
4 overseas or the conditions in which they work are quite
5 important.

6 All right. WEINBERGER: All right.

7 MR. KEEL: Could I raise one important point I think
8 from the director's standpoint and I think that is that
9 I have already mentioned he now agrees with the treatment of
10 tying the pay raise to ECI and having an alternative plan.

11 The one aspect though of our treatment of allocation
12 is still a concern. As you know he made a recommendation.
13 In fact Bill Snyder made a briefing to the Task Force that
14 really came out in support of allocating towards critical
15 skills and assignment shortages. It is very clear that there
16 was not going to be a consensus on that.

17 But at the same time it was clear there was not a
18 consensus on limiting the President's reallocation authority
19 to just by grades, as this recommendation reads, as I read
20 it.

21 SECRETARY WEINBERGER: We did ask the Congress for
22 fairly broad authority and discretionary authority and we
23 didn't

24 MR. KEEL: Yes, I know exactly. In fact, some of
25 our strongest supporters are against that. But I wonder if

1 we really want to come down for two reasons on something
2 that basically reads like we are --

3 SECRETARY WEINBERGER: What page?

4 MR. KEEL: This is on page IV-89 where the end of
5 the treatment of the case for reallocation or the case against
6 reallocation which are fairly balanced treatments and I think
7 are well done, but it doesn't really lead you to the conclusion
8 that is here or the recommendation --

9 SECRETARY WEINBERGER: The President should continue
10 to have the authority to reallocate pay raises by grades on
11 years of service or among --

12 MR. KEEL: I guess what -- now we go back to paragraph
13 that is right above recommendations, the Task Force arrived
14 at a general consensus: supports the concept --

15 (Parties speaking simultaneously.)

16 SECRETARY WEINBERGER: -- with differential pay is
17 to be -- as to the across-the-board --

18 You have got a problem with the cost of
19 living and that kind of thing. Across the board -- is supposed
20 to get us -- we will never hit it exactly I am sure but get
21 us as close to an inflation makeup as you can do it. That
22 affects everybody, whether their skills are needed or not. It
23 affects everybody who is in the Army. By definition it --
24 in the Army or whatever it needs. Then, over and above that,
25 you have certain differentials that are important to encourage.

1 If Dave's idea, which I guess it is, is to have a lump sum
2 and for those whose skills aren't all that needed they may
3 not get a cost-of-living catch up because their money is
4 gone to a higher or necessary skill.

5 MR. KEEL: Well, his idea is brief as you recall.
6 I am not suggesting -- idea but his idea was that within that
7 reallocation of authority the President has that he should
8 have the authority because -- not the direction, to target
9 not only grades but also skills and assignments shortfall.

10 I am not suggesting we go to that as a recommendation
11 because I don't think we can get a consensus on that. But
12 I am suggesting what we have here implies the opposite, that
13 we restrict his authority to only reallocation amongst grades.

14 Let me finish, Larry. Plus we say here with these
15 is an implication that we have a general consensus on leaving
16 it as an equal pay. I would suggest striking that last
17 paragraph and in fact, was with respect to reallocation,
18 indicate that the general consensus was not reached on
19 reallocation but the Task Force did make the following recom-
20 mendations and have these recommendations.

21 In the last bullet I would change that to say the
22 President should at least continue to have the authority to
23 reallocate pay raises by grade.

24 SECRETARY WEINBERGER: How about most of the Task
25 Force believe that --

1 DR. KORB: You were not there. We discussed it and
2 OMB was the only one who supported this at that particular
3 meeting when Bill -- and that is why we put the general
4 consensus and we didn't say unanimous. That was the reason,
5 not IV-4.

6 SECRETARY WEINBERGER: Is there any other -- I think
7 we understand the point.

8 Is there any other support for it at this time?

9 GEN. VESSEY: Well, this may not be the place for
10 it but I personally believe that it would be in the long run
11 a major revision of the pay scales that looks towards the
12 armed forces of the future, going toward armed forces that are
13 more technically inclined.

14 We are looking toward a larger and larger career
15 force and we generally pay the entry level guys too much and
16 others too little and the differential between the private and
17 the guy with a little experience who we expect a heck of
18 a lot more from, it is hardly worth the shoe shine.

19 (Parties speaking simultaneously.)

20 MR. KEEL: Yes, I think that is the point. It seems
21 to me you come to two substantive conclusions based on the
22 evidence here. We ought to leave ourselves and the President
23 more flexibility without -- we are not recommending one thing
24 or the other. In fact it is very clear to me, just as Gen.
25 Vessey has indicated, that at some point we are really going

1 to have to have a very comprehensive reassessment of our pay
scales.

2 (Parties speaking simultaneously.)

3 SECRETARY WEINBERGER: Well, I think we should say
4 that. We could put another bullet in at the bottom and say
5 that over the long term it is important -- it is recommended
6 that we examine the revision of the military pay scale to take
7 into account all that you just mentioned in that order.

8 DR. KORB: We can say we have only got the fifth
9 quadrennial review which is ready to go as soon as this is
finished.

10 SECRETARY WEINBERGER: Yes.

11 DR. KORB: Then we could say that they ought to take
12 a look at that.

13 SECRETARY WEINBERGER: Well, recommend that the 5th
14 quadrennial review, which is examining the whole question of
15 military pay, should look at these elements that you just
16 mentioned.

17 Would that do it?

18 GEN. VESSEY: I would think so. I haven't sat in
19 on the original arguments on this thing so it is sort of a
20 Johnny-come-lately that I've been here.

21 (Parties speaking simultaneously.)

22 MR. KEEL: There is an aversion to the "at least."

23 SECRETARY WEINBERGER: The President should at least
24 continue to have the authority to reallocate. Well, I am
25 not troubled much by it one way or the other. I am content

1 (Laughter.)

2 SECRETARY WEINBERGER: I am content with it the way
3 it is. If there is a strong desire to put in "at least" that
4 is all right.

5 MR. NISKANEN: I would favor that and I think that
6 we should not suggest that it already would be limited to these
7 particular categories.

8 SECRETARY WEINBERGER: Okay.

9 Anybody against it strongly?

10 DR. KORB: What you are doing here is essentially
11 saying you can begin to move in the direction of differentiating
12 the pay of an E-6 who is a cook and an E-6 who is an
electronics technician.

13 (Parties speaking simultaneously.)

14 DR. KORB: I think that is how it could be read. I
15 think if we put this -- let the quadrennial review look at
16 it we won't draw the inferences. I think the service times
17 will have a field day and say hey, they are going back to that
18 old idea.

19 SECRETARY WEINBERGER: Yes, if the cook-baker is
20 going to be below the clerk-typist or vice versa, then I
21 think you really are in trouble.

22 MR. MEESE: Yes, and isn't the answer not having
23 differential salaries for the same thing but then having a
24 clerk-typist or a cook as a Specialist 4 and an avionics as
25 a Specialist 18 or whatever you want to do? That is why I

1 would think that the additional bullet, that there should be
2 a long-term, comprehensive analysis -- in the long term there
3 should be a comprehensive analysis of pay scales to analyze
4 the situation so as to meet requirements of the military
5 forces in the future.

6 SECRETARY WEINBERGER: Yes. Just a period. Put
7 the 5th quadrennial review offers such an opportunity.

8 MR. McCOY: Sir, as you know, if we don't the
9 President's private sector survey, at least on our Air Force
10 team, has recommended everything from pay by skill to 30-year
11 retirement.

12 SECRETARY WEINBERGER: Yes.

13 MR. McCOY: And that could lead us into the sense
14 that, well, maybe we are going a little in their direction
15 which I don't think we --

16 (Parties speaking simultaneously.)

17 SECRETARY WEINBERGER: They are going to recommend
18 a major change in retirement -- it is a statutory way of saving
19 money but perhaps not the best.

20 MR. MEESE: The only hesitation I have about this
21 quadrennial review is the quadrennial review is to determine
22 comparability with other things which are --

23 (Parties speaking simultaneously.)

24 SECRETARY WEINBERGER: --

25 MR. MEESE: No. What the General is talking about

1 is really looking at the way in which we assign grades to --
2 it is comparable to what was done as far back as when I was
3 on active duty in 1955 when they introduced a specialist system
4 and they attempted to do it at that time. It worked for a
5 while but --

6 DR. KORB: With a quadrennial review the President's
7 charter is very broad towards -- if you would take a look --

8 MR. MEESE: But I am not sure they are fitted by
9 composition and time elements to do it. In other words if
10 we specify there I would rather leave it open.

11 SECRETARY WEINBERGER: I think that -- well, let
12 me put it this way. We do not need to put in here that that
13 is an appropriate possibility. We don't need to nod in that
14 direction if in fact they have that authority.

15 MR. MEESE: True.

16 SECRETARY WEINBERGER: Yes.

17 MR. MEESE: In other words you might want to have
18 an in-house task force or something like that.

19 SECRETARY WEINBERGER: We might, yes. The quadrennial
20 review is a pretty broadly based charter. Well, now let's
21 see.

22 Are there any other points?

23 GEN. VESSEY: What is the significance of the para-
24 graph at the top of page IV-9? I am not sure about that.

25 SECRETARY WEINBERGER: Provide the President's

1 alternate plan will become effective unless both Houses of
2 Congress disapprove. If the President should veto the resolu-
3 tion or disapprove the alternative plan would become
4 effective unless the President's veto is overruled by two thirds.
5 This is recommending that we should propose legislation that
6 would authorize him to provide an alternative adjustment if
7 he decides it would be appropriate because of a number of
8 reasons. And then in effect give a kind of reorganization plan
9 type of approval so that it requires -- it would require a
10 two-house veto and if they didn't muster two thirds vote of
11 each house to veto his recommendation would stand. It is a
12 way of giving him somewhat greater power than the Congress
13 is every likely to do.

14 MR. MEESE: It is a nice idea.

15 SECRETARY WEINBERGER: It is a nice idea, right.

16 MR. MEESE: Well, what it is, it is probably -- Bill
17 Smith can probably tell you it is the only form of a constitu-
18 tional legislative veto because it involves not only the two
19 houses of Congress acting but presenting it back to the
20 President for his action. But it means that the President
21 could initiate the pay bill or the pay raise in his terms
22 rather than Congress --

23 (Parties speaking simultaneously.)

24 SECRETARY WEINBERGER: It is not unlike the quad-
25 rennial commission that turns in a report to the President

1 on executive salaries and the President says that's fine, I'll
2 buy it or I will revise it and here it is, and unless both
3 houses of the Congress override it, it stands. The two thirds
4 is a little additional wrinkle.

5 MR. MEESE: And the presentment back to the
6 President for his veto.

7 SECRETARY WEINBERGER: I doubt if we are going to get
8 all that. But I think it would be a nice idea if you could get
9 it. But it is double veto required before he can be overturned.

10 Any other points now?

11 (No response.)

12 SECRETARY WEINBERGER: Well, then let me suggest
13 that we will indeed make this fourth draft. At that point it
14 might be a splendid idea if we decided that if there was a semi-
15 colon that seemed totally unacceptable to us and we allowed it to
16 stand in the interest of getting it printed.

17 What is the soonest that you could take care of
18 today's requirements?

19 DR. KORB: We could -- you know, again assuming that
20 people don't do what they -- I don't want to single out
21 anybody. In other words, if we get it back -- and he says okay
22 and then we go back for change and then another thing we forgot
23 to tell you las t time -- I mean that --

24 SECRETARY WEINBERGER: No, I think we should limit
25 it to today.

1 SECRETARY WEINBERGER: And what we ought to do now
2 is simply put this today in final form and let it run. I want
3 to give everybody a couple of days and then, unless there is
4 just some terrible, glaring error, let it roll.

5 Does that seem agreeable?

6 DR. KORB: We can get it back again, depending
7 on our printing shop and all that -- we can make the
8 changes within a week. And then it depends on --

9 SECRETARY WEINBERGER: Why don't we try to circulate
10 this next Thursday and then the following Monday would be the
11 printing. That would be the 15th.

12 Is Monday the 4th?

13 DR. KORB: Next Thursday would be the 7th.

14 MR. MEESE: Could I make a suggestion that I think
15 might help? That is that you circulate the changes that have
16 resulted from today's meeting --

17 SECRETARY WEINBERGER: All right.

18 MR. MEESE: -- and the change wording by Xerox
19 rather than go into the printing plant, because conceivably
20 there would be legitimate changes. We made some pretty
21 profound changes. But only that part of it. And then, once
22 you get that back with those changes, you could put into the
23 printed form.

24 SECRETARY WEINBERGER: The rest is locked up.

25 MR. MEESE: Yes.

1 SECRETARY WEINBERGER: So when those changes were
2 made or agreed to we would then -- I think that would bring
3 us out on almost the same schedule.

4 MR. MEESE: Cap, on the basis of our home-and-home
5 series, when we get the whole thing ready to present to the
6 President, we would like to host the meeting at the White House.--

7 (Laughter.)

8 SECRETARY WEINBERGER: I thought at first he
9 could come over here to sign it.

10 (Laughter.)

11 MR. MEESE: -- and have an opportunity to present
12 it to him over there.

13 SECRETARY WEINBERGER: Yes, let's do that and we
14 could shoot for that somewhere maybe the third week in October
15 if we can get this circulation of the changes. I think that
16 is a very good idea to do it that way. All right?

17 MR. MEESE: Thank you for --

18 SECRETARY WEINBERGER: Thank you, thank you very
19 much.

20 (Whereupon, at 4:48 p.m., the conference was
21 adjourned.)

22

23

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1
2 REPORTER'S CERTIFICATE
3

4 DOCKET NUMBER:

5 CASE TITLE: Military Manpower Task Force Conference

6 HEARING DATE: October 1, 1982

7 LOCATION: Arlington, Virginia
8

9 I hereby certify that the proceedings and evidence
10 herein are contained fully and accurately on the tapes and
11 notes reported by me at the hearing in the above case before
12 Department of Defense

13 and that this is a true and correct transcript of the same.
14

15
16 Date: October 4, 1982
17

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