

reaction of innovative thought that could lead to increased planning competence. U.S. defense planners consequently struggle to solve present problems with ideas that often were produced in decades past, when the context was quite different.

PLANNING OUTPUT APPRAISED

Output is the ultimate test of defense planning. Some spectacular successes matched superb systems with strategic and tactical needs, but the focus here is on improvement. The U.S. system chronically suffers from six types of problems, which are listed below with two illustrations each:

1. Questionable Savings

- a. Heavy reliance on unready reserve components to reinforce understrength regular forces.
- b. Heavy reliance on nuclear weapons to reduce conventional force requirements.

2. Extreme Policies

- a. Exclusive reliance on antiarmor missiles, although guns are more useful in many circumstances.
- b. Heavy reliance on shipboard missiles, although guns are more useful for shore bombardment and could help strengthen air defense.

3. Dated Policies

- a. Drastically reduce U.S. forces after every war, although commitments no longer decline commensurately.
- b. Rely on quality to offset the Soviet quantitative lead in land forces, although we have lost much of our former edge.

4. Incompatible Policies

- a. Stress airlift for rapid deployment of U.S. armed forces, but slight sealift needed to sustain them.
- b. Maintain Marines with a primary mission of amphibious assault, but furnish insufficient amphibious ships.