

### III. MILITARY DEPARTMENTS

The Secretary of Defense will be directed to reorganize the military departments in accordance with guidelines established in the law by Congress: Each department headquarters will constitute one single staff. The functional assignments of assistant secretaries, other ranking civilian officials, and deputy chiefs of staff shall, to the maximum extent possible, be made uniform across the departments. The legislative charters of service secretaries will be standardized. Likewise, other portions of the law relating to the services will be standardized.

Each military department shall have an under secretary and four assistant secretaries who will be assigned responsibilities for the following functional areas: manpower, reserve affairs, financial management, research and development, acquisition, logistics, and installations. Further, the Army shall have an additional assistant secretary for civil works. Each department shall have a civilian general counsel who will have the status of an assistant secretary.

The service chief shall act as the military assistant and chief of staff to the Secretary. He shall, as at present, "exercise supervision over such members and organizations" of the service as the secretary determines. The department headquarters may have as many as six deputy chiefs of staff. Four of these deputies will serve as military assistants to the assistant secretaries in their respective functional areas. Two additional deputies may be appointed to support the chief of staff in operational, planning, and other primarily military functions.

The Staff realignment, reduction, decentralization, will result in 15% fewer personnel than the current staffs. The shift of operations and planning functions to the joint structure should facilitate this realignment. The Secretary of Defense will shift duplicative personnel to the joint structure, and insure that the necessary reductions are carried out in Washington.

### IV. DEFENSE AGENCIES

The responsiveness and accountability of the Defense Agencies to the readiness needs of U.S. forces will be improved, and these agencies will be subjected to improved oversight to insure efficiency, economy, and effectiveness in their operation. The Chairman of the JCS, will be responsible for periodic review of defense agency charters to ensure that they are consistent with the requirements for responsiveness and readiness. He will be responsible for periodic, routinized review (with the assistance of the CINCs) of agency war and contingency plans. He will be responsible for ensuring full participation by the agencies in joint exercises, and for assessment of their performance. He will have authority, as directed by the Secretary of Defense, to ensure that inadequacies are corrected.

Finally, to build incentives for effectiveness, policy councils will be established for each defense agency. Membership will include representatives of agency clients and overseers: JCS Chairman and CINCs, services, OSD. Further, a periodic review will be required of the Secretary of Defense on the mix of functions, services, supplies, spare parts, etc, handled by the agencies and the services, to ensure that the mix meets the right balance between requirements