

constraints. At present, DoD strategic planning resources are underutilized because they are not effectively applied to solving the major policy, strategy, and program issues that result from fiscal constraints.

7. Inadequate supervision and control of Defense Agencies and DoD Field Activities

There are 14 Defense Agencies and 8 DoD Field Activities that carry out common supply or service functions for the entire DoD. These agencies and activities have not been adequately supervised and controlled. One negative consequence of this inattention is that the Defense Agencies are more oriented to peacetime activities and efficiencies than to supporting the combatant commands in wartime.

8. Confusion concerning the roles of the Secretaries of the Military Departments

There has been a failure to determine what role the Secretaries of the Military Departments should play in the unified Department of Defense. With the creation of the National Military Establishment in 1947, the Secretaries of the Military Departments remained powerful individuals. Their relationship to the Secretary of Defense, however, was never precisely defined. As the role of the Secretary of Defense was clarified and strengthened in 1949, 1953, and 1958, little attention was given to what roles could usefully be fulfilled by the Secretaries of the Military Departments. In essence, there has been little, if any, redefining of the roles of the Secretary of a Military Department during his transition from head of an independent, executive-level department to a subordinate of a powerful Secretary of Defense.

9. Unnecessary duplication in the top management headquarters of the Military Departments

Each Military Department has two separate headquarters staffs (three in the Navy because of its dual-Service structure): the Secretariat and the military headquarters staff. The Secretaries of the Military Departments do require the assistance of senior civilian officials to carry out their responsibilities. The division of work between the Secretariats which include these officials and the military headquarters staffs has not, however, been adequately defined. As a consequence, there has been unnecessary duplication of effort and unnecessary levels of staff review. The overall result has been inefficient delays and micro-management.

10. Congressional micro-management of the Department of Defense

The Congress is becoming increasingly involved in the details of the national defense effort, not just the broad policies and directions that guide it. In particular, there has been a steady and dramatic increase in the extent of congressional involvement in the annual defense budget submission. The following table is representative of the alarming pace at which the congressional micro-management problem is becoming more serious.