

sponsibilities of the Secretary of the Army includes functions necessary or appropriate for the "operations" of the Army. The Committee recommends that "operations" be removed from any prescription of the responsibilities of the Secretary of the Army. This recommendation seeks to avoid confusing the separate and distinct responsibilities of the operational and administrative elements of the Department of Defense. Military operations are the sole responsibility of the operational chain of command which does not include the Military Departments. While removing "operations" from the responsibilities of the Secretary of the Army for this important purpose, the Committee agrees that each Secretary of a Military Department would retain authority to use military equipment and forces for activities such as disaster relief, response to domestic disturbances, public affairs, the operations of non-combatant forces, and many training activities.

Subsection (c) of section 3013 would specify the responsibilities of the Secretary of the Army to the Secretary of Defense. The Committee believes that one of the major shortcomings of current law is its failure to clarify the role of the Secretaries of the Military Departments as subordinates of the Secretary of Defense. Subsection (c) would clarify this role by prescribing seven specific responsibilities.

Clause (1) of subsection (c) would specify that the Secretary of the Army is responsible to the Secretary of Defense for the functioning and efficiency of the Secretary of the Army. This clause would continue a current responsibility of the Secretary of the Army, except that the term "functioning" is substituted for the current term "operations". This change is recommended by the Committee in order to preclude the implication that the Secretary of the Army has operational responsibilities.

Clause (2) of subsection (c) would specify that the Secretary of the Army is responsible to the Secretary of Defense for the formulation of policies and programs that are fully consistent with the national security objectives and policies established by the President or the Secretary of Defense. National security objectives and policies can play an important role in achieving a coordinated effort by the various components of the Department of Defense, but only if the components are committed to them. Clause (2) seeks to require the Secretary of the Army to ensure that the Army's policies and programs are fully consistent with the broader objectives and policies of the national security effort.

Clause (3) of subsection (c) would specify that the Secretary of the Army is responsible to the Secretary of Defense for the effective and timely implementation of policy, program, and budget decisions and instructions of the President or the Secretary of Defense. On occasion, the Military Departments have failed to fully comply with decisions by higher authority. This has weakened the effectiveness of defense management and has fostered micro-management by the Office of the Secretary of Defense. Clause (3) would clearly provide that the Secretary of the Army is to be held fully accountable for the Army's conformance to decisions by higher authority.

DoD Directive 7045.14 concerning the Planning, Programming, and Budgeting System (PPBS) states: