

The ultimate objective of the PPBS shall be to provide the operational commanders-in-chief [the unified and specified combatant commanders] the best mix of forces, equipment, and support attainable within fiscal constraints.
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This objective is often obscured in DoD decision-making. Clause (4) of subsection (c) of section 3013 would specify that the Secretary of the Army is responsible to the Secretary of Defense for carrying out the functions of the Department of the Army so as to fulfill (to the maximum extent practicable) the current and future operational requirements of the unified and specified combatant commands.

Clause (5) would specify that the Secretary of the Army is responsible to the Secretary of Defense for effective cooperation and coordination between the Department of the Army and the other Military Departments and DoD agencies to provide for more effective, efficient, and economical administration and to eliminate duplication. To a great extent, cooperation and coordination among the Military Departments result from the active involvement of multi-Service organizations (e.g., the Office of the Secretary of Defense and the Organization of the Joint Chiefs of Staff). Clause (5) seeks to place more of the initiative for effective inter-Departmental cooperation and coordination at the Military Department level.

Clause (6) of subsection (c) would specify that the Secretary of the Army is responsible to the Secretary of Defense for the presentation and justification of the positions of the Department of the Army on the plans, programs, and policies of the Department of Defense. This clause conforms with the normal practice within the Department of Defense. It would, however, further emphasize the role of the Secretary of the Army as head of the Department of the Army.

Clause (7) would specify that the Secretary of the Army is responsible to the Secretary of Defense for the effective supervision and control of the intelligence activities of the Department of the Army. There has been some confusion over the role of the Secretaries of the Military Departments concerning intelligence activities because of those activities' close association with operational matters. Clause (7) would end this confusion by specifying that the Secretary of the Army is responsible for the Army's intelligence activities.

Subsection (d) of section 3013 would continue a current provision of subsection (b) of existing section 3012. It provides that the Secretary of the Army is also responsible for other activities as may be prescribed by the President or the Secretary of Defense. Subsection (d) would add activities as may be prescribed by law to this responsibility.

Subsection (e) would continue a current provision of subsection (b) of existing section 3012 that provides that, after first informing the Secretary of Defense, the Secretary of the Army may make such recommendations to Congress relating to the Department of Defense as he considers appropriate. While President Truman in 1949 and President Eisenhower in 1958 sought to have this authority or a similar authority repealed, the Committee concludes that this authority has not posed a problem and should be continued.