

- (A) policy planning;
- (B) force planning;
- (C) program development;
- (D) budget development;
- (E) program execution; and
- (F) program review.

(5) Means to improve and strengthen the evaluation function, with particular reference to the findings and recommendations set forth in the final report of the Defense Organization Project of the Georgetown University Center for Strategic and International Studies, entitled "Toward A More Effective Defense" and published in February 1985.

(6) Means to improve and strengthen the oversight function within each element of the Office.

(7) Factors inhibiting efficient and effective execution of the functions of the Office, including factors relating to—

- (A) duplication of functions (both within the Office and between the Office and other elements of the Department);
- (B) insufficient information; and
- (C) insufficient resources (including personnel).

(8) Alternative allocations of authorities and functions of the Office and other reorganization proposals for the Office, including the desirability of—

- (A) establishing the Office by law;
- (B) establishing Under Secretaries of Defense for mission-oriented areas of responsibility;
- (C) establishing the Secretaries of the military departments as Undersecretaries of Defense;
- (D) eliminating functional descriptions or designations of Assistant Secretaries of Defense by law;
- (E) revising the planning, programming, and budgeting system to strengthen policy and strategy direction;
- (F) decentralizing functions of the Office;
- (G) reducing the number of officials reporting directly to the Secretary of Defense; and
- (H) changing the number of military and civilian personnel in the Office.

(d) ANALYSIS OF CIVILIAN CONTROL.—The Secretary of Defense, in considering under subsection (c)(4) whether effective civilian control of the Department of Defense is best provided by the current structure of the Office, shall examine the functions performed in the Office by members of the Armed Forces on active duty and the functions performed by members in a retired status serving in civilian positions. Such examination shall include determination of—

- (1) the number of positions in the Office in grades GS-9 (or the military equivalent) and above held by members of the Armed Forces on active duty, shown for each pay grade by number and as a percentage of the total number of positions in the Office in the pay grade concerned; and
- (2) the number of such positions held by members of the Armed Forces in a retired status, shown in the same manner as provided under paragraph (1).

(e) CONSULTATION WITH OTHER APPROPRIATE OFFICIALS.—The Secretary of Defense, in carrying out the study required by subsection (a), shall consult with and obtain the views of the Under Secretaries and Assistant Secretaries of Defense, the directors of the defense agencies, and such other officials as the Secretary considers appropriate.

(f) INDEPENDENT CONTRACTOR STUDY.—The Secretary shall provide for an independent study to be carried out by a contractor to consider the same matters considered in the study of the Secretary under subsection (a). The Secretary shall ensure that the contractor has full access to such information as the contractor requires and that the contractor otherwise receives full cooperation from all Department of Defense officials and entities.

(g) REPORT TO CONGRESS.—(1) The Secretary of Defense shall submit to Congress a report on the Secretary's study under subsection (a). The report shall include—

- (A) the findings and conclusions of the Secretary with respect to each of the matters set forth in subsection (c);
- (B) the findings and statistical determinations required under subsection (d); and
- (C) any recommendations of the Secretary for organizational changes in the Office of the Secretary of Defense and a description for the means for implementing each such recommendation.