

military education to place more emphasis on joint military operations of planning. The subcommittee will also explore proposals to establish a full-fledged Armed Forces general staff.

(3) Consolidating the military department headquarters staffs. For years the apparent redundancy in the three top Department of Defense management headquarters—the Office of the Secretary of Defense, the military department secretariats, and the service military headquarters staffs—has been the target of studies calling for reduced layering and duplication. The subcommittee will explore whether it is feasible and desirable to reduce the three management layers to two. The most common proposal is to consolidate the service secretariats and the military headquarters staffs and thereby strengthen civilian control. The subcommittee will, however, be interested in hearing discussion of other schemes such as eliminating service secretaries and creating undersecretaries of defense for land, sea, and air.

(4) The defense agencies. Increasingly, the Congress hears calls (sometimes from incumbent DOD officials) for the elimination of several, or all, defense agencies. The subcommittee will consider the viability of the defense agency concept; whether agencies with missions to support combat forces are sufficiently responsive to combat-related operational requirements and capable of performing their war-time missions; and the adequacy of financial oversight of the defense agencies within the Department of Defense.

(5) The Senate defense reorganization bill. The Senate Armed Services Committee is at present engaged in drafting a defense reorganization bill. Although the subcommittee will focus on the areas outlined above, Members will be interested to receive testimony from witnesses on other issues raised by the Senate bill, if it becomes available.

Recognizing your policy against appearing before subcommittees, we request that you, or your designee, and other appropriate Department of Defense officials testify before the Investigations Subcommittee during the coming organization hearings. Although the subcommittee will attempt to hear from all of the officials you nominate, we request that the following be scheduled to testify: the secretaries of each military department; the Joint Chiefs of Staff; several unified and specified commanders; several defense agency heads; and the officials of the Office of the Secretary of Defense responsible for manpower and oversight of one or more defense agencies.

We hope that you, or your designee, will be the first DOD witness. We would like to schedule that appearance for Wednesday, February 19 at 9:30 a.m. in room 2216 of the Rayburn House Office Building. Remaining Department witnesses will be heard on February 20 and 21 and during the following week. Our contact for witness scheduling and other arrangements is Mr. Archie D. Barrett, 225-4256.

We realize that this letter imposes an additional burden on Department officials at a time when other pressing demands must also be met. It is important, however, that the Members of the House Armed Services Committee inform themselves quickly and thoroughly on the issues we have outlined. Increasing public demand for a reassessment of defense organization, and the Senate