

3 February 1976

NOTE FOR THE SECDEF

Sometime ago you expressed a desire for a list of objectives on which progress could be achieved both in the near term and the longer run. At Tab A is a proposed list. It has been checked informally with Len Sullivan and Bill Brehm as well as RADM Carr, Mr. Clements' Military Assistant. Andy Marshall also has reviewed the objectives and provides separate comments at Tab B.

While most of these objectives involve some ongoing activity, the effort devoted to attaining them will, in large part, be directly proportional to your expressed interest in the objectives and your desire to achieve measurable progress.

Before taking further action you may wish to discuss this matter with General Brown, Mr. Clements, Mr. Ellsworth, Alan, and Staser to determine whether more precision in stating the objective is desirable, whether additional objectives are warranted, or whether some should be deleted, and how assignment action should be directed.

W

JAW

Attachments
As stated

020
DOD

3 Feb 76



SEC DEF OBJECTIVES

Manpower and Support

- Implement policies and initiatives to minimize military personnel turnover and reassignment turbulence. (Comment: M&RA and the Services continue work on this general objective but further initiatives may be productive.)

- Devise a more effective compensation system and associated means for annual adjustments. (Comment: The Quadrennial Review which is to be completed in July 1976 should have an important bearing on accomplishing this objective. MGRA has action in this area.)

- Obtain passage of legislation to reduce out year military retirement costs and to provide a more effective retirement compensation concept. (Comment: M&RA has overall action in this area but specific proposals need to be developed for your consideration.)

- Reduce training costs and overhead personnel through tightening and consolidation of training programs and facilities. (Comment: Considerable progress already has been made in this area. Because of understandable Service reluctance to propose consolidations with other Services, it is desirable that further initiatives in this area be developed by PA&E and I&L.)

- Establish procedures to control military and civilian grade structure. Develop a five-year plan to reduce grade structure..- (Comment:, This is an M&RA area and specific proposals need to be developed for your review.)

- Enhance equal opportunity by setting and meeting specific goals in the recruiting of women and minority personnel in executive positions. (Comment: This is an area for M&RA and The Special Assistant.)

Policy and Missions

- Get an agreed national policy on the missions, size and configuration of the U.S. Navy. (Comment: The ongoing review of the size and mix of the Navy should assist in attaining this objective., The Navy is preparing its input to you on this objective but it will be necessary for PA&E to review this carefully so that you are presented with alternatives and implications. This matter ultimately would be staffed through the Defense Review Committee.).

- Get an agreed national policy on defense planning related to the PRC. (Comment: This is more of a strategic objective than the others but it does reflect the need for more precision in developing policy



guidance-for potential DOD activities with regard to China, in the areas of technological transfer, possible training, arms' assistance, "exchange visits. ISA, in conjunction with the Joint Staff, should develop this action and work it through the Defense Review Committee.)

- Conduct a comprehensive review of foreign military sales policies, organization and assignment of personnel. (Comment: There is continuing work on this objective and Congressional interest suggests a more comprehensive review. ISA in conjunction with the Joint Staff should undertake action in this area and work it through the Defense Review Committee.)

Improved Effectiveness and Efficiencies

- Improve unit and force readiness for both active and reserve forces and develop more valid criteria for measuring readiness. (Comment: This is a motherhood objective but one which should be at the top of any list so that we do not lose sight of the objective of improving capabilities of our forces. Developing a more valid criteria for measuring readiness has been an objective which Len Sullivan and the Joint Staff have worked on, for about a year to eighteen months, but no results have emerged.)

- Improve standardization of equipment among the Services and with our NATO allies. (Comment: This also is a motherhood objective but one which warrants continued Secretarial emphasis particularly within DOD so as to minimize procurement costs. In the area of standardization within NATO, ISA and DDR&E should continue to have action. Standardization of equipment within DOD calls for action by DDR&E and the Deputy Secretary of Defense.)

- Improve the physical security of nuclear weapons through further site consolidation. (Comment: Some consolidation already has occurred and more can be achieved. The Assistant to the Secretary of Defense, for Atomic Energy working with the Joint Staff has action in this area but progress will continue to be slow unless you show an interest in this area.)

- Increase total force readiness through improved manpower and force mobilization planning and management. (Comment: This objective is related to the total force study and indicates an area where our planning tends to be outdated or deficient. For example, Bill Brehm indicates that he has found mobilization planning for European reinforcement to be very cursory. M&RA in conjunction with the Joint Staff should have action in this area.)

Management

- Reorganize DOD intelligence assets and procedures to make them more responsive to the decision-maker; (Comment: Deputy Secretary Ellsworth will be providing recommendations to you on this matter.)



- Continue OSD headquarters review with the objective of reducing the size and decentralizing the functions of the OSD headquarters. (Comment: M&RA has an ongoing study in this area and will be providing recommendations to you.)

- improve the whole PPBS process with particular emphasis on a review of JSOP contributions and the PBD process. (Comment: It may be desirable to review the entire planning, programming, and budgeting system to determine whether it meets the needs of the decision-makers and whether it contributes to sound fiscal management. In addition, it should be reviewed in connection with the new budget committee process in the Congress. The utility of the JSOP contribution is a perennial question, particularly in view of the manpower resources devoted to it. This should be an action area for PA&E, Comptroller, and the Joint Staff.)

- Improve the weapons acquisition process through changes to the DSARC procedures. (Comment: A continuing review of this process, is desirable. It may be useful, for example, to add to the DSARC procedure a requirement for a "devil's advocate" challenging of weapons systems. As you may know, the Army and Navy instituted materiel acquisition review committees a year or two ago in order to improve the acquisition process and to eliminate outmoded facilities as well as operations. It may be desirable to see what has been accomplished to date and to renew the stimuli for further progress.)

Congressional Relations

- Enhance Congressional support of defense programs and at the same time reduce their involvement in and constraints on the detailed management of DOD. (Comment: The first part of this objective is a motherhood one but the second part dealing with constraints is an objective which will require careful action. Legislative Affairs and the Comptroller can assist in identifying areas where restraints continue to work a hardship for the Department and increase costs.)

- Improve coordination of DOD relationships with defense related Congressional committees. (Comment: This also is a motherhood objective but the new element involves the budget committees and the need for the Department to develop an effective working relationship not only with the budget committee staffs but also the Congressional budget office. LA and the Comptroller can undertake action in this area, in conjunction with PA&E.)





OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

13 January 1976

DIRECTOR OF NET ASSESSMENT

MEMORANDUM FOR MAJOR GENERAL WICKHAM

SUBJECT: SecDef Objectives

This list may not respond to the **SecDef's** needs. First, while most objectives are valid for the Department some are unattainable in the near term, and some are not effectively phrased as guidance (**e.g.**, a national "naval policy"; valid criteria for readiness). Second, the listed objectives do not reflect the perspective of the SecDef--the type of issues he himself should be spending time thinking about.

Several types of lists could be constructed:

1. A "worksheet" for the **SecDef's senior** subordinates. **Many** of the items here would be appropriate objectives for the ASD level, and the list could be augmented for that purpose and reformulated to provide better guidance.
2. A brief list of a half dozen clearly defined topics upon which the SecDef would actually spend his own time and which could reap benefits within the year.
3. A brief list of broader issues which are of paramount importance **to national defense** but which would not show significant progress in the next year.

If I were sending a memo to the Secretary, I'd suggest something like the following:

"Rather than tasking yourself with personal objectives which would require months of narrowly focused research, you should retain that broad perspective which can be all too easily lost. Thus, you should consider setting the following very difficult but necessary objectives **for** yourself:

1. 'Formulate an operative and cogent policy-strategy **for** the US to follow in the long-term military competition with the Soviet Union in an era of detente (with all its **ambiguities** and expected **budgetary pressures**).



2. From-your perspective in **formulating** such a strategy, evaluate defense/service programs and proposals in the context of the long-term **competition**. In **particular**, encourage those programs which seek to develop or enhance distinctive US, military competence, or which exploit expected persistent and long-term Soviet vulnerabilities. In short, encourage the department to be a clever and more efficient competitor with the Soviets.

3. Strive to develop within the **Congress** a **broad** base of national support for competing with the Soviet Union over the long haul. Do this in order **to** support the emergence in the Congress of a reasonably congruent point-of-view with respect to defense issues.

4. Accelerate progress within the department toward implementing the national policy on the use of nuclear weapons armed at increased **control** of escalation and termination of nuclear conflict at the minimum possible level."

If the list is only to guide the **ASDs**, some objectives could be stated **in more specific terms**, and additional objectives might be added. Also, objectives should be reorganized under headings for the responsible **ASD's**. I think the most **useful** -objectives **state** some basic goal and then a general means to achieve that. Some effort has also been made to make these unambiguous in some cases. The manpower objectives are good in this respect; however, those, for intelligence, naval policy and some other area & should be rewritten. For example, the intelligence goal suggests too strongly that responsiveness is linked **to** reorganization; the problems **in** intelligence are more **complex** than that. Also I doubt **that changing** the DSARC procedure will result in major improvements **in** the acquisition process. The problems are more profound and largely uninvestigated in my view: a current and continuing scandal.

All in all the list has too much the character of the **SecDef** ordering the **ASD's** to do what they already are doing **or want** to do.


ANDREW W. MARSHALL



Sec Def Objectives

Manpower and Support

- Implement policies and initiatives to minimize military personnel turnover and reassignment turbulence.
- Devise a more effective compensation system and associated means for annual adjustments.
- Obtain passage of legislation to reduce out year military retirement costs and to provide a more effective retirement compensation concept.
- Reduce training costs and overhead personnel through tightening and consolidation of training programs and facilities.
- Establish procedures to control military and civilian grade structure. Develop a five-year plan to reduce grade structure.
- Enhance equal opportunity by setting and meeting specific goals in the recruiting of women and minority personnel in executive positions.

Policy and Missions

- Get an agreed national policy on-the missions, size and configuration of the U.S. Navy.
- Get an agreed national policy on defense planning related to the PRC.
- Conduct a comprehensive review of foreign military sales policies, organization and assignment of personnel.

Improved Effectiveness and Efficiencies

- Improve unit and force readiness for both active and reserve forces and develop more valid criteria for measuring readiness.
- Improve standardization of equipment among the Services and with our NATO allies.
- Improve the physical security of nuclear weapons through further site consolidation.
- Increase total force readiness through improved manpower and force mobilization planning and management.



Management

- Reorganize DOD intelligence assets and procedures to make them more responsive to the decision-maker.

- Continue OSD headquarters review with the objective of reducing the size and decentralizing the functions of the OSD headquarters.

- Improve the whole PPBS process with particular emphasis on a review of JSOP contributions and the PBD process.

- Improve the weapons acquisition process through changes to the DSARC procedures.

Congressional Relations

- Enhance Congressional support of defense programs and at the same time reduce their involvement in and constraints on the detailed management of DOD.

- Improve coordination of DOD relationships with defense related Congressional committees.





OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

8 JAN 1976

PROGRAM ANALYSIS
AND EVALUATION

MEMORANDUM FOR COL HOWARD GRAVES

Howie:

Attached is a revision of your SecDef Objectives list. Sully and I have both been over it. As a result, I have reduced the list from 20 to 17 items by deleting four, combining two into one and adding two new ones. The deletions are:


- * Personnel turbulence
- * DSARC process
- * R&D Interdependence
- * Management of contract administration

It was my view that some of these were either beating a dead horse or were just not worthy of being SecDef objectives, even though they might be worth doing.

I combined readiness for active and reserve forces because I think they are basically the same problem. The two new ones have to do with policy on the Navy and planning with regard to PRC. I also added the thought of getting the Congress out of our knickers to one of your original objectives.

As a final point, I also reorganized the list and put them under five aggregate headings which you may or may not find helpful.

Thanks for the opportunity to comment. I hope the changes are useful to you.


John D. Christie

Attachment



SecDef Objectives

Manpower and Support

- Develop a more effective system of military compensation.
- Identify methods of muting the escalating costs of military retirement and insuring passage of the necessary legislation.
- Improve management of Defense civilian personnel.
- Enhance equal opportunity by breaking the recurring pattern which finds women and minorities concentrated in lower grades and nearly absent from higher grades.
- Tighten up and justify the linkage of the support structure to the forces.
- Reduce training costs through consolidation of service training programs.

Policies and Missions

- Get an agreed National policy on the missions, size, and configuration of the U.S. Navy.

Get an agreed National policy on defense planning related to the PRC.

Conduct a comprehensive review of foreign military sales policies, organization and assignment of personnel.

Improved Effectiveness and Efficiencies

Improve unit and force readiness for both active and reserve forces and develop more valid criteria for measuring readiness.

Improve standardization of equipment among the Services and with our NATO allies.

Improve the physical security of nuclear weapons through further site consolidation.

Management

Reorganize DoD intelligence assets to make them more responsive to the decision makers.

Continue DoD headquarters review with the objective of reducing the size and decentralizing the functions of the Washington headquarters.

Improve the whole PPBS process with particular emphasis on a review of JSOP contributions and the PBD process.

Congressional Relations

Enhance Congressional support of Defense programs and at the same time reduce their involvement in and constraints on the detailed management of the DoD.

Improve coordination of DoD relationships with Defense-related Congressional Committees.





OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

7 JAN 1976

MEMORANDUM FOR MGEN JOHN WICKHAM

I have reviewed your proposed list of Sec Def objectives. At the outset I think that you have entirely too many on the list that are incapable of being accomplished within a year, and I think it would be very advisable to focus Sec Def attention only on those items which can be accomplished within the next 12 months. If at that time the Republicans return an Administration to office then some of the other objectives would be applicable. For the Secretary to attack a problem on which he can be "out waited" I believe would be counter-productive. I have placed check marks by those I believe worthy of his attention and which might be able to be completed within one year. I have marked up others with my questions and comments. In addition I have added five which I think are worthy of consideration. As Col Graves has mentioned, many of these are in the current MBO Program and others are under active prosecution by various people in OSD. It would be preferable if Sec Def could focus his attention on those with no current "sponsor".

Very respectfully,

KENNETH M. CARR
Rear Admiral, USN
Military Assistant to the
Principal Deputy Secretary of
Defense

P. S. If the above is not what you had in mind, send it back and I'll work it further.

Attachment
Sec Def objectives



SecDef Objectives

- ✓ - Reduce personnel turbulence through stabilizing command tour lengths and reducing the PCS and training pipeline.
- Develop a more effective system of military compensation. *? retention standpoint? Cost effective? "effective" wrong word?*
- ✓ - Continue ~~DOD~~ ^{OSD} headquarters review with the objective of 'reducing the size and decentralizing the functions of' the Washington headquarters.
- Identify methods of muting the escalating costs of military retirement and insuring 'passage of the necessary legislation.
- Reorganize DOD intelligence assets to make them more responsive to the decision makers. *Allow with whole task*
- Conduct a comprehensive review of foreign military sales policies, organization and 'assignment of personnel.
- Enhance Congressional support of Defense programs. *motherhood*
- Improve unit and force readiness and develop more valid criteria for measuring readiness. *?*
- Improve the physical security of nuclear weapons through further site consolidation. *Problem - all the way back to Ft. Knox? Concluded Solution*
- Improve the DSARC process.
- ✓ - Improve the budget process with particular emphasis on PBDs.
- Insure that all departmental practices are consistent with the *motherhood-* principles of equal opportunity.
- ✓ - Increase reserve force readiness through improved mobilization planning and management.
- Increase R&D interdependency with NATO allies. *Look at Roland problems carefully here.*
- ✓ - Improve standardization of equipment among the Services and with our NATO allies.
- ✓ - Reduce training costs through consolidation of training service programs.
- Reduce grade creep through DOD-wide TDA scrubs. *3 civilian?*
- improve management of Defense contract administration by reducing? administrative impact of cost accounting practices.
- Improve, coordination of DOD relationships with Defense-related Congressional Committees.
- Improve management of Defense civilian personnel. *? Civil Service? Mobility Program?*

(OVER)



INSURE THAT THE FORCES WE DO HAVE ARE READY FROM MATERIAL AND TRAINING STANDARDS AND PERFORMANCE MEETS DESIGN SPECS!

- Review all treaties for military cooperation / Defense and ascertain capability to carry out responsibilities or advisability of termination of treaty.

Eliminate pentagon and HQ D.C. overtime (^{also} spent \$892,000 for overtime in FY'73).

- Curtail SAM A/C fleet to ~~minimum~~ ^{minimum necessary} for emergencies require council travel for ~~not~~ DOD travel.

- Declare 1 yr moratorium on all studies

(The last two could be changed to require personal approval of Sec Def for travel and ~~a~~ study start).



SecDef Objectives

- 1 - Implement new policies and initiatives recently approved by the Deputy Secretary to minimize military personnel turnover and reassignment turbulence.
- 2 - Find the true cost and estimate the benefits to military members of all direct and indirect elements of total military compensation. Devise a more effective compensation system and associated means for annual adjustments. (Quadrennial Review of Military Compensation - QRMC)
- 3 - Develop and implement a reorganization plan for OSD/OJCS. Determine impact on lower headquarters organizations. Develop plan for reducing Washington area support.
- 4 - Obtain passage of legislation to reduce outyear military retirement costs and to provide a more effective retirement compensation concept.
- 5 - Within the framework of the comprehensive reorganization of OSD/OJCS implement a plan to develop and reorganize DoD intelligence programs and procedures to make them more responsive to the decision-makers.
- 6 - Conduct a comprehensive review of foreign military sales policies, organization and assignment of personnel.
- 7 - Develop stronger Congressional support for Defense programs.
- 8 - Improve unit and force readiness and develop more valid criteria for measuring readiness.
- 9 - Improve the physical security of nuclear weapons through further site consolidation.
- 10 - Improve the weapons acquisition process through changes to the DSARC consistent with the reorganization of OSD/OJCS.
- 11 - Integrate the annual planning and budgeting process to prevent major disconnects between the annual planning cycle culminating in approved Service POMs, and the annual PBD cycle culminating in the President's Budget.
- 12 - Set and meet specific goals in the recruiting of women and minority representatives in executive positions.
- 13 - Increase total force readiness through improved manpower and force mobilization planning and management.
- 14 - Increase R&D interdependency with NATO Allies.
- 15 - Improve standardization of equipment among the Services and with our NATO Allies.
- 16 - Reduce training costs and overhead personnel through tightening and consolidation of training programs and facilities.

Indifferent

Indifferent



BREHM'S INPUT

17 - Establish procedures to control military and civilian grade structure. Develop a five-year plan to reduce grade structure.

Indifferent

18 - Improve management of Defense contract administration by reducing administrative impact of cost accounting practices.

19 - Improve coordination of DoD relationships with Defense-related Congressional Committees.

Scrub

~~20 - Improve management of Defense civilian personnel by the use of grade envelopes, merit promotion budgets, improved evaluation techniques, and a new executive development program.~~



SecDefObjectives

- Reduce personnel turbulence through stabilizing command tour lengths and reducing the PCS and training pipeline.
- Develop a more effective system of military compensation.
- Continue DOD headquarters review with the objective of reducing the size and decentralizing the functions of the Washington headquarters.
- Identify methods of muting the escalating costs of military retirement and insuring passage of the necessary legislation.
- Reorganize DOD intelligence assets to make them more responsive to the decision makers.
- Conduct a comprehensive review of foreign military sales policies, organization and assignment of personnel.
- Enhance Congressional support of Defense programs.
- Improve unit and force readiness and develop more valid criteria for measuring readiness.
- Improve the physical security of nuclear weapons through further site consolidation.
- Improve the DSARC process.
- Improve the budget process with particular emphasis on PBDs.
- Insure that all departmental practices are consistent with the principles of equal opportunity.
- Increase reserve force readiness through improved mobilization planning and management.
- Increase R&D interdependency with NATO allies.
- Improve standardization of equipment among the Services and with our NATO allies.
- Reduce training costs through consolidation of training service programs.
- Reduce grade creep through DOD-wide TDA scrubs.
- Improve management of Defense contract administration by reducing administrative impact of cost accounting practices.
- Improve coordination of DOD relationships with Defense-related Congressional Committees.
- Improve management of Defense civilian personnel.



LATEST VERSION. Brehm, Sully, Coer have copies, as does Ken Bailey, Alan Woods.