



Making Defense Reform Work

**The Project on
Monitoring Defense Reorganization**

**The Johns Hopkins
Foreign Policy Institute
Washington, D.C.**

**The Center for Strategic
and International Studies
Washington, D.C.**

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Making Defense Reform Work James Blackwell, Barry M. Blechman, 1990 *The Culture of Defense* Christopher D. Van Aller, 2001-01-01 Chris Van Aller demonstrates that a better understanding of the complicated civil military relationship in the United States is prerequisite to reforming the expensive and often inefficient military establishment maintained since World War II. Arguing that reduced defense expenditures and adequate national security are both possible, this book illustrates how American political culture remains deeply ambivalent about national security. Though significant budget cuts have been implemented over the past five years, Van Aller takes a closer look at the fact that no true reorganization or reconceptualization has taken place. For policy makers, historians of American military history, and anyone who cares about this complex topic, *The Culture of Defense* will be indispensable reading.

Acquisition Reform United States. General Accounting Office, 1989 **Making Defense Reform Work** Joint Project on Monitoring Defense Reorganization, Harold Brown, James Schlesinger, 1988 The Project on Monitoring Defense Reorganization was initiated in 1987 to bring the collective experience of individuals who have served at the highest levels of the Department of Defense, both military and civilian, in defense industries and scientific establishment, and on relevant committees of the U.S. Congress, to bear on the complicated issues of defense management. The mandate was narrow: to assess the degree to which the requirements of the 1986 Goldwater-Nichols Defense Commission were being implemented, to evaluate the consequences of the steps that had been taken to date, and to determine if further measures to implement these two reform efforts or additional kinds of reforms were desirable. The general conclusion is that the Department of Defense in many areas has made considerable progress toward implementing these changes. In force planning, programming, and budgeting, and in the planning and conduct of military operations, there has been cautious movement toward effective implementation of the Goldwater-Nichols legislation and the recommendations of the Packard Commission. Reform of the weapon acquisition process has come much more slowly. In one key area, the participation of Congress in defense management and decision making, there has been very little change. This project was a joint effort of the Foreign Policy Institute of The Johns Hopkins University and the Center for Strategic and International Studies.

Defense Reform and Technology Serge Herzog, 1994-05-30 To capture the defense reform debate surrounding the proper application of high technology in military systems, this study focuses on tactical aircraft, an area epitomizing cutting-edge technology. Air combat history is revisited, including the 1991 Persian Gulf War, to confirm, reject, or qualify positions advocating certain technologies in tactical aviation. Emphasis is placed on enduring combat ideas and aircraft design principles. The interaction between mission requirements, inventory composition, and aircraft design is discussed to illustrate the dynamics of constrained choice that enters acquisition decisions. The relevance of reform arguments in the post-Cold War era is assessed, including the impact of political and economic constraints on future force mix options, the shift from NATO-centered contingencies to Third World Low Intensity Conflict (LIC), and the threat of conventional

arms proliferation Afterglow Or Adjustment? Mark Randal Brawley,1999 Is the United States overstretched in its international commitments This book examines differing responses to overstretch in modern history focusing mostly on military and economic policies in the U S and Britain over the past century Holding the Edge United States. Congress. Office of Technology Assessment,1989 *Reorganizing the Joint Chiefs of Staff* Gordon Lederman,1999-11-30 The Goldwater Nichols Department of Defense Reorganization Act of 1986 is the most important legislation to affecting U S national defense in the last 50 years This act resulted from frustration in Congress and among certain military officers concerning what they believed to be the poor quality of military advice available to civilian decision makers It also derived from the U S military s perceived inability to conduct successful joint or multi service operations The act passes after four years of legislative debate designated the Chairman of the Joint Chiefs of Staff as the principal military advisor to the President and sought to foster greater cooperation among the military services Goldwater Nichols marks the latest attempt to balance competing tendencies within the Department of Defense namely centralization versus decentralization and geographic versus functional distributions of power As a result of the Goldwater Nichols Act the Chairman of the Joint Chiefs has achieved prominence but his assignment is somewhat contradictory the spokesman and thus the advocate for the Commander in Chief while simultaneously the provider of objective advice to the President While the act did succeed in strengthening the CINCs authority and in contributing to the dramatic U S achievements in the Gulf War the air and ground campaigns revealed weaknesses in the CINCs capability to plan joint operations In addition the increased role of the military in ad hoc peacekeeping operations has challenged the U S military s current organizational structure for the quick deployment of troops from the various services Rapid technological advances and post Cold War strategic uncertainty also complicate the U S military s organizational structure **Air University Library Index to Military Periodicals** ,1999

Strategic Calling James Allen Smith,1993 **Professional Journal of the United States Army** ,1992-07 **The Politics of Ballistic Missile Nonproliferation** W. Bowen,2000-01-20 During the presidency of George Bush 1989 93 the proliferation of nuclear chemical and biological weapons and the ballistic missiles capable of delivering them rose greatly in significance as issues on the American security agenda In the missile field this became evident by the efforts of certain elements in the executive branch and several congressmen to improve domestic and international implementation of the Missile Technology Control Regime The Politics of Ballistic Missile Nonproliferation examines the political bureaucratic and systemic issues that interacted to determine the outcome of these efforts **The Oxford Companion to American Military History** , **Parameters** ,1991 Flying Blind Michael E. Brown,2019-01-24 Flying Blind offers an astute analysis of the role of organizational forces in initiating and shaping weapons programs Michael E Brown concerns himself with how weapons programs begin and why they turn out as they do In the process he redresses a large imbalance in our understanding of how nations arm themselves In an unmatched account constructed from massive archival work and

material declassified through the Freedom of Information Act the author provides a detailed description of all fifteen postwar U S strategic bomber programs from the B 35 to the B 2 Challenging the conventional wisdom about arms races and the weapons acquisition process Brown marshals compelling evidence that Air Force reactions to strategic developments not technological opportunism or industry initiative brought about many major innovations in those programs He also discusses competing explanations of the cost schedule and performance problems that plague U S acquisition efforts He maintains that powerful strategic and bureaucratic forces lead American military organizations to set their performance requirements far beyond the state of the art and to push their programs as fast as possible This he argues is a recipe for disaster Developing a comprehensive explanation of the cost and performance problems that plague modern weapons programs he presents policy recommendations designed to address these issues American Defence Annual, 1994 Charles F. Hermann, 1998-06-03 To find more information about Rowman and Littlefield titles please visit www.rowmanlittlefield.com

America at the Threshold Synthesis Group (U.S.), 1991 **Military Review**, 1992 *Army*, 1989 **Defence reform** Defence reform Steering Group, 2011-06-27 The Defence Reform was launched in August 2010 as a fundamental review of how Defence is structured and managed Many of the issues are not new and have been noted by similar reviews The Steering Group believes an effective MOD is one which builds on the strengths of the individual Services and the Civil Service and does so within a single Defence framework that ensures the whole is more than the sum of its parts A key driver for this review has been the Department s over extended programme to which the existing departmental management structure and management structure and behaviours contributed Many of the Steering Group s proposals are designed to help prevent the Department from getting into such a poor financial position in the future and to put it in the position to make real savings There are 53 recommendations the key ones of which are to create a new and smaller Defence Board chaired by the Defence Secretary to strengthen top level decision making to clarify the responsibilities of senior leaders including the Permanent Secretary and the Chief of the Defence Staff make the Head Office smaller and more strategic to make high level balance of investment decisions set strategic direction and a strong corporate framework focus the Service Chiefs on running their Services and empower them to perform their role effectively with greater freedom to manage strengthen financial and performance management throughout the Department to ensure future plans are affordable create a 4 star led Joint Forces Command create single coherent Defence Infrastructure and Defence Business Services organisations manage and use less senior military and civil personnel more effectively people staying in post longer more transparent and joint career management

Ignite the flame of optimism with is motivational masterpiece, **Making Defense Reform Work** . In a downloadable PDF format (*), this ebook is a beacon of encouragement. Download now and let the words propel you towards a brighter, more motivated tomorrow.

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Table of Contents Making Defense Reform Work

1. Understanding the eBook Making Defense Reform Work
 - The Rise of Digital Reading Making Defense Reform Work
 - Advantages of eBooks Over Traditional Books
2. Identifying Making Defense Reform Work
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Making Defense Reform Work
 - User-Friendly Interface
4. Exploring eBook Recommendations from Making Defense Reform Work
 - Personalized Recommendations
 - Making Defense Reform Work User Reviews and Ratings
 - Making Defense Reform Work and Bestseller Lists
5. Accessing Making Defense Reform Work Free and Paid eBooks
 - Making Defense Reform Work Public Domain eBooks
 - Making Defense Reform Work eBook Subscription Services
 - Making Defense Reform Work Budget-Friendly Options
6. Navigating Making Defense Reform Work eBook Formats

- ePub, PDF, MOBI, and More
- Making Defense Reform Work Compatibility with Devices
- Making Defense Reform Work Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Making Defense Reform Work
 - Highlighting and Note-Taking Making Defense Reform Work
 - Interactive Elements Making Defense Reform Work
- 8. Staying Engaged with Making Defense Reform Work
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Making Defense Reform Work
- 9. Balancing eBooks and Physical Books Making Defense Reform Work
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Making Defense Reform Work
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Making Defense Reform Work
 - Setting Reading Goals Making Defense Reform Work
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Making Defense Reform Work
 - Fact-Checking eBook Content of Making Defense Reform Work
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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