



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

JAN 04 2016

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Review of the Organization and Responsibilities of the DoD

As a part of his institutional reform agenda, the Secretary directed the Deputy Chief Management Officer (DCMO) to lead a review of organizations and responsibilities of the DoD. The objective of this review is to make recommendations for updates or adjustments to organizational relationships and authorities, based on the Department's 30 years of experience operating under the Goldwater-Nichols Department of Defense Reorganization Act of 1986.

To this end, I have asked the DCMO and Joint Staff/J7, in coordination with Military Departments, Service Headquarters, Combatant Commands, and Office of the Secretary of Defense (OSD) components, to lead an effort to answer the following key questions:

- Does the Department have the optimal organization including command and control relationships to meet current and future security challenges which will most often be transregional, multi-domain, and multi-functional? This review should consider the structure, staffing, authorities, and responsibilities of OSD, the Joint Staff, the combatant commands, and subordinate military commands and task forces to ensure that they are optimally aligned to perform their national security missions in an effective and efficient manner.
- Are OSD and the Joint Staff optimally organized and aligned to meet their respective requirements? Are there modifications that would improve effectiveness – recognizing that any modifications must preserve civilian control over the military, and the ability of the Chairman and the other Chiefs to provide independent military advice to the Secretary of Defense, the National Security Council, and the President?
- What is the right command and control construct to meet our current and future security challenges across the range of military operations? Review and propose changes to the Unified Command Plan to properly address geographical and functional considerations. The question of whether the Department should stand up a Cyber Command as a full combatant command (vice sub-unified command) should be a key part of this review.
- What steps, if any, should the Department take to simplify the acquisition reporting chain, streamline the workflow of the acquisition decision-making process, improve the transparency of this process, and reduce excessive or redundant oversight burdens on program managers?



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- Do current law and policy governing joint duty qualifications provide the right human capital development to meet our joint warfighting requirements? Are there adjustments that can be made to balance the often competing demands of joint professional development and other specialized expertise or other career development considerations?

DCMO and Joint Staff/J7 will provide their findings to me and the Vice Chairman no later than March 1, 2016, and will offer in-progress reviews as warranted. They will establish working groups to address each of the key questions listed above. I ask that you support these working groups by providing appropriate representatives to them.

Finally, as part of the Secretary's initiative, we must reexamine the structure of the military staffs and the service secretariats to ensure optimal performance. This study must also be mindful of preserving civilian control over the military and the ability of the service chiefs to deliver military advice to the service secretaries. I request that each of the military departments establish a review process and assign a task lead. Please provide the names of your respective leads to the Joint Staff/J7 and DCMO. Your team leads will keep the Joint Staff/J7 and DCMO up to date on progress.



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