



Defense Reform in the 21st Century

Emerging Survey Results

March 14, 2016

CSIS

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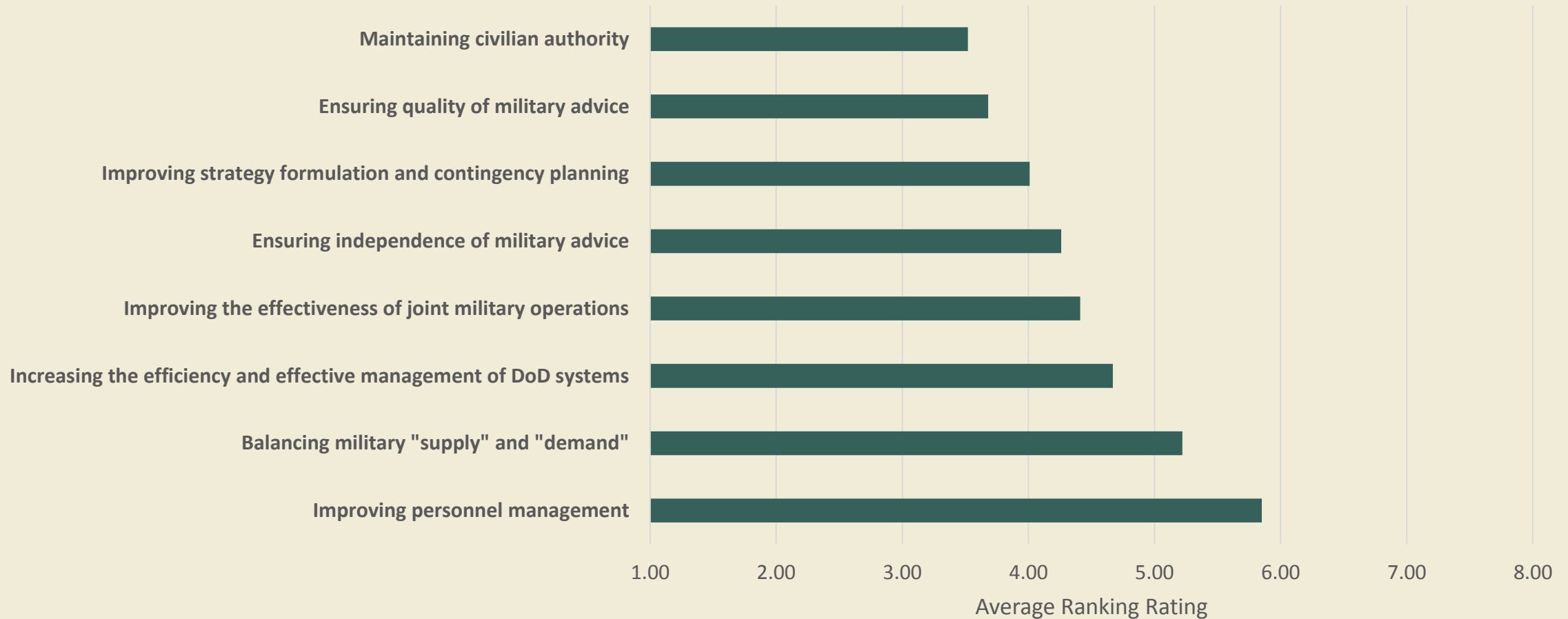
International
Security Program

Overview

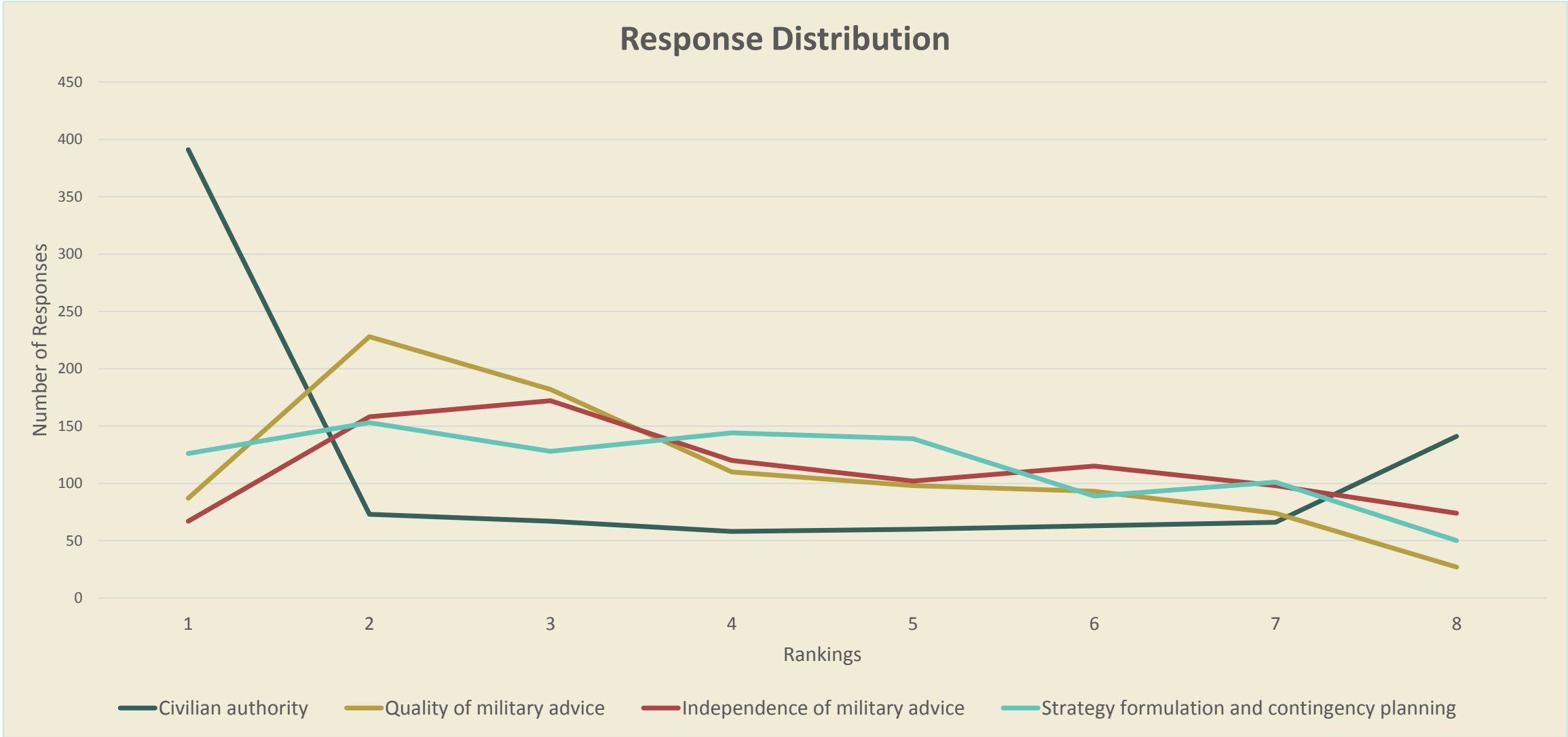
- Sample size varies by question, since all non-demographic questions did not require responses
 - Varies between 700-900; labeled for each
- The survey was open from Friday, March 4 until Friday, March 11
- Legislative branch under-represented in respondent pool.
- Only outlining topline results today for each of the questions in the survey and displaying responses across major demographic groups.

Survey Results: Guiding Principles I

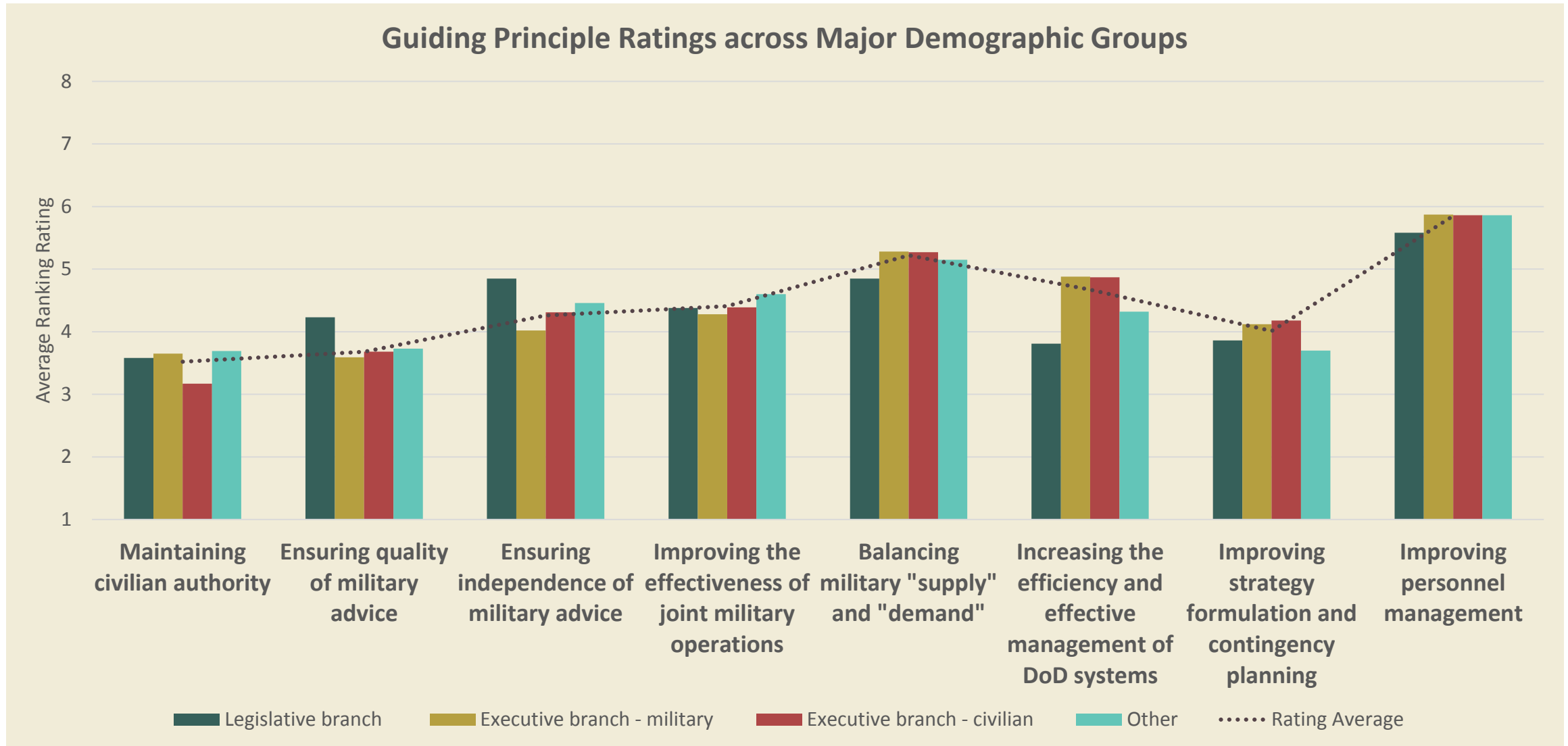
Rank the following guiding principles that you believe should inform any new DoD reforms.



Survey Results: Guiding Principles II

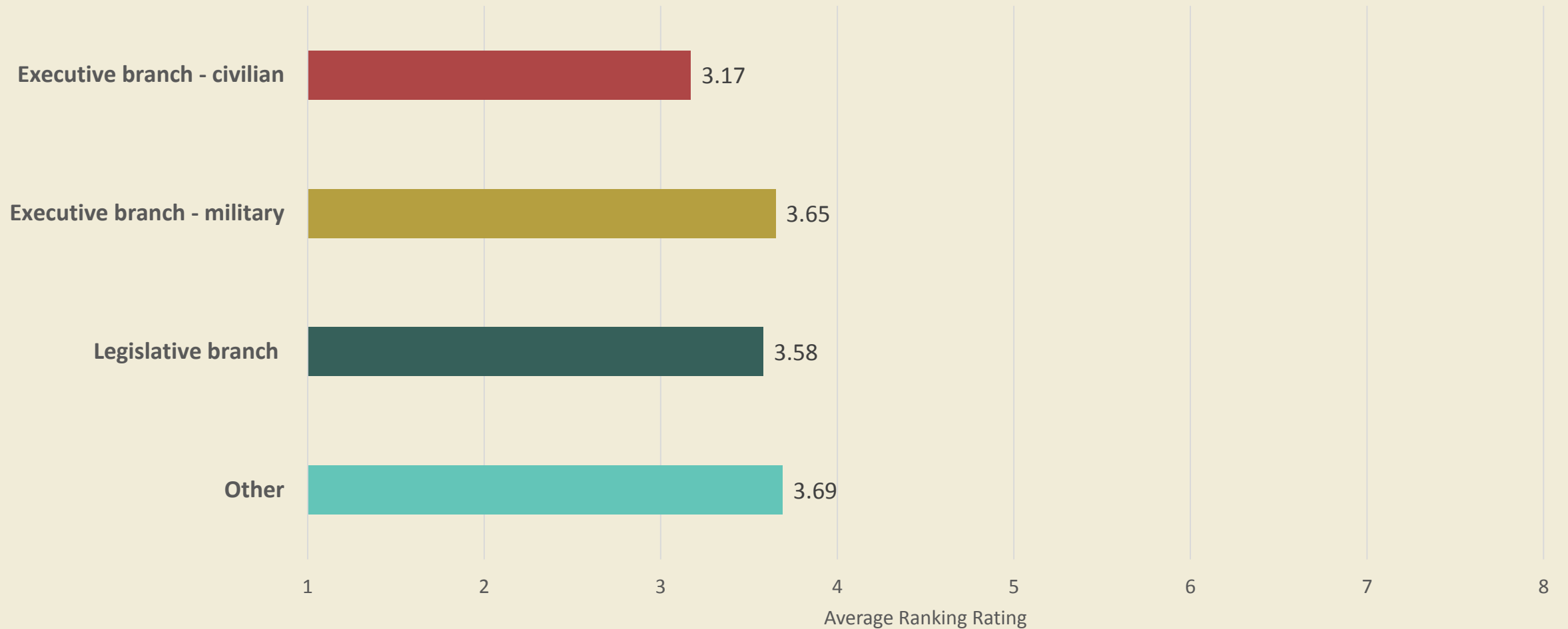


Survey Results: Guiding Principles III

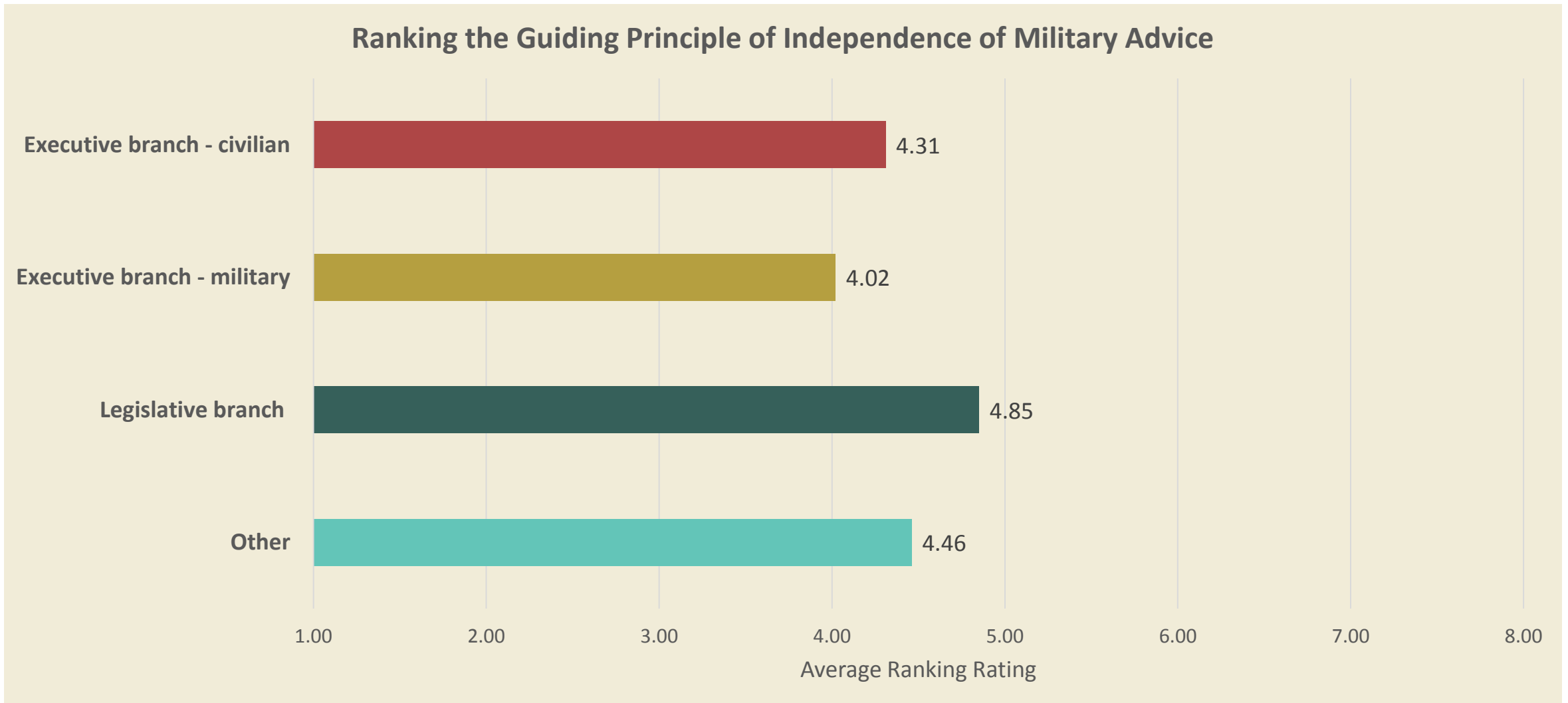


Survey Results: Guiding Principles IV

Ranking the Guiding Principle of Maintaining Civilian Authority

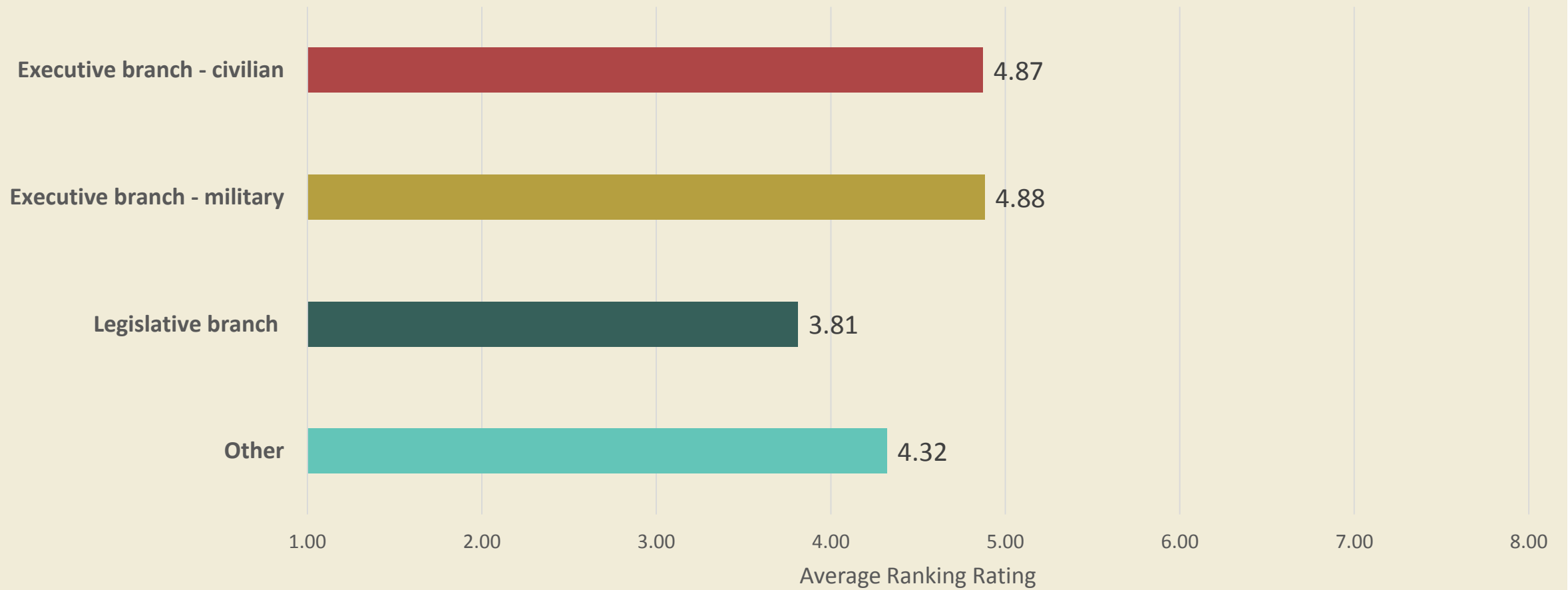


Survey Results: Guiding Principles V



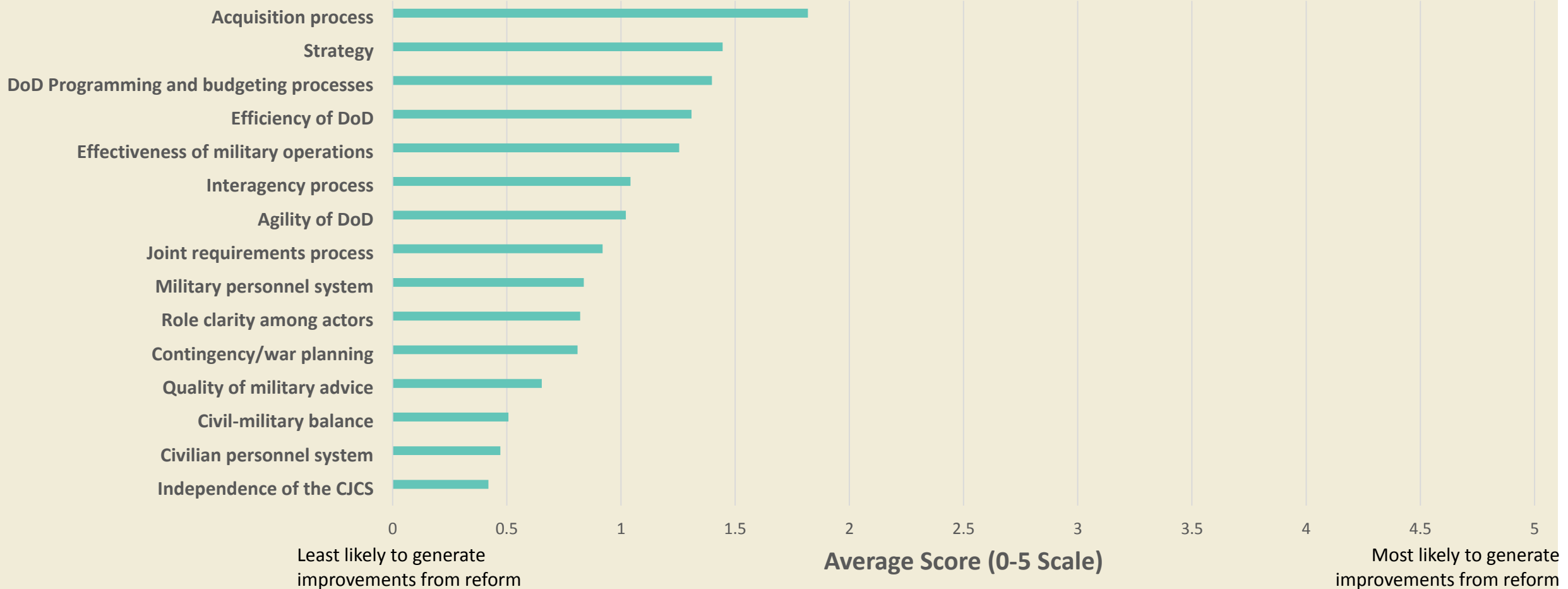
Survey Results: Guiding Principles VI

Ranking the Guiding Principle of Efficiency and Effective Management of DoD Systems

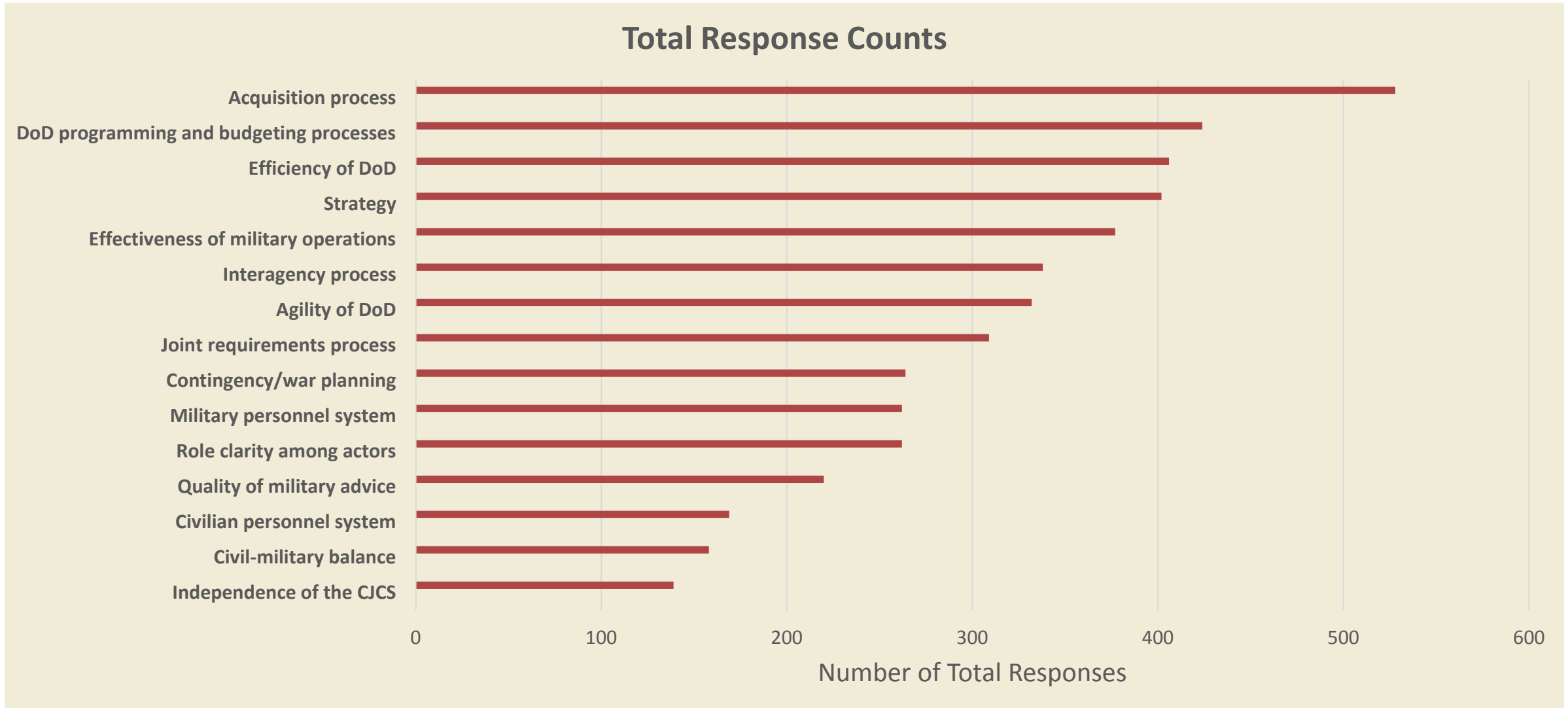


Survey Results: Reform Opportunities I

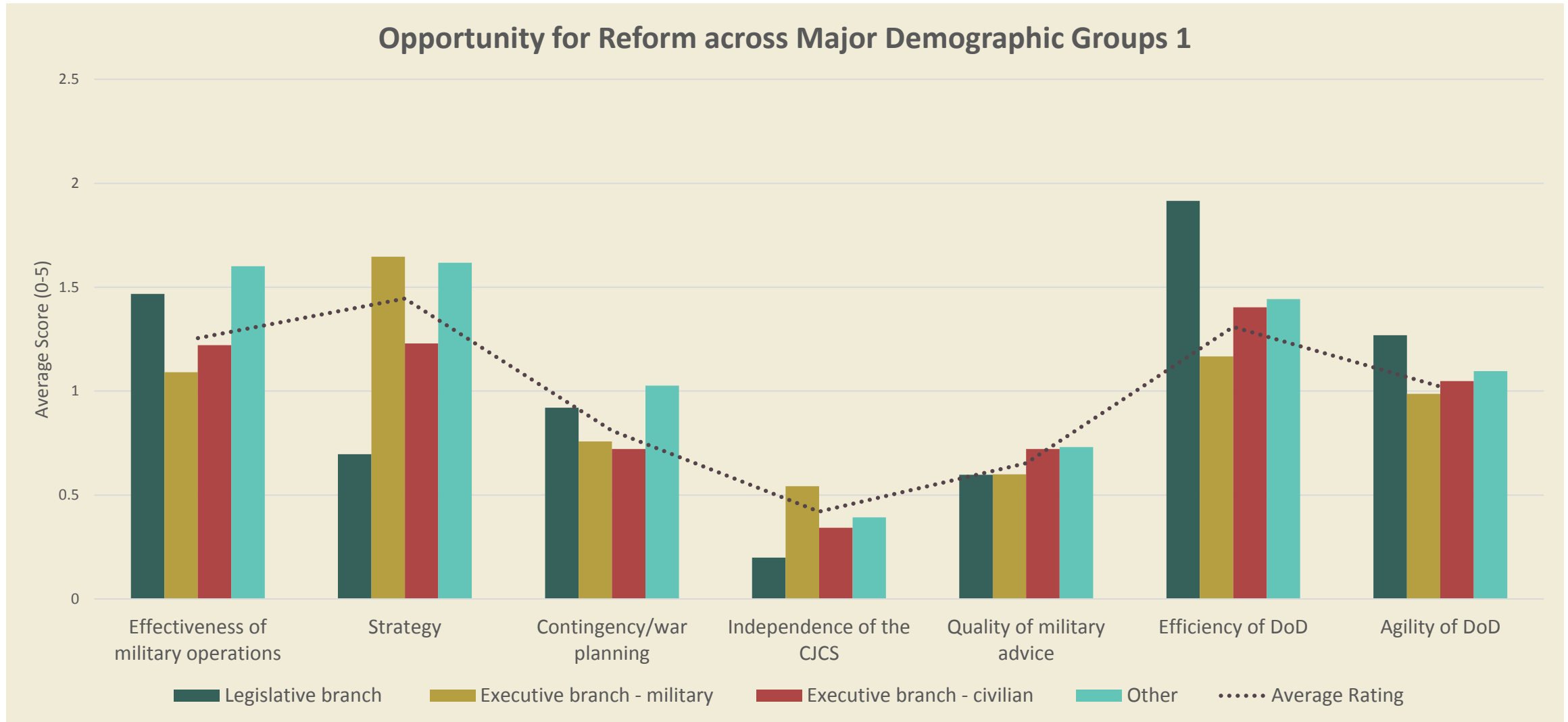
Select and rank order five of the following issues based on the opportunity for improvement through reform.



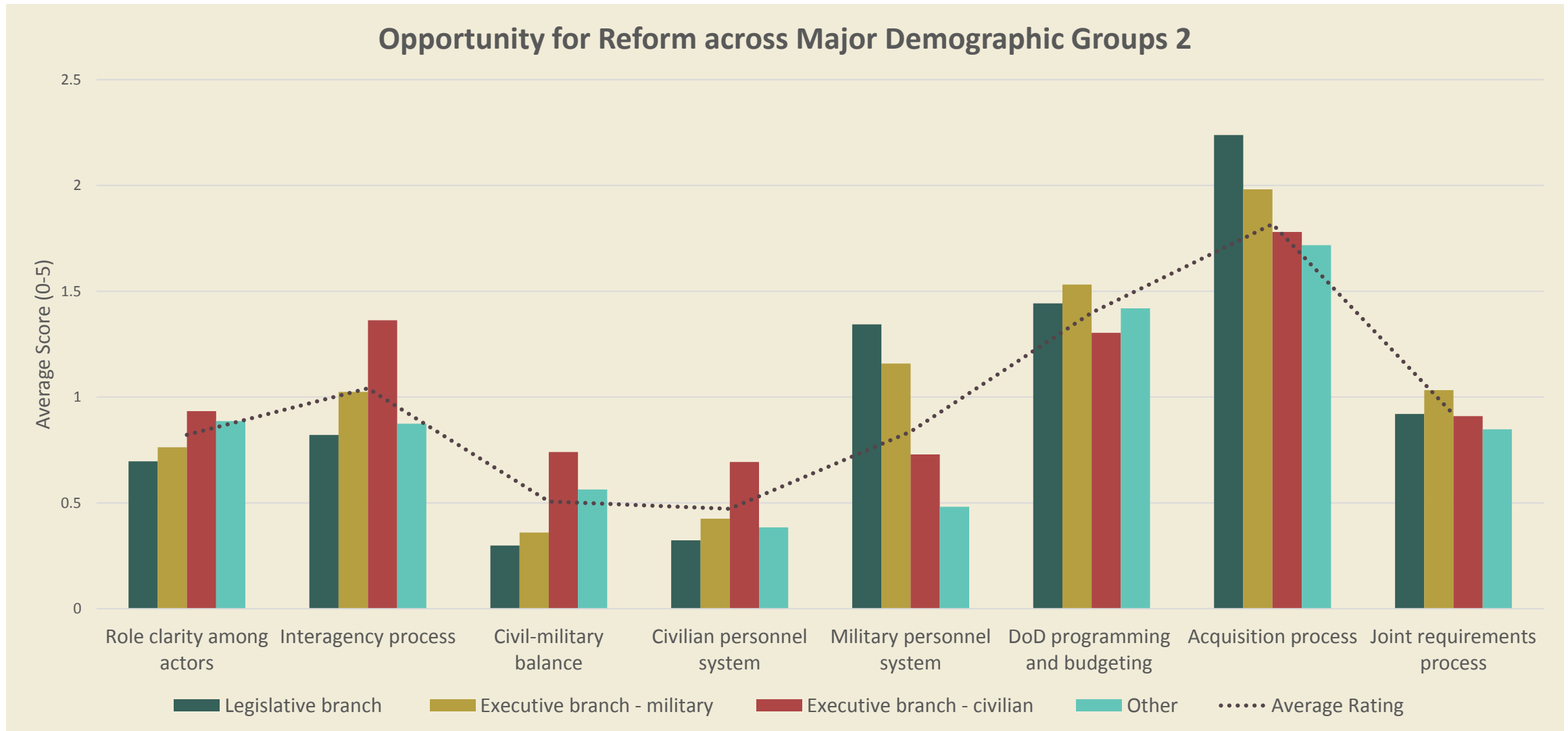
Survey Results: Reform Opportunities II



Survey Results: Reform Opportunities III

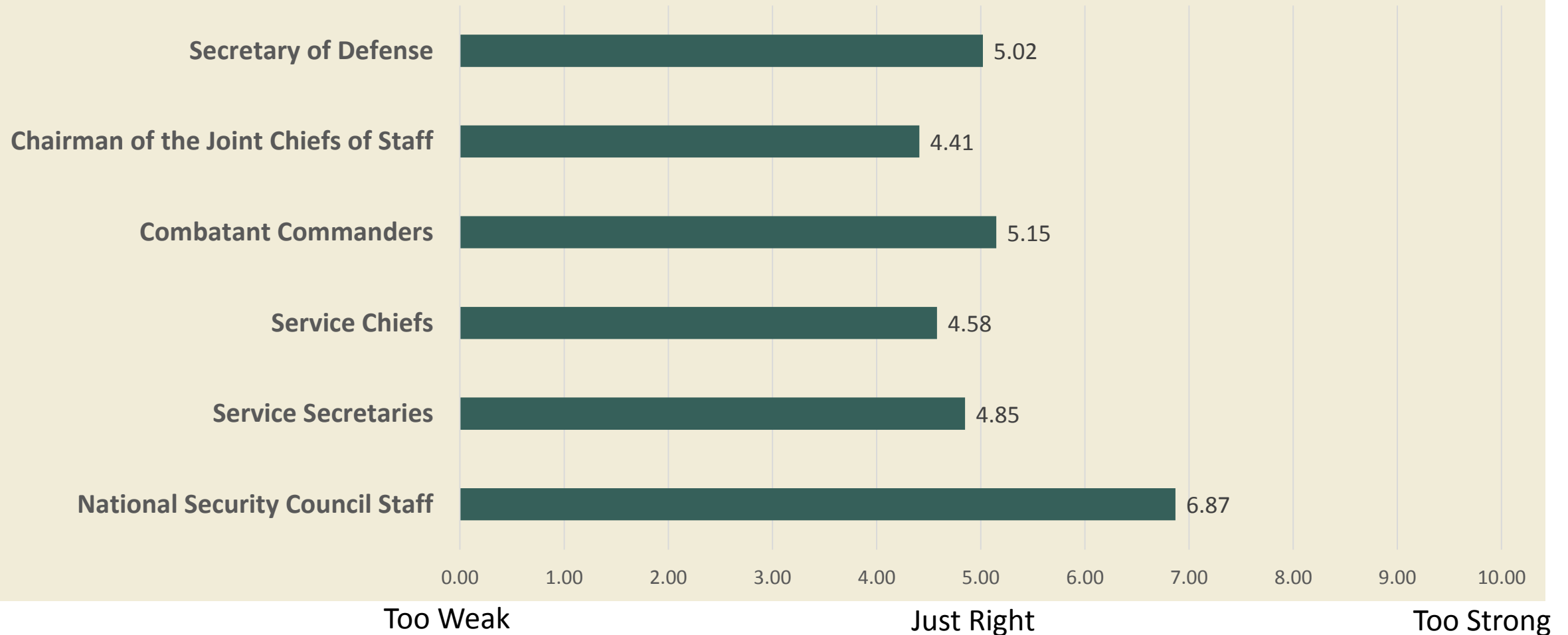


Survey Results: Reform Opportunities III

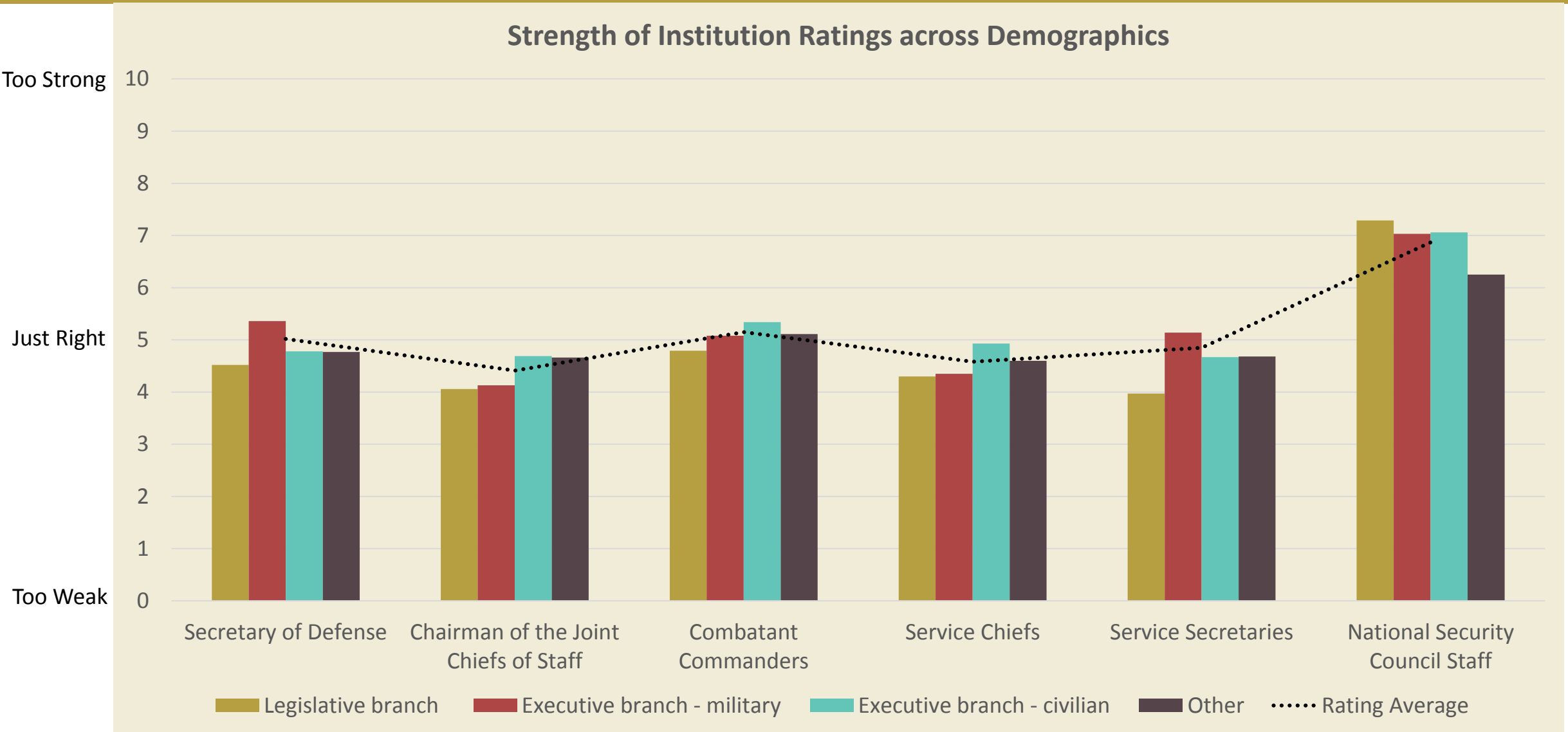


Survey Results: Strength of Institutions I

Assessing the needs of the Defense Department, rate the current strength of the following institutions.

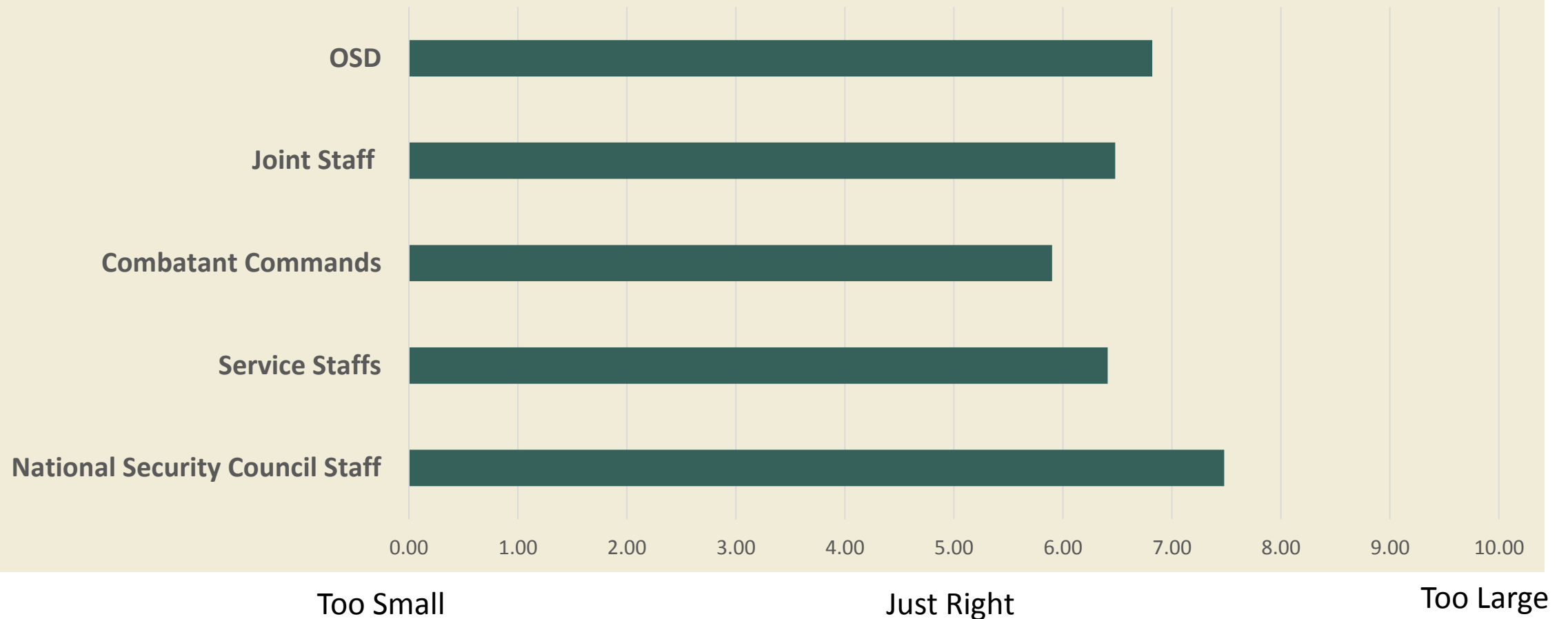


Survey Results: Strength of Institutions II



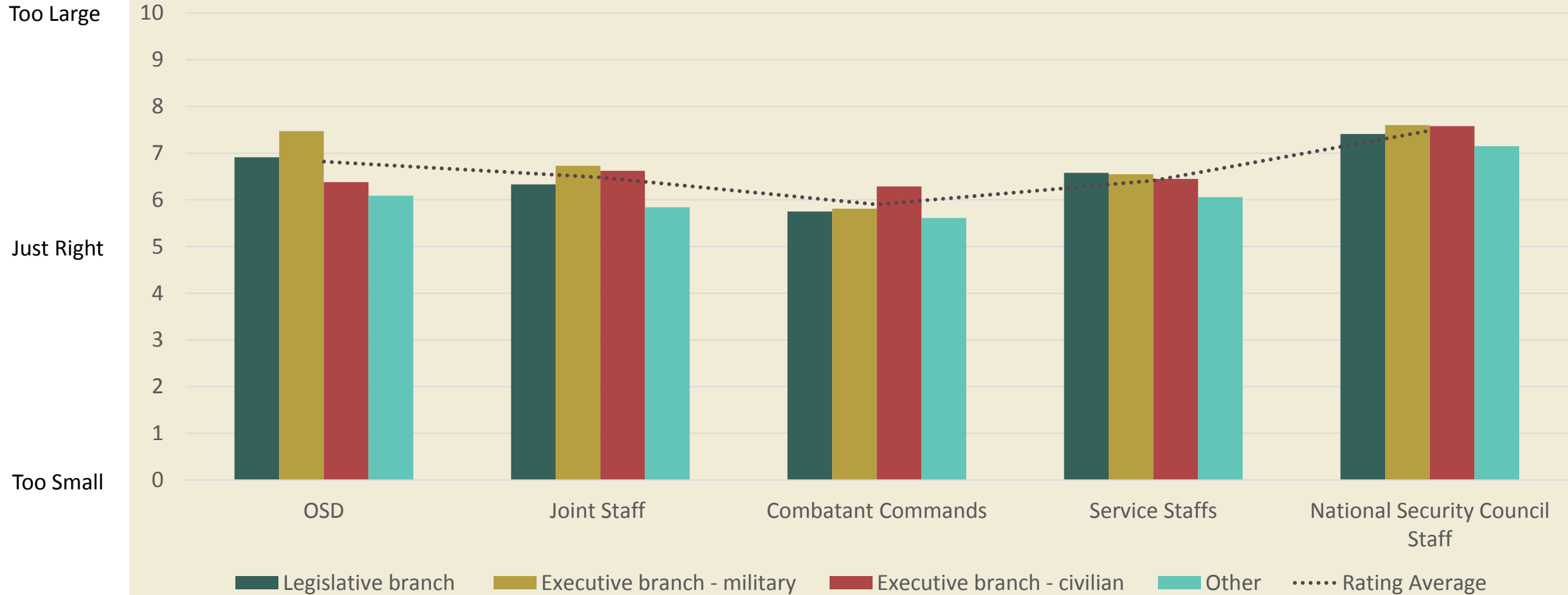
Survey Results: Size of Institutions I

Relative to the appropriate responsibilities of each institution, rate your assessment of the size of each of the following.



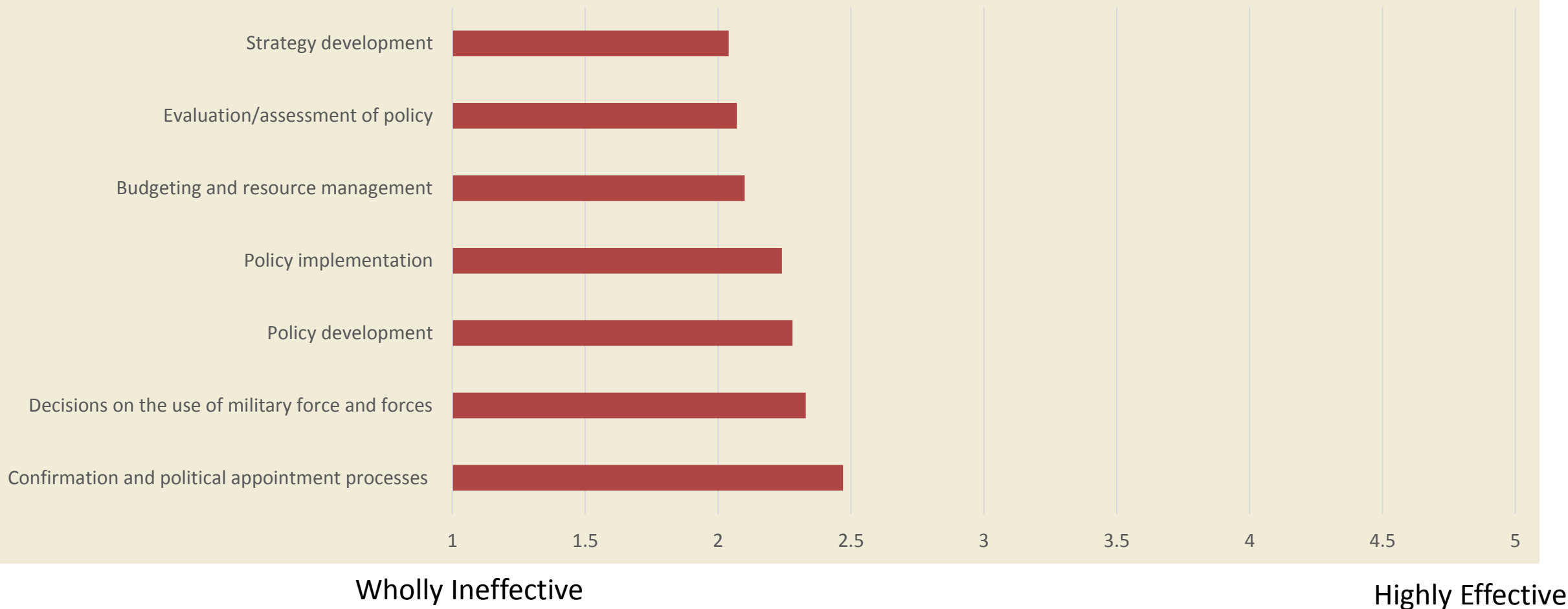
Survey Results: Size of Institutions II

Size of Institution Ratings across Demographics

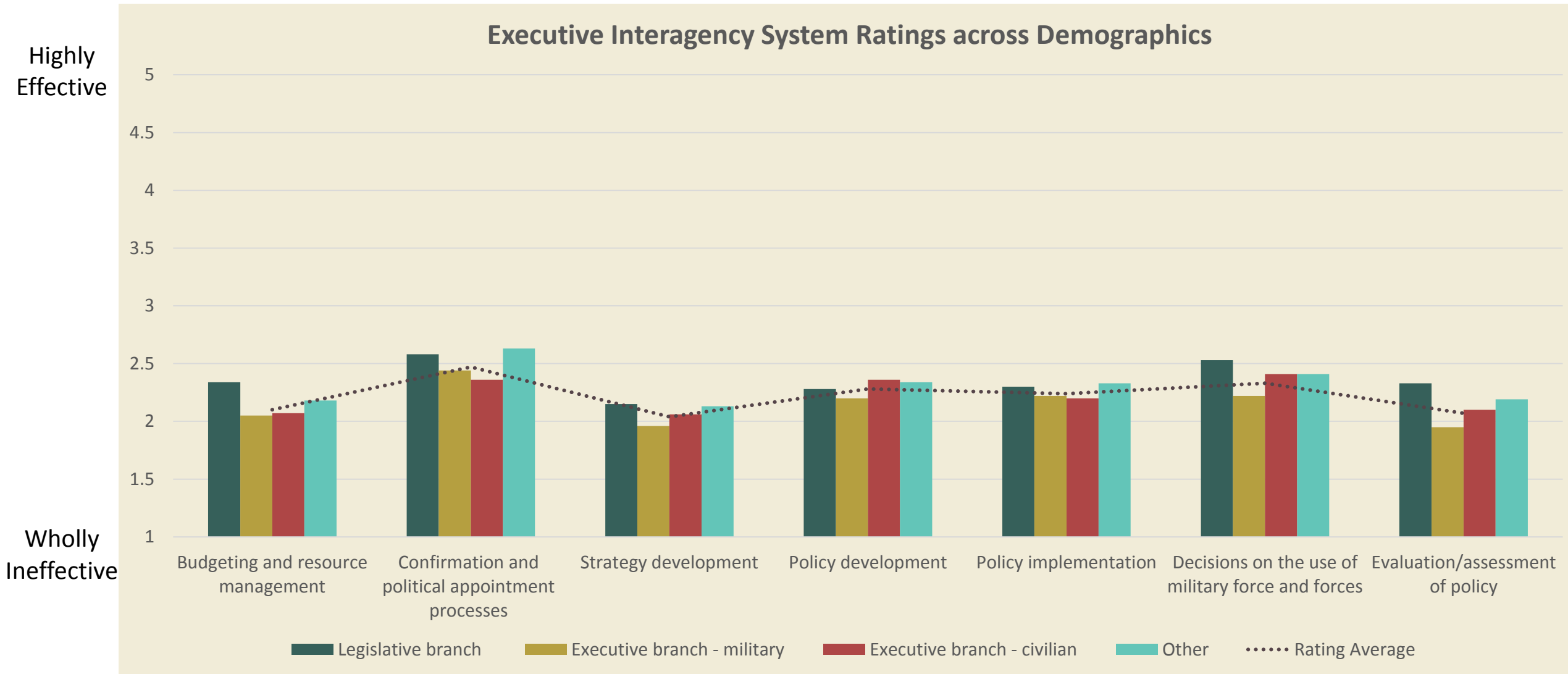


Survey Results: Interagency System I

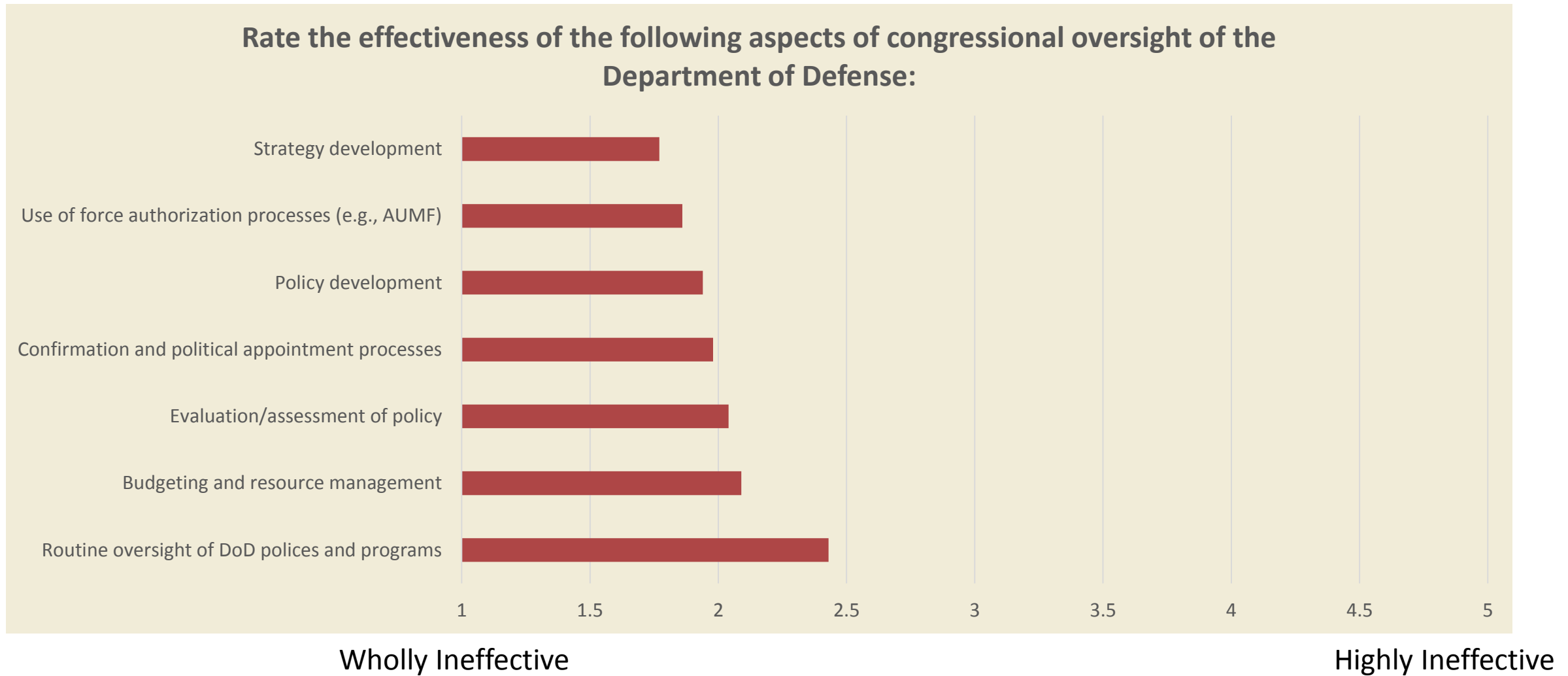
Rate the effectiveness of the White House-led interagency system at the following:



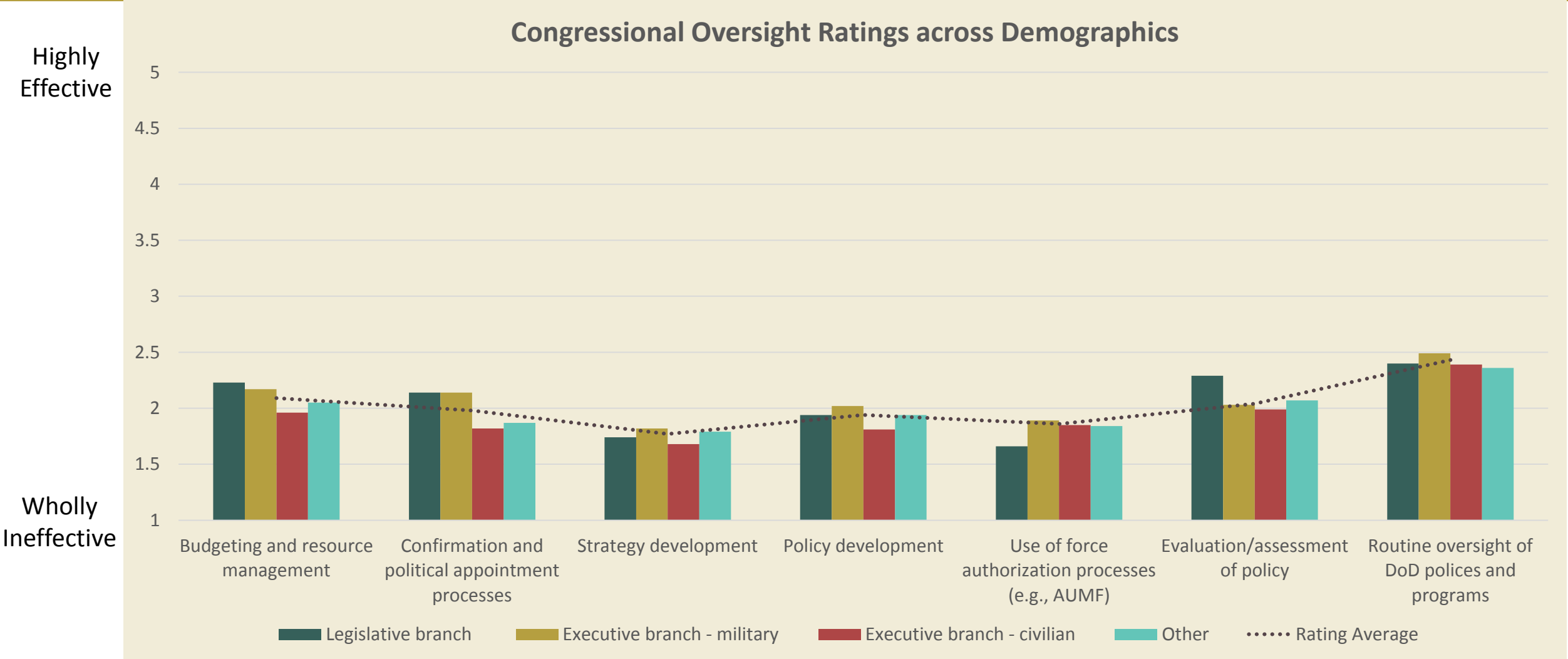
Survey Results: Interagency System II



Survey Results: Congressional Oversight I

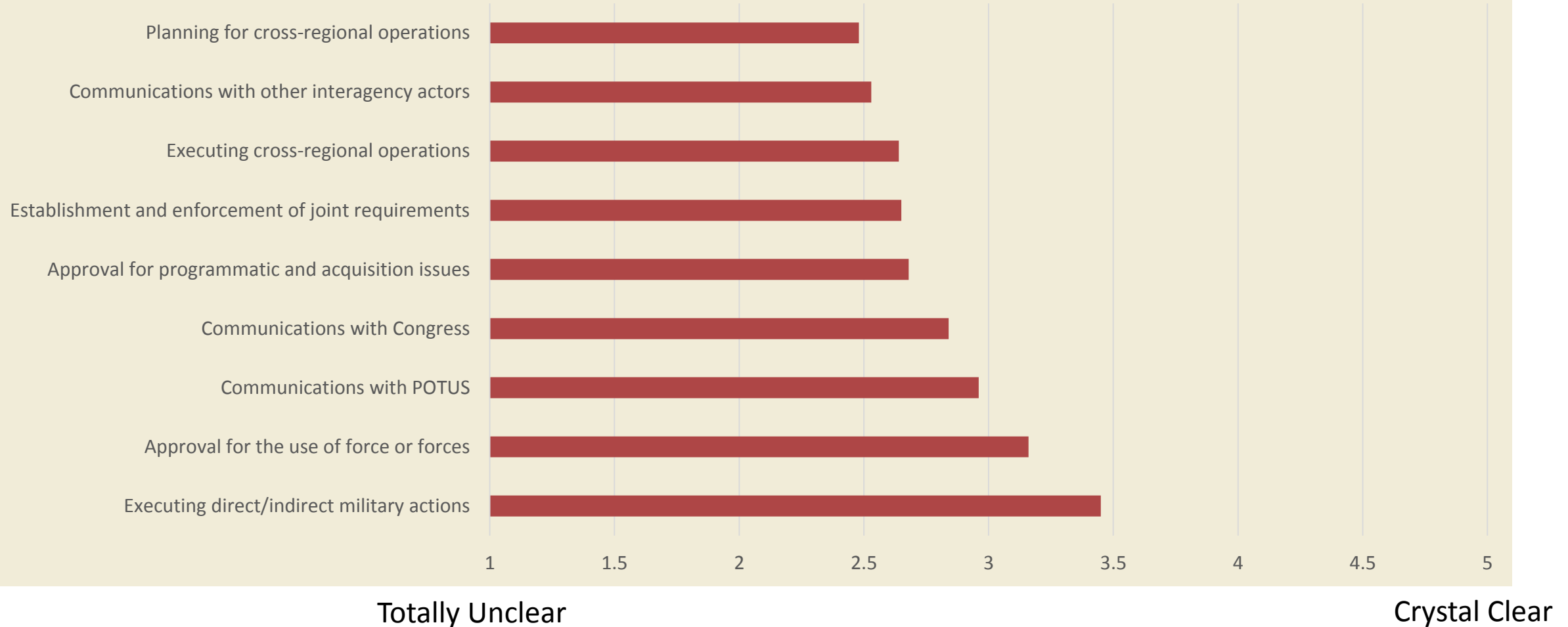


Survey Results: Congressional Oversight II



Survey Results: Role Clarity I

Rate the degree of role clarity today within DoD in the following categories:

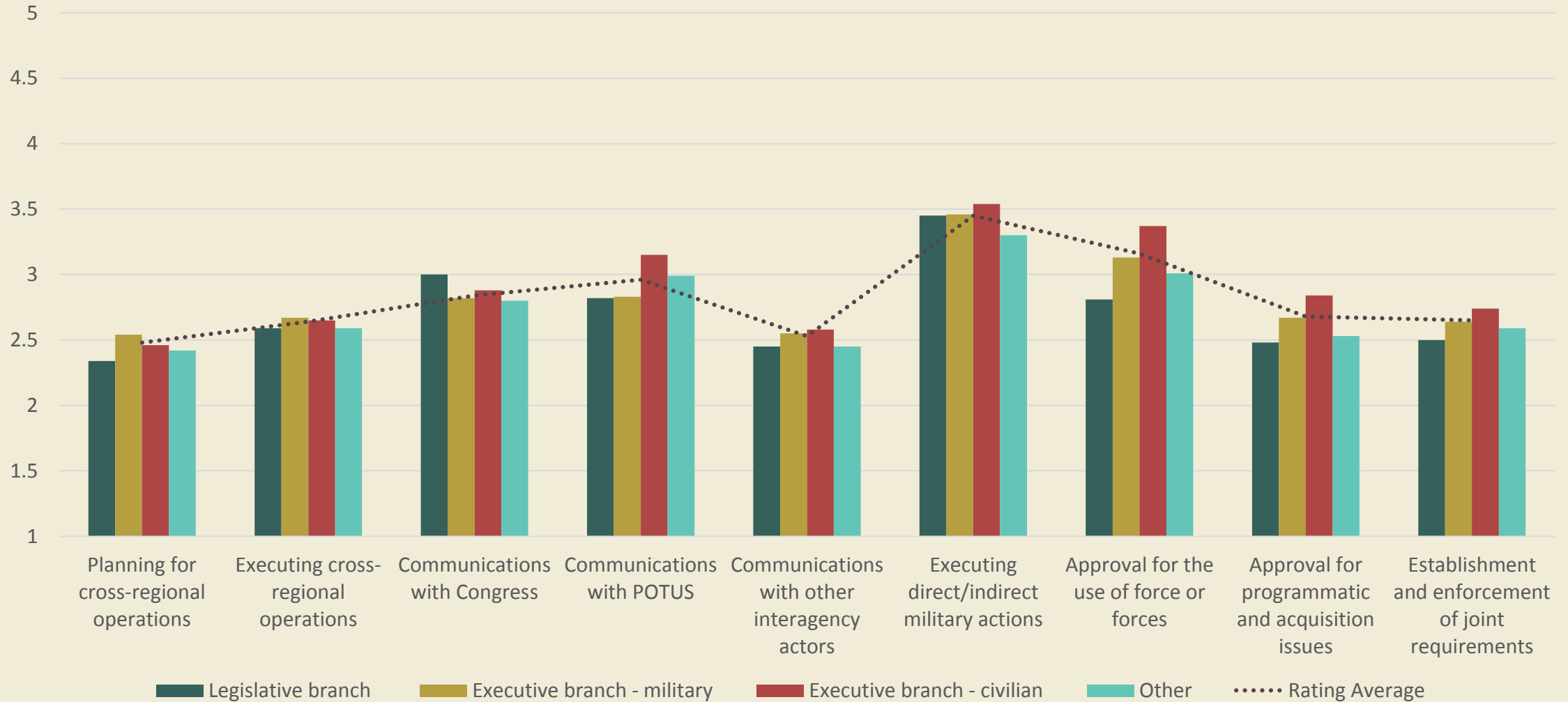


Survey Results: Role Clarity II

Crystal Clear

Totally Unclear

Role Clarity Ratings across Demographics



Possible FY2017 NDAA “Quick Wins”

- Efficiencies
 - A-76 authority (statute)
 - Study on whether DoD should opt-out its civilian personnel system from OPM (like IC and Foreign Service) (statute)
 - BRAC (statute)
 - Enhance flexibility in meeting joint duty requirements (statute or SD)
 - Consider consolidating war colleges (statute or SD)
- Innovation
 - Change to SASC rules governing conflict of interest divestment for incoming DoD appointees (SASC)
 - Create a “bishop’s fund” overseen by DSD for innovative experiments in support of joint warfighting, with competition open to all components (statute or SD)
- Command and control
 - Upgrade CYBERCOM and SPACECOM to unified combatant commands, sourced without growth in military or civilian end-strength or HQ personnel and using existing facilities (statute or SD)
- Strategy and planning
 - Task CJCS to develop for SD approval prioritized, synchronized cross-regional/functional plans (SD)
 - Increase cadre of planners in services and JS (SD)
 - Task Service Chiefs to join SD milestone approval meetings for OPLANs/CONPLANs (SD)
- Defense reform way ahead
 - Task DoD, independent study, and/or independent commission in areas of key congressional interest, timed to influence consideration in the FY19 NDAA cycle, e.g.
 - Defense efficiencies in the areas of supply chain, healthcare, and education benefit for families
 - Efficiencies in defense intelligence agencies
 - Combatant Command structure, including: possible mergers, HQ efficiencies, the appropriate placement of responsibilities formerly owned by JFCOM, and the appropriateness of the current UCP in light of complex global challenges
 - Civilian and military personnel systems