

Originally Processed With FOIA(s):
2010-1905-S

FOIA Number:
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FOIA MARKER

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Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: National Security Council
Series: H-Files
Subseries: NSR Files

OA/ID Number: 90006
Folder ID Number: 90006-014

Folder Title:
NSR-11 - February 25, 1989 - Defense Management Review [1]

Stack:	Row:	Section:	Shelf:	Position:
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Withdrawal/Redaction Sheet

(George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. NSR	Re: National Security Review 11 - Defense Management Review (3 pp.)	2/25/89	(b)(1)	C
02. NSR	Re: National Security Review 11 - Defense Management Review (3 pp.)	2/25/89	(b)(1)	C
03. Draft NSR	Re: Defense Management Review (2 pp.)	n.d.	(b)(1)	
04. Draft NSR	Re: Defense Management Review (1 pp.)	n.d.	(b)(1)	
05. Draft NSR	Re: Defense Management Review (3 pp.)	n.d.	(b)(1)	
06a. Fax	Robert Gates to Brent Scowcroft Re: Per our telephone conversation (1 pp.)	2/25/89	(b)(1)	S
06b. Memo	To Distribution List Re: Review of US National Defense Strategy (9 pp.)	2/24/89	(b)(1)	C
07a. Memo	Eugene Ebner/Judyt Mandel to Brent Scowcroft Re: Presentation of the Defense Management Review (NSR-11) (2 pp.)	6/13/89	(b)(1)	C
07b. Outline	Re: Meeting with the Secretary of Defense (3 pp.)	6/14/89	(b)(1)	
08. Report	Re: National Security Review 11 - Defense Management (5 pp.)	6/12/89	(b)(1)	

Page 1 of 2

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Pinksheet Number: cap2004

OA/ID Number: 90006-014

Date Closed: 7/6/2010

FOIA/Sys Case #: 2010-1905-S

Re-review Case #:

P-2/P-5 Review Case #:

Withdrawal/Redaction Sheet

(George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
09a. Report	Re: NSD Status Report (2 pp.)	6/11/89	(b)(1)	TS
09b. Report	Re: NSR Status Report (4 pp.)	6/11/89	(b)(1)	TS
09c. Index	Re: NSCIF Calendar Year Index (2 pp.)	6/11/89	(b)(1)	TS
09d. Index	Re: NSCIF Calendar Year Index (1 pp.)	6/11/89	(b)(1)	TS
09e. Index	Re: NSCIF Calendar Year Index (2 pp.)	6/11/89	(b)(1)	TS
09f. Index	Re: NSCIF Calendar Year Index (1 pp.)	6/11/89	(b)(1)	TS

Page 2 of 2

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FOIA/Sys Case #: 2010-1905-S

Re-review Case #:

P-2/P-5 Review Case #:

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Persons handling this document acknowledge he or she knows and understands the security law relating thereto and will cooperate fully with any lawful investigation by the United States Government into any unauthorized disclosure of classified information contained herein.

Access List

DATE	NAME	DATE	NAME
2/25/89	<i>Antee Tol</i>	_____	_____
2/28/89	<i>Brenham</i>	_____	_____
5/2/89	<i>M. E. Tol</i>	_____	_____
2 mar 90	<i>Lisa Salvetti</i>	_____	_____
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7/6/10

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Appeal Case #:

Re-review Case #:

Appeal Disposition:

P-2/P-5 Review Case #:

Disposition Date:

AR Case #:

MR Case #:

AR Disposition:

MR Disposition:

AR Disposition Date:

MR Disposition Date:

RESTRICTION CODES

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Freedom of Information Act - [5 U.S.C. 552(b)]

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I D F PROFILE

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ID 8920068

RECEIVED 22 FEB 89 13

TO PRESIDENT FROM SCOWCROFT
PRESIDENT

DOCDATE 21 FEB 89
25 FEB 89

KEYWORDS: DEFENSE POLICY NSR

SUBJECT: NSR-11 DEFENSE MANAGEMENT REVIEW

ACTION: FOR SIGNATURE DUE: STATUS CD FILES IFD 0

FOR ACTION
PRESIDENT

FOR CONCURRENCE

FOR INFO

UNCLASSIFIED UPON
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7/6/10

COMMENTS

REF# LOG

NSC/FID NSR0011 (A / L)

ACTION OFFICER (S) ASSIGNED ACTION REQUIRED DUE COPIES TO

C 2/25 Pres Sgd use 11

DISPATCH 27. 2425 W/ATTCH FILE (C)

NATIONAL SECURITY COUNCIL DISTRIBUTION RECORD

Log Number 20068
Date February 25, 1989

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DOCUMENT CLASSIFICATION:

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EXTERNAL DISTRIBUTION: -

	#CYS	Date	Time	Received/Signed for By:
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THE SECRETARY OF DEFENSE The Pentagon	#1	25 Feb 89	1210	Mtzygo
DIRECTOR, ACDA Room 5933/Dept. of State				
CHAIRMAN US START DELEGATION % ACDA, 5933 State				
CHAIRMAN US INF DELEGATION % ACDA, 5933 State				
DIRECTOR, CIA Langley, VA				
CHAIRMAN, JCS The Pentagon	#2	25 Feb 89	1210	Mtzygo
DIRECTOR, OMB Room 252 OEOB	#4	25 Feb 89	12:35	Sam J. H.
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THE SECRETARY OF COMMERCE 14th & Const. Ave. NW, Room 5851				
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THE ATTORNEY GENERAL Dept. of Justice, Room 5119				
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McCue

Tahir-Kheli

Curtin

Melby

Tobey

Donley

Bot #8 Menan

Bot #10 Working

Ebner

Miller

Farrar

Miskel

Grant

Bot #6 Executive Secretary

SA #12 NSC Chron Copy

Situation Room

#7 NSC Secretariat

NSC IF Copy

West Wing Desk

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NSC, ROOM 300, OEOB
NSC SECRETARIAT, ROOM 381, OEOB

Page 2

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DATE, TIME & SIGN THIS RECEIPT & RETURN TO: ST MERCHANT, SITUATION ROOM, WHITE HOUSE

Page 1 of 2 Pages

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CHAIRMAN, JCS The Pentagon	#2	<u>25 Feb 89</u>	<u>1228</u>	<u>[Signature]</u>
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Page 1 of 2 Pages

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Situation Room
W. Kate House

**National Security Council
The White House**

LOG #

20068

SYSTEM

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A/O

SEQUENCE TO

HAS SEEN

DISPOSITION

Dep Exec Sec

Exec Sec

Bob Gates

Brent Scowcroft

Exec Sec

Situation Room

West Wing Desk

NSC Secretariat

A = Action

I = Information

D = Dispatch

R = Retain

N = No further Action

CC:

VP

Synunu

Other

COMMENTS

Should be seen by:

(Date/Time)

It appears that the original
is with the President in
Tokyo.

ACTIONS TAKEN IN TOKYO - Saturday, February 25, 1989

#20068 - Defense Management Review - President signed memo to Acting SecDef and Chairman, JCS - Memo is undated. I will FAX a copy of signed original

UNCLAS

CLASSIFICATION

CIRCLE ONE BELOW

MODE

PAGES 4

IMMEDIATE

SECURE FAX # 36

DTG 250103Z

PRIORITY

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FROM/LOCATION

1. FLORENCE E. GANTT - TOKYO

TO/LOCATION/TIME OF RECEIPT

1. BOB GATES - WHSR

2. CATHY MILLISON - WHSR

3. PHILIP HUGHES - WHSR

TOR: 250112Z FEB89

INFORMATION ADDRESSEES/LOCATION/TIME OF RECEIPT

1. _____

2. _____

SPECIAL INSTRUCTIONS/REMARKS:

UNCLAS

CLASSIFICATION

THE WHITE HOUSE
WASHINGTON

February 24, 1989

MR. PRESIDENT:

The attached is for your review
and signature.

OMB has reviewed and has no
objection.



James W. Cicconi

THE WHITE HOUSE

WASHINGTON

20068

1989 FEB 21 PM 8:40

February 21, 1989

ACTION

MEMORANDUM FOR THE PRESIDENT

SIGNED

FROM: BRENT SCOWCROFT 
SUBJECT: Defense Management Review

ISSUE

Whether to approve a National Security Review of management practices within the Department of Defense.

FACTS

Over the past few years, public confidence in the management of the Department of Defense has eroded significantly--most recently due to alleged misconduct by defense consultants. In your address to the Joint Session of Congress on February 9th, you indicated that you would direct a review of management practices within the Department and request a plan to implement fully the original recommendations of the Packard Commission.

DISCUSSION

At Tab I is a directive for a National Security Review that will set in motion such a review of Defense management practices. It has been drafted by Senator Tower's transition team and has his approval. The agenda which the directive lays out closely parallels the methodology of the original Packard Commission, which sought to identify problems. However, as the tasker indicates, the need now is to identify specific actions to address problems already clearly identified. You will also note that the tasker requests both specific actions that can be taken internally within the Department, and identification of subsequent actions that will need to be taken up with Congress to strengthen the implementation of needed reforms.

I believe this tasker articulates clear expectations on your part--specifically that much more can be done and should be done within the areas targeted for review. It calls for forward-looking and innovative thinking on the part of the new leadership in OSD. In this regard it parallels the intent of the other reviews that you have, or shortly will, task to your Cabinet officials.

cc: Vice President
Chief of Staff

RECOMMENDATION

That you approve and sign the National Security Review of Defense Management (Tab A).

Approve _____

Disapprove _____

Attachment

Tab A Proposed NSR for a Defense Management Review

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. NSR	Re: National Security Review 11 - Defense Management Review (3 pp.)	2/25/89	(b)(1)	C

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed: 7/6/2010

OA/ID Number: 90006-014

FOIA/SYS Case #: 2010-1905-S

Appeal Case #:

Re-review Case #:

Appeal Disposition:

P-2/P-5 Review Case #:

Disposition Date:

AR Case #:

MR Case #:

AR Disposition:

MR Disposition:

AR Disposition Date:

MR Disposition Date:

RESTRICTION CODES

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Freedom of Information Act - [5 U.S.C. 552(b)]

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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Removed as a personal record misfile.

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THE WHITE HOUSE

WASHINGTON

20068

DRAFT

ACTION

MEMORANDUM FOR THE PRESIDENT

FROM: BRENT SCOWCROFT

SUBJECT: Defense Management Review

ISSUE

Whether to approve a National Security Directive requiring a review of management practices within the Department of Defense

FACTS

Over the past few years, public confidence in the management of the Department of Defense has eroded significantly--most recently due to alleged misconduct by defense consultants. In your address to the Joint Session of Congress on February 9th, you indicated that you would direct a review of management practices within the Department and request a plan to implement fully the original recommendations of the Packard Commission.

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RECOMMENDATION

That you approve and sign the National Security Directive
~~initiating a~~ Defense Management Review (Tab A).

Approve _____

Disapprove _____

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Tab A Proposed NSA^R for a Defense Management Review

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(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
05. Draft NSR	Re: Defense Management Review (3 pp.)	n.d.	(b)(1)	

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed: 7/6/2010	OA/ID Number: 90006-014
FOIA/SYS Case #: 2010-1905-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P-1 National Security Classified Information [(a)(1) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Removed as a personal record misfile.

Freedom of Information Act - [5 U.S.C. 552(b)]

(b)(1) National security classified information [(b)(1) of the FOIA]
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(b)(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
(b)(9) Release would disclose geological or geophysical information

THE WHITE HOUSE

WASHINGTON

20068

MEMORANDUM FOR THE HONORABLE WILLIAM TAFT
Acting Secretary of Defense

ALL to R
MR. RICHARD DARMON^A
Director, Office of Management and Budget

ADMIRAL WILLIAM CROWE
Chairman, Joint Chiefs of Staff

SUBJECT: Defense Management Review

The attached National Security Directive for a Review of Defense Management has been approved by the President.

Attachment

Tab A National Security Directive

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
06a. Fax	Robert Gates to Brent Scowcroft Re: Per our telephone conversation (1 pp.)	2/25/89	(b)(1)	S

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed: 7/6/2010

OA/ID Number: 90006-014

FOIA/SYS Case #: 2010-1905-S

Appeal Case #:

Re-review Case #:

Appeal Disposition:

P-2/P-5 Review Case #:

Disposition Date:

AR Case #:

MR Case #:

AR Disposition:

MR Disposition:

AR Disposition Date:

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Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
06b. Memo	To Distribution List Re: Review of US National Defense Strategy (9 pp.)	2/24/89	(b)(1)	C

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed: 7/6/2010	OA/ID Number: 90006-014
FOIA/SYS Case #: 2010-1905-S	Appeal Case #:
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P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

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~~CONFIDENTIAL~~
NSC/RMO PROFILE

RECORD ID: 8920626
RECEIVED: 12 JUN 89 18

TO: SCOWCROFT

FROM: CHENEY, R

DOC DATE: 12 JUN 89
SOURCE REF:

KEYWORDS: DEFENSE POLICY
NSR

AP

PERSONS:

SUBJECT: DEFENSE MANAGEMENT REVIEW PRESENTATION TO PRES ON JUN 14

ACTION: FOR DISPATCH

DUE DATE: 07 DEC 90 STATUS: C

STAFF OFFICER: MAHLEY

LOGREF: 8920068 8920494

FILES: IFR 0

NSCP: NSR0011

CODES:

D O C U M E N T D I S T R I B U T I O N

FOR ACTION

FOR CONCURRENCE

FOR INFO

EBNER

KANTER

UNCLASSIFIED UPON
REMOVAL OF CLASSIFIED
ATTACHMENTS

CAP

2/6/10

COMMENTS: NO SIGNED COPIES WERE PROVIDED TO WWD FM EXEC CLERK

DISPATCHED BY _____ DATE _____ BY HAND W/ATTCH

OPENED BY: GD

CLOSED BY: AC

BoL

DOC 1 OF 2

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~
ACTION DATA SUMMARY REPORT

RECORD ID: 8920626

DOC ACTION OFFICER

CAO ASSIGNED ACTION REQUIRED

001 MAHLEY	Z	89061218	APPROPRIATE ACTION
001 MAHLEY	Z	89061316	ADD-ON / APPROPRIATE ACTION
001 SCOWCROFT	Z	89061320	FWD TO PRES FOR DECISION
001	X	89061411	NO ACTION REQUIRED PER GATES
001	X	89071013	PRES SGD LTRS
001 EXEC CLERK	X	89071013	FOR DISPATCH

UNCLASSIFIED UPON
REMOVAL OF CLASSIFIED
ATTACHMENTS

CAP

7/6/10

~~CONFIDENTIAL~~

Per Bob Gates,
no paper necessary
for today's 5:15
meeting on MS/2-11
Randy

Document Originally
Attached to
Following Page

**National Security Council
The White House**

PROOFED BY: _____

LOG # 20626

URGENT NOT PROOFED: _____

SYSTEM PRS NSC INT

BYPASSED WW DESK: _____

DOCLOG CM A/O _____

	SEQUENCE TO	HAS SEEN	DISPOSITION
Dep Exec	<u>2</u>	_____	<u>A</u>
Philip Hughes	_____	_____	_____
Bob Gates	_____	_____	_____
Brent Scowcroft	_____	_____	_____
Philip Hughes	_____	_____	_____
Situation Room	_____	_____	_____
West Wing Desk	<u>2</u>	_____	<u>N</u>
NSC Secretariat	<u>3</u>	<u>BTM</u>	<u>R</u>
_____	_____	_____	_____
_____	_____	_____	_____

89 JUN 13 P 8: 34

JUN 15 1989

<u>A = Action</u>	I = Information	D = Dispatch	R = Retain	N = No further Action
-------------------	-----------------	--------------	------------	-----------------------

cc: VP Sununu Other _____

Should be seen by: _____
(Date/Time)

COMMENTS

Phil:

Here is package for
Cheney meeting w/ Pres
on Defense Manage-
ment Review.

We understand meeting
is not on for
June 14, but provide
this package in
case it is needed
on short notice.

This should not be
sent forward at
this time.

AK

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
07a. Memo	Eugene Ebner/Judyt Mandel to Brent Scowcroft Re: Presentation of the Defense Management Review (NSR-11) (2 pp.)	6/13/89	(b)(1)	C

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed:	7/6/2010	OA/ID Number:	90006-014
FOIA/SYS Case #:	2010-1905-S	Appeal Case #:	
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Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
07b. Outline	Re: Meeting with the Secretary of Defense (3 pp.)	6/14/89	(b)(1)	

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed: 7/6/2010	OA/ID Number: 90006-014
FOIA/SYS Case #: 2010-1905-S	Appeal Case #:
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AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

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THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

June 14, 1989

The Secretary of Defense today submitted the Report of the Defense Management Review to the President. The Review provides a blueprint for significant improvements in the management of the Department of Defense and in the Defense acquisition process.

The American people want strong, capable armed forces that can protect our country, our allies, and our interests around the world. They also want to be sure that the tax dollars they devote to the Nation's defense are spent wisely. Implementation of the recommendations of the Defense Management Review will help achieve those objectives, so that we can maintain America's strength and bring greater efficiency to government.

The following is the text of the letter from the Secretary of Defense transmitting the Report of the Defense Management Review:

Dear Mr. President:

I am pleased to submit the Report of the Defense Management Review conducted pursuant to your direction in National Security Review 11. This Report is the product of extensive study and sets forth the plan you requested to:

- implement fully the Packard Commission's recommendations;
- improve substantially the performance of the defense acquisition system; and
- manage more effectively the Department of Defense and our defense resources.

With your approval, the Department is prepared to embark immediately on the implementing actions identified in the Report. Some of these actions will require the assistance of other executive branch agencies. The most important will require the cooperation of the Congress. All will demand the Department's sustained attention and diligent effort in the years ahead.

POINTS TO BE MADE FOR MEETING WITH
THE SECRETARY OF DEFENSE

- OUR GOAL IS TO STRENGTHEN OUR SECURITY BY MAKING OUR DEFENSE CAPABILITIES MORE EFFECTIVE AND MORE EFFICIENT. THE BUDGETARY SAVINGS WE REALIZE CAN THEN BE APPLIED TO NEEDED DEFENSE PROGRAMS. THE RECOMMENDATIONS YOU HAVE MADE PROMISE TO ACCOMPLISH THOSE TWIN OBJECTIVES.
- IT IS IMPORTANT THAT THEY BE IMPLEMENTED QUICKLY WITH THE OBJECTIVES OF IMPROVING DEFENSE MANAGEMENT AND ACQUISITION PROCEDURES.
- TO ACCOMPLISH THIS, I BELIEVE THAT THE PRINCIPAL RECOMMENDATIONS OF THE REPORT SHOULD BE PART OF MY MANAGEMENT BY OBJECTIVES PROGRAM (MBO) .

- THIS MEANS THAT DEFENSE WILL IDENTIFY AND PROPOSE SPECIFIC ACTIONS THAT WILL BE ACCOMPLISHED IN SPECIFIED TIMEFRAMES TO ACHIEVE OBJECTIVES.
- WE MUST WORK CLOSELY WITH THE CONGRESS IF WE ARE TO BE SUCCESSFUL IN IMPROVING DEFENSE MANAGEMENT. I WILL BE LOOKING TO YOU FOR ADVICE ABOUT PROPOSALS TO THE CONGRESS THAT WILL SUPPORT THE REPORT'S RECOMMENDATIONS.

POINTS TO BE MADE FOR MEETING WITH THE SECRETARY OF DEFENSE

- Our goal is to strengthen our security by making our defense capabilities more effective and more efficient. The budgetary savings we realize can then be applied to needed defense programs. The recommendations you have made promise to accomplish those twin objectives.
- It is important that they be implemented quickly with the objectives of improving defense management and acquisition procedures.
- To accomplish this, I believe that the principal recommendations of the Report should be part of my Management by Objectives Program (MBO).
- This means that Defense will identify and propose specific actions that will be accomplished in specified timeframes to achieve objectives.
- We must work closely with the Congress if we are to be successful in improving Defense management. I will be looking to you for advice about proposals to the Congress that will support the Report's recommendations.

PARTICIPANTS

The President

Richard B. Cheney, Secretary of Defense

John O. Marsh, Jr., Secretary of the Army

H. Lawrence Garrett, Secretary of the Navy

Donald B. Rice, Secretary of the Air Force

Richard G. Darman,

Director of the Office of Management and Budget

Donald J. Atwood, Deputy Secretary of Defense

Brent Scowcroft,

Assistant to the President for National Security Affairs

Robert M. Gates,

Deputy Assistant to the President for National Security Affairs

Michael Stone, Acting Under Secretary of Defense, Acquisition

Paul D. Wolfowitz, Under Secretary of Defense, Policy

Paul Schott Stevens, Director, Defense Management Review

Arnold Kanter, Senior Director, Defense Policy and Arms Control

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20508

MEMORANDUM FOR JAMES CICCONI

FROM: G. PHILIP HUGHES

SUBJECT: Proposed White House Press Statement

Attached is a draft White House Statement to be issued after Secretary Cheney presents the Report of the Defense Management Review to the President on June 14. The statement will be an opportunity to highlight the President's commitment to improving the defense management and acquisition process, and to begin building public momentum for implementation of the Report's recommendations.

Attachment
White House Statement

cc: Marlin Fitzwater

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

June 14, 1989

The Secretary of Defense today submitted the Report of the Defense Management Review to the President. The Review provides a blueprint for significant improvements in the management of the Department of Defense and in the Defense acquisition process.

The American people want strong, capable armed forces that can protect our country, our allies, and our interests around the world. They also want to be sure that the tax dollars they devote to the Nation's defense are spent wisely. Implementation of the recommendations of the Defense Management Review will help achieve those objectives, so that we can maintain America's strength and bring greater efficiency to government.

The following is the text of the letter from the Secretary of Defense transmitting the Report of the Defense Management Review:

Dear Mr. President:

I am pleased to submit the Report of the Defense Management Review conducted pursuant to your direction in National Security Review 11. This Report is the product of extensive study and sets forth the plan you requested to:

- implement fully the Packard Commission's recommendations;
- improve substantially the performance of the defense acquisition system; and
- manage more effectively the Department of Defense and our defense resources.

With your approval, the Department is prepared to embark immediately on the implementing actions identified in the Report. Some of these actions will require the assistance of other executive branch agencies. The most important will require the cooperation of the Congress. All will demand the Department's sustained attention and diligent effort in the years ahead.

**NATIONAL SECURITY COUNCIL
EXECUTIVE SECRETARIAT STAFFING DOCUMENT**

TIME STAMP

89 JUN 13 P 4: 54

SYSTEM LOG NUMBER: _____

20626 ADD-ON

ACTION OFFICER: MAHLEY

DUE: C.O.B. 16 JUN 89

☐ Prepare Memo For Scowcroft/Gates

☒ Appropriate Action

☐ Prepare Memo For Cicconi

☐ Prepare Memo for Hughes

☐ Prepare Memo _____ to _____

CONCURRENCES/COMMENTS*

PHONE* to action officer at ext. 5010

FYI

☐ ☐ Basora
☐ ☐ Beers
☐ ☐ Blackwill
☐ ☐ Briggs
☐ ☐ Brooks
☐ ☐ Charles
☐ ☐ Coulson
☐ ☐ Deal
☐ ☐ Donley
☐ ☐ Dyke
☐ ☐ Ebner
☐ ☐ Grant
☐ ☐ Haass
☐ ☐ Hoffmann
☐ ☐ Hutchings
☐ ☐ Jackson
☐ ☐ LaMagna
☐ ☐ Kanter

FYI

☐ ☐ Lampley
☐ ☐ Leach
☐ ☐ Levin
☐ ☐ Lewis
☐ ☐ Mahley
☐ ☐ Mandel
☐ ☐ McCue
☐ ☐ Melby
☐ ☐ Menan
☐ ☐ Miller
☐ ☐ Miskel
☐ ☐ Needels
☐ ☐ Paal
☐ ☐ Pacelli
☐ ☐ Passage
☐ ☐ Popadiuk
☐ ☐ Porter
☐ ☐ Pryce

FYI

☐ ☐ Rademaker
☐ ☐ Reiss
☐ ☐ Rice
☐ ☐ Rodman
☐ ☐ Rostow
☐ ☐ Salvetti
☐ ☐ Snider
☐ ☐ Tilley
☐ ☐ Tobey
☐ ☐ Welch
☐ ☐ Whitley
☐ ☐ Working
☐ ☐ Zelikow
☐ ☐ _____
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INFORMATION

☒ Hughes
☒ Scowcroft (advance)

☒ Gates (advance)
☒ Secretariat

☐ Exec. Sec. Desk
☐ _____

COMMENTS

CRW: 20494

STAFF OFFICER HAS COPY OF THE REPORT

Logged By CDM

Return to Secretariat



THE SECRETARY OF DEFENSE
WASHINGTON, THE DISTRICT OF COLUMBIA

20626 A/0

June 12, 1989

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

I am pleased to submit the Report of the Defense Management Review conducted pursuant to your direction in National Security Review 11. This Report is the product of extensive study and sets forth the plan you requested to:

- implement fully the Packard Commission's recommendations;
- improve substantially the performance of the defense acquisition system; and
- manage more effectively the Department of Defense and our defense resources.

With your approval, the Department is prepared to embark immediately on the implementing actions identified in the Report. Some of these actions will require the assistance of other executive branch agencies. The most important will require the cooperation of the Congress. All will demand the Department's sustained attention and diligent effort in the years ahead.

Sincerely,

A large, stylized handwritten signature, likely of the Secretary of Defense, is written in the bottom center of the page. The signature is fluid and cursive, with a prominent initial 'D'.

National Security Review 11

DEFENSE MANAGEMENT

Report to the President

by

The Secretary of Defense

June 12, 1989

National Security Review 11

Defense Management

Table of Contents

I. INTRODUCTION

II. MANAGEMENT FRAMEWORK

The Deputy Secretary of Defense
The Under Secretary of Defense for Acquisition
The Secretaries of the Military Departments
The Under Secretary of Defense for Policy
The Chairman of the Joint Chiefs of Staff
DoD Executive Committee
Defense Planning and Resources Board
-- Planning Process
Defense Acquisition Board
Joint Requirements Oversight Council
Coordinating Committees

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Clear Command Channels
-- Service Acquisition Executives
-- Program Executive Officers
-- Program Managers
-- Systems and Materiel Commands
Stability in Programs
Limited Reporting Requirements
Smaller, Higher Quality Staffs
-- Toward a More Capable Workforce
-- Toward a More Efficient Workforce
Communications with Users
Better System Development
-- Research and Development
-- Procurement Policy

IV. GOVERNMENT-INDUSTRY RELATIONSHIP

Greater Accountability in Government
Greater Accountability in Industry
Better Performance by Industry

V. CONGRESSIONAL ACTIONS

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Broader Congressional Reforms

VI. CONCLUSION

APPENDIX A (ACQUISITION WORKFORCE)

APPENDIX B (SPECIFIC LEGISLATIVE INITIATIVES)

National Security Review 11

Defense Management

I. INTRODUCTION

In his February 1989 address to the Joint Session of Congress, the President announced that he was directing the Secretary of Defense to develop "a plan to improve the defense procurement process and management of the Pentagon." Specific terms of reference for this purpose were provided by the President in National Security Review (NSR) 11, which called upon the Department of Defense (DoD) to

develop a plan to accomplish full implementation of the recommendations of the Packard Commission and to realize substantial improvements in . . . defense management overall.

NSR 11 directed that the Secretary of Defense "identify specific actions to be taken" for these purposes in four broad areas--personnel and organization, defense planning, acquisition practices and procedures, and government-industry accountability. It also called for recommended "actions the Congress could take which would contribute to the more effective operation and management" of DoD.

The Defense Management Review conducted under NSR 11 has examined the various efforts made to date to realize the far-reaching improvements envisioned both by the Packard Commission in its Reports and by Congress in the Goldwater-Nichols Defense Reorganization Act of 1986. It has benefitted from the information provided and views offered by senior civilian and military officials throughout DoD, as well as the valuable insights of numerous outside organizations and experts who have monitored the course of recent defense reforms.

While some progress unquestionably has been made since 1986, there is no basis for complacency. On the contrary, redoubled efforts will be required in order to realize improvement to the degree contemplated by the Packard Commission and the Goldwater-Nichols Act. But the progress to date does give cause for hope that the necessary consensus and commitment can be sustained in the coming years. This

will be essential if, as the President clearly intended in NSR 11, the U.S. defense effort is to be managed in a manner that--

- ensures the continued strength and readiness of the nation's Armed Forces;
- helps us acquire needed new weapon systems at less cost, in less time, and with greater assurance of promised performance;
- encourages industry and government alike to meet the highest standards of integrity and performance; and
- promotes greater public confidence in our stewardship of defense resources.

The dimension and importance of the task cannot be overstated. The course of international affairs in the years ahead promises to test U.S. leadership in new and unforeseeable ways. Potential threats to the security of the U.S. and its Allies are likely to diminish in some areas while increasing in others, may well take new and more subtle forms, and undoubtedly will necessitate U.S. military forces that are modern, ready, and sustainable in a variety of contingencies. At the same time, as a result of competing national priorities, the real resources available for defense in the early 1990s are likely to be less than in recent years. If we are to continue to protect our global interests, meet our responsibilities, and minimize the risks to our security, we must preserve essential military capabilities through ever more skillful use of the resources at our disposal.

Such circumstances compel the utmost attention to prudent management of our defense program--and oblige the Executive branch, Congress and industry, as seldom before, to join in husbanding available defense dollars, cutting unnecessary costs, and achieving new levels of productivity and quality.

Building on recent efforts, in light of experience and current circumstances, this Report is intended to articulate an overall approach for achieving these important objectives and to identify a series of specific management initiatives for the President's consideration. Many of these initiatives can be undertaken on the authority of the Secretary of Defense. Some will require concerted action by the Administration, including other Executive departments and agencies. Still others--among them actions that hold the greatest promise for long-term improvement--will require the support of Congress and the defense industry. Together, these initiatives respond to the findings and conclusions of the Packard Commission and

to the provisions of the Goldwater-Nichols Act, and speak to their as-yet-uncompleted agenda for constructive change.

None of the additional steps recommended by the Defense Management Review departs from the course already charted for DoD, but likewise none represents a quick fix. The harder part of the job remains to be done--and the larger improvements are yet to be realized. Nothing less than an unreserved and long-term commitment on the part of DoD will be necessary to meet the President's objectives set forth in NSR 11. Nothing less than sustained cooperation between the Administration and Congress, and between government and industry, will suffice for that purpose.

II. MANAGEMENT FRAMEWORK

The overall framework adopted for decisionmaking within DoD must reflect sound management principles if the President and Secretary of Defense are to be well served. The management framework that follows has been guided by several fundamental principles.

First, the individual responsibilities of senior managers must be well understood.

Second, managers must be given a range of authority commensurate with their responsibility.

Third, subject to final decision by the President, the Secretary, or the Deputy Secretary, managers' participation in the process of establishing central policies should be encouraged.

Fourth, approved policy, including longer-term priorities and objectives for the defense program, must be widely and clearly communicated within DoD.

Fifth, within this context, managers must expect to be held strictly accountable for the overall results of their efforts, for adhering to approved policy, and for executing decisions.

Sixth, the full talents, dedication, experience and judgment of all DoD employees must be brought to bear in the execution of their diverse missions. Policy must be implemented in a wide variety of settings, and the process by which this is done carefully monitored in order to take full advantage of opportunities for cost savings and quality improvement. Innovation will come most naturally from the military and civilian professionals entrusted to do the job. They must be encouraged to examine and improve continuously the processes in which they are engaged--and to raise, at all levels, new ideas and approaches that will contribute to a sound, affordable program to maintain adequate U.S. military strength.



THE SECRETARY OF DEFENSE
WASHINGTON, THE DISTRICT OF COLUMBIA

20626 add-on

June 12, 1989

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

I am pleased to submit the Report of the Defense Management Review conducted pursuant to your direction in National Security Review 11. This Report is the product of extensive study and sets forth the plan you requested to:

- implement fully the Packard Commission's recommendations;
- improve substantially the performance of the defense acquisition system; and
- manage more effectively the Department of Defense and our defense resources.

With your approval, the Department is prepared to embark immediately on the implementing actions identified in the Report. Some of these actions will require the assistance of other executive branch agencies. The most important will require the cooperation of the Congress. All will demand the Department's sustained attention and diligent effort in the years ahead.

Sincerely,

A large, stylized handwritten signature, likely of the Secretary of Defense, is written below the "Sincerely,". The signature is fluid and cursive, with a large initial "D" and a long, sweeping underline.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
09a. Report	Re: NSD Status Report (2 pp.)	6/11/89	(b)(1)	TS

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed: 7/6/2010	OA/ID Number: 90006-014
FOIA/SYS Case #: 2010-1905-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

P-1 National Security Classified Information [(a)(1) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Removed as a personal record misfile.

(b)(1) National security classified information [(b)(1) of the FOIA]
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Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
09b. Report	Re: NSR Status Report (4 pp.)	6/11/89	(b)(1)	TS

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed: 7/6/2010	OA/ID Number: 90006-014
FOIA/SYS Case #: 2010-1905-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
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AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

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(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
09c. Index	Re: NSCIF Calendar Year Index (2 pp.)	6/11/89	(b)(1)	TS

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

Date Closed: 7/6/2010	OA/ID Number: 90006-014
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09d. Index	Re: NSCIF Calendar Year Index (1 pp.)	6/11/89	(b)(1)	TS

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

File Location: NSR-11 - February 25, 1989 - Defense Management Review [1]

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FOIA/SYS Case #: 2010-1905-S	Appeal Case #:
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P-2/P-5 Review Case #:	Disposition Date:
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Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

WHORM Cat.:

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UNCLASSIFIED
NSC/S PROFILE

RECORD ID: 8901208
RECEIVED: 27 FEB 89 16

TO: CICCONI, J

FROM: HUGHES

DOC DATE: 01 MAR 89
SOURCE REF:

KEYWORDS: DEFENSE POLICY
NSR

MEDIA

PERSONS:

SUBJECT: DEFENSE MANAGEMENT REVIEW PRESS RELEASE STATEMENT RE NSR 11

ACTION: HUGHES SGD MEMO

DUE DATE: 02 MAR 89

STATUS: C

STAFF OFFICER: SNIDER

LOGREF:

FILES: WH

NSC/S: NSR0011

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ACTION DATA SUMMARY REPORT

RECORD ID: 8901208

DOC ACTION OFFICER

CAO ASSIGNED ACTION REQUIRED

001 GATES
001
002

Z 89022718 FOR DECISION
X 89030110 SCOWCROFT APPROVED RECOM
X 89030110 HUGHES SGD MEMO

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Withdrawal/Redaction Sheet

(George Bush Library)

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09f. Index	Re: NSCIF Calendar Year Index (1 pp.)	6/11/89	(b)(1)	TS

Collection:

Record Group: Bush Presidential Records

Office: National Security Council

Series: H-Files

Subseries: NSR Files

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**National Security Council
The White House**

QC

89 FEB 27 17: 27

LOG # 1208
SYSTEM PRS NSC INT
DOCLOG QC A/O _____

	SEQUENCE TO	HAS SEEN	DISPOSITION
Bob Perito	<u>1</u>	<u>Rmb</u>	<u>A</u>
Philip Hughes	<u>2</u>	<u>[Signature]</u>	
Bob Gates	<u>3</u>	<u>[Signature]</u>	
Brent Scowcroft	<u>4</u>	<u>[Signature]</u>	
Philip Hughes	<u>5</u>	<u>[Signature]</u>	<u>A</u>
Situation Room			
West Wing Desk	<u>6</u>	<u>3/1 RZ</u>	<u>D</u>
NSC Secretariat	<u>7</u>		<u>N</u>

A = Action	I = Information	D = Dispatch	R = Retain	N = No further Action
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cc: VP Sununu Other _____

COMMENTS

Should be seen by: _____
(Date/Time)

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20508

March 1, 1989

MEMORANDUM FOR JIM CICCONI

FROM: G. PHILIP HUGHES 
SUBJECT: Defense Management Review

Attached is a proposed statement by the White House press spokesman on the Defense Management Review. It would be most helpful if it could be released as soon as possible.

Attachment
Tab A Proposed Press Release

cc: Marlin Fitzwater

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

As one of a series of major policy reviews being undertaken by the Administration, the President has directed the Department of Defense to undertake a review of management practices throughout the Department. Together with this Defense Management Review, the President has requested a plan which will accomplish full implementation of the Packard Commission recommendations and realize substantial improvements in the acquisition process and in defense management overall.

As laid out in the President's instructions, the agenda for the Management Review closely parallels that of the original Packard Commission. The focus now is to identify specific actions to address problems already clearly identified. These actions include both those which can be taken internally in the Department of Defense and subsequent actions the Congress could take to contribute to the more effective operation and management of the Department of Defense.

Examples of problems to be addressed include:

- People and Organization: Identifying ways to improve the capabilities of military and civilian acquisition personnel; spelling out the appropriate role for the Under Secretary of Defense for Acquisition; strengthening the notion of individual accountability; and streamlining the acquisition management chain for major programs;

- Improved Planning Processes: Reviewing the role of the Under Secretary of Defense for Policy in defense planning and in policy implementation; and developing means to better link national security strategy and objectives to the overall defense program;

- Practices and Procedures: Identifying improvements in the process of defining military needs and their links to national strategy; developing options for overseeing new program starts; identifying ways to better use commercial-style acquisition practices; finding means to reduce cost through improved production efficiency; and finding means to enhance stability in defense programs;

- Government-Industry Relations: Developing strategies to encourage contractors to cut costs; improving government oversight through increased coordination, sharing of information, and clearer delineation of responsibilities; and identifying opportunities for improved implementation of standards of conduct for government acquisition personnel.

The plan resulting from this review is to be presented to the President by May 10, 1989.

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

February 28, 1989

ACTION

SIGNED

MEMORANDUM FOR BRENT SCOWCROFT

THROUGH: LINTON F. BROOKS *LB*
FROM: DON M. SNIDER *DS*
SUBJECT: Defense Management Review

Per telecon from Phil Hughes, at Tab A is a recommended White House press release on the Defense Management Review tasked by NSR-11.

Bob Hall *BH* concurs.

RECOMMENDATION

That you approve the attached press statement and authorize Philip Hughes to sign the memo at Tab A.

Approve *LB*

Disapprove _____

Attachments

Tab I Memo to Jim Cicconi
Tab A Proposed Press Release