

# CHAIN OF COMMAND



PRESIDENT



SECRETARY OF DEFENSE

Joint Chiefs of Staff –  
advice, coordination,  
and communications

Services – training,  
equipping, maintaining,  
providing the forces  
and supporting

COMBATANT  
COMMANDER



# TWO SCHOOLS OF THOUGHT REGARDING THE MILITARY'S ROLE IN NATIONAL SECURITY POLICY

**THE PURIST** – EXPERT ADVICE ON MILITARY CONSIDERATIONS ONLY  
SEPARATES THE MILITARY FROM OTHER CONCERNS

**THE FUSIONIST** – EXPERT ADVICE ON MILITARY CONSIDERATIONS IN  
THE CONTEXT OF ALL ASPECTS OF THE SITUATION  
LOSS OF THE MILITARY'S SPECIFIC FOCUS

# CIVILIAN CONTROL OF THE MILITARY – WHY?

FEAR OF CONCENTRATION OF COERCIVE POWER  
IN THE HANDS OF THE MILITARY OR THE EXECUTIVE

FEAR OF THE “NATURAL” INCLINATION OF THE  
MILITARY TO USE COERCIVE POWER

# CIVILIAN CONTROL OF THE MILITARY – HOW?

RULE OF LAW

THE U.S. CONSTITUTION

RULES, REGULATIONS, PROCEDURES

CONGRESSIONAL CONTROL OF THE BUDGET

EXPECTED BEHAVIOR

**SOCIALIZATION** OF THE MILITARY LEADERS

NEVER CHALLENGED

# ROLE OF THE MILITARY IN NATIONAL SECURITY DECISION-MAKING

THE CIVILIAN LEADERSHIP **CONTROLS** NATIONAL SECURITY STRATEGY

THE CIVILIAN LEADERSHIP **DETERMINES** THE GOALS OF MILITARY STRATEGY

THE MILITARY LEADERSHIP **ADVISES** ON NATIONAL SECURITY STRATEGY AND THE GOALS OF MILITARY STRATEGY

THE MILITARY LEADERSHIP **DEVELOPS THE OPERATIONAL PLAN IN** COORDINATION WITH THE CIVILIAN LEADERSHIP

THE MILITARY LEADERSHIP **IMPLEMENTS THE OPERATION PLAN** UNDER SUPERVISION OF THE CIVILIAN LEADERSHIP

# HOW TO DETERMINE MILITARY REQUIREMENTS

ENTHOVEN & SMITH

APPEAL TO EXPERTS?  
SET ARBITRARY BUDGET CEILINGS?  
NUMERICAL COMPARISONS?

DETERMINED BY REASONED CHOICE OF RESPONSIBLE OFFICIALS, MILITARY AND CIVILIAN. REQUIREMENTS SET BY ANALYSIS AND JUDGMENT, WITH EACH ISSUE BEING DECIDED ON ITS OWN MERITS

MILITARY REQUIREMENTS ARE A MATTER OF CHOICE. THERE IS NO SUCH THINGS AS A "PURE" MILITARY REQUIREMENT. REQUIREMENTS DEPEND ON WHAT WE WANT TO ACHIEVE IN NATIONAL SECURITY, TEMPERED BY WHAT WE WANT TO GIVE UP ELSEWHERE.

**A COST/BENEFIT ANALYSIS.**

# THE NSC, THE NATIONAL SECURITY ADVISOR, & THE NSC STAFF

NSC RARELY MEETS IN ITS STATUTORY FORM.

**NSC AS A WHOLE IS STRUCTURED AND USED AS THE PRESIDENT DESIRES.**

TASK OF NSC ADVISOR AND STAFF –

**ADVISE** THE PRESIDENT

**COORDINATE** POLICY DEVELOPMENT IN THE EXECUTIVE BRANCH

**MONITOR IMPLEMENTATION** OF PRESIDENTIAL DECISIONS, POLICY,  
AND GUIDANCE

STAFF COMES FROM THE GOVERNMENT, ACADEMIA, THINK TANKS, AND  
THE PRIVATE SECTOR.

**ROLE OF THE ADVISOR:**

PRESIDENTIAL ADVISOR (CLOSE TO THE PRESIDENT)

HONEST BROKER (MEDIATOR & ADJUDICATOR)

POLICY ADVOCATE





