

The Defense Management Review (DMR) was a major initiative launched by the U.S. Department of Defense (DoD) in 1989 under the leadership of then-Secretary of Defense Dick Cheney. The DMR was part of a broader effort to modernize the DoD and make it more efficient and effective.

The DMR was conducted by a panel of experts from inside and outside the DoD, who were tasked with reviewing and making recommendations for improving the DoD's management practices and processes. The panel reviewed a wide range of issues, including acquisition, logistics, financial management, and personnel management.

The DMR's final report, released in 1990, contained over 100 recommendations for improving the DoD's management practices and processes.

Summary of the Defense Management Review (DMR):

1. Background and Context:

- As the Cold War ended, there was a pressing need to reconsider and restructure the U.S. defense posture. Reductions in defense budgets and the need for greater efficiency became central themes.
- The DMR was initiated by U.S. Department of Defense leadership to identify areas for improvement in defense management and to recommend changes.

2. Focus Areas:

- The DMR examined a wide range of issues, including defense procurement, organizational structure, logistics, personnel management, and the overall strategic posture.

3. Key Findings:

- Identified inefficiencies in various defense processes, pointing out areas where cost savings could be achieved without compromising security or readiness.
- Noted that the organizational structure of the defense establishment was sometimes cumbersome, leading to duplicated efforts and slow decision-making.

4. Recommendations:

- Streamline defense procurement to ensure that the military gets the equipment it needs in a timely and cost-effective manner.
- Enhance the integration of various defense agencies and functions to promote synergy and reduce redundancy.
- Emphasize a performance-based approach to defense management, focusing on outcomes rather than just compliance with procedures.
- Consider adjustments in force structure and defense commitments in light of the changing global security environment.

5. Legacy:

- Some of the DMR's recommendations were implemented, leading to changes in defense management practices in the 1990s and beyond.
- The review served as a precursor to other defense reform initiatives, emphasizing the importance of ongoing evaluation and improvement in defense management.

In essence, the Defense Management Review was a comprehensive effort to ensure that the U.S. defense establishment remained agile, efficient, and effective in a post-Cold War world. It underscored the importance of continuous reform and adaptation in defense management.