

The Functions of a Ministry of Defence

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David Chuter 2016

I am mostly speaking at the
strategic management level

We'll get into as much or as
little detail as you like.

Why a Ministry of Defence?

Isn't defence a technical issue?

Don't decisions have to be taken by experts?

What can civilians add?

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What Are Defence Forces?

They are an *executive* arm of government

So they *implement* policy. They do not
make it

What Do Defence Forces Do?

They exist to underpin the domestic and foreign policies of the state with violence or the threat of violence

And they have other skills which can be used in various contexts

A Few Words About Clausewitz

He said that

- *“War is a continuation of state policy with the addition of other means.”*

He meant that

Any use of military forces must have a purpose

So.....

.... every country, and every government, needs a defence policy, just like it needs a foreign policy, a law and order policy and a health policy

.... and somebody needs to be in charge of this.

A government must be able to make a defence policy, like any other type of policy. It needs a number of things.

What is a Ministry?

Every area of government policy needs a politically-accountable head.

That person needs support from political and technical advisors.

Operational institutions are needed to turn policy into reality.

So

The Education department has schools
and universities.

The Health Department has hospitals.

The MoD has the military.

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Operational and technical advice.

Political advice.

Financial and procurement advice.

Advice about the views of other countries.

.... And someone to carry the policies out.

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And anyway, defence is not a purely technical subject of interest to specialists alone....
.... policy is always made in a wider context, both domestic and international

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The Policy Hierarchy

Government policy

Foreign/Interior policy

Security policy

Defence policy

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What Does This Mean for the Role of Civilians?

Civilians cannot “control” the military

But they represent the voter, the citizen and the taxpayer

They represent the larger picture

... And they can work productively with the military

So where do the military fit in?

They are valued technical advisers, and implementers of policy

But they do not *make* policy, any more than doctors make health policy, or policemen make policy on law and order

The Basic Functions of a Ministry of Defence

Helping the Minister and the government make defence policy.

Dealing with the parliamentary and political aspects of defence.

Ensuring that the government's policies are carried out.

Assisting the Minister in debates within government

The Basic Functions of a Ministry of Defence (2)

Procurement

Financial Management

Programme Management

Management of Civilian Personnel

Organisation and Efficiency

Public Relations

Other Possible MoD Functions

High-level direction of operations and exercises

Recruitment, training and administration

R&D and manufacture

Intelligence Analysis

Direct command of units

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Relationship of the MoD with other organisations

National Military HQ

President's Office

Single service HQs

Training and Logistic organisations

The End

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