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The Pentagonist: An Insider's View of Waste, Mismanagement, and fraud in Defense Spending

D.K. Pace

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or subvert it before the reforms are completed.

Gansler begins with a brief discussion of the numerous dilemmas facing defense leadership, including the potential conflicts for which our nation must be prepared. He then describes the process by which America selects its weapons. The relation between defense spending and the national economy is discussed, as is the development of the defense budget. He describes how military equipment is bought, and highlights the deleterious impact of the numerous efforts to regulate the process which have been counter-productive. Unlike some other treatments of defense acquisition, Gansler does not neglect R&D, the industrial base, or personnel (both military and civilian). He covers them all. His suggestions for improvement come from his own analysis of the defense system, from the recommendations of numerous reform studies, and from careful consideration of the approaches of other nations to weapons acquisition and force structure planning. The current efforts of the president and the secretary of defense to improve DoD management are similar to many of Gansler's suggestions.

Gansler understands his subject well. He is a senior vice president of The Analytic Sciences Corporation (which works extensively for DoD) and a member of the faculty of the John F. Kennedy School of Government at Harvard University. His earlier book, *The Defense Industry* (1980), is one of the standard

textbooks on weapons acquisition. This book should also become a standard text. I strongly recommend it for every serious student of American national security.

D.K. PACE
The Johns Hopkins University

Fitzgerald, A. Ernest. *The Pentagonists: An Insider's View of Waste, Mismanagement, and Fraud in Defense Spending*. Boston, Mass.: Houghton Mifflin Company, 1989. 316pp. \$19.95

This is a disturbing book. It presents a disgusting tale of malevolence, deception, and waste. If even a small portion of the numerous allegations in this book are true, some of our military, governmental, and industrial leaders are the greatest threat to our national security, for in their drive for power and position they have saddled us with expensive weapons of dubious military utility.

The author, A. Ernest Fitzgerald, is a "whistle blower." He served as deputy for management systems in the air force in the late 1960s and was fired because of his whistle blowing to Congress. He was reinstated in the mid-1970s after a prolonged legal battle, and continued to be a whistle blower, which resulted in much bureaucratic infighting and legal battles with his superiors.

The Pentagonists is too heavily bent toward sensationalism for my taste, but it presents such a large number of specific charges of mismanage-

ment, waste, and fraud (with names, dates, and particulars) that it leaves an indelible impression that much is amiss in DoD. If its allegations are valid, then it is high time to clean house in the defense establishment (although experience indicates this would be an extremely difficult task). We should rise in righteous indignation that the military personnel who put their lives on the line in combat must do so with inferior and costly systems because we tolerate a defense acquisition process that operates on a "smoke and mirrors" basis.

Fitzgerald addresses problems associated with the C-5A program (the source of his original whistle blowing), the B-1 bomber, the F-5 and F-16 fighter aircraft, spare parts for the Phoenix missile, and major defense contractor bribes and kickbacks. He even documents such abuses, as General Dynamics charging for boarding a dog in the travel expenses of one of its executives.

The tone of this book is so vitriolic that I view its perspective with suspicion, but we dare not ignore the problems that it identifies. It reminds us of the need for "trouble-making" whistle blowers who will keep us from complacency and disregard of systemic problems.

D.K. PACE
The Johns Hopkins University

Brinkley, David. *Washington Goes to War: The Extraordinary Story of the*

Transformation of a City and a Nation.
Alfred A. Knopf, Inc., New York.
1988. 286pp. \$18.95

David Brinkley has performed a needed service in capturing the flavor of wartime Washington in the turbulent days leading up to the Second World War. Some of the messages from that time are relevant today as our country strives to be comfortable with the mantle of world leadership. Once again the lesson is emphasized that history is made by people, who embody enormous capacities for vision and self-sacrifice and for myopia and the pursuit of selfish goals.

Washington in the mid-thirties was a bucolic Southern town with all of the class distinctions, tolerances, and intolerances that were the hallmark of the post-Civil War South. Social mores were the province of the "cave dwellers" on upper Connecticut Ave. and on Massachusetts Ave. Taxicab zones were gerrymandered—and still are—to minimize commuting costs for congressmen. Washington, then as now, was resistant to change. Brinkley points out that men of action from the very beginning of the Republic found Washington hard to understand. Most military officers can relate to that.

This book is about change, about the process of "moving mountains" that began with the New Deal of Franklin Delano Roosevelt and was accelerated by Pearl Harbor. It sketches the good, the bad, and the ugly as well as the hilarity and bathos involved in the metamorphosis of the